

2020 - 21 Compliance Program

Submitted by:

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#Workplace overview

Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Retention	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Performance management processes	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Promotions	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Talent identification/identification of high potentials	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Succession planning	Yes(<i>Select all that apply</i>)
...Yes	Strategy
...Training and development	Yes(<i>Select all that apply</i>)
...Yes	Policy Strategy
...Key performance indicators for managers relating to gender equality	Yes(<i>Select all that apply</i>)
...Yes	Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(*Select all that apply*)

...Yes	Strategy
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3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

We have strategies in place that cover all the above areas. Our policies exist to provide intent, direction and regulate entitlements.

Governing bodies

1: Does this organisation have a governing body?	Yes(<i>Provide further details on the governing body(ies) and its composition</i>)
1.1: What is the name of your governing body?	Board of Directors of Mirvac Limited
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	
...Male (M)	1
...Gender X	0
...Members	
...Female (F)	4
...Male (M)	3
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes(<i>Select all that apply</i>)
1.5: Has a target been set to increase the representation of women on this governing body?	No(<i>Select all that apply</i>)

Mirvac Limited

1: Does this organisation have a governing body?	Yes, same as local ultimate parent organisation(<i>The local ultimate parent's governing body details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.</i>)
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

#Action on gender equality

Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	Yes(<i>Select all that apply</i>)
...Yes	To achieve gender pay equity To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews) To ensure managers are held accountable for pay equity outcomes To implement and/or maintain a transparent and rigorous performance assessment process

2: Did your organisation receive JobKeeper payments?

Yes

2.1: Please indicate which months in the reporting period your organisation received JobKeeper payments:

.. April 2020	Yes
...May 2020	Yes
...June 2020	Yes
...July 2020	Yes
...August 2020	Yes
...September 2020	Yes
...October 2020	No
...November 2020	No
...December 2020	No
...January 2021	No
...February 2021	No
...March 2021	No

3: What was the snapshot date used for your Workplace Profile?

1-Jul-2020

4: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

Our gender pay analysis includes by organisation-wide gap, by-level gap and like-for-like gap. We analyse the data by the key points where remuneration changes may be made, which is new hires, out of cycle payments and promotions.

In reference to question 2.1, JobKeeper payments were received between Apr - Sept 2020 however we have since come to the view that our recovery has been strong enough to allow us to return the FY21 component of JobKeeper to the Government.

Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes(*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?

Within the last 12 months

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

Yes(*Select all that apply*)

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

.. Yes

Identified cause/s of the gaps
 Reviewed remuneration decision-making processes
 Analysed commencement salaries by gender to ensure there are no pay gaps
 Analysed performance pay to ensure there is no gender bias (including unconscious bias)
 Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
 Reported pay equity metrics (including gender pay gaps) to the governing body
 Reported pay equity metrics (including gender pay gaps) to the executive
 Reported pay equity metrics (including gender pay gaps) to all employees
 Reported pay equity metrics (including gender pay gaps) externally
 Trained people-managers in addressing gender bias (including unconscious bias)
 Corrected like-for-like gaps

1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)

Our gender pay analysis includes organisation-wide gap, by-level gap and like-for-like gap. We analyse the data by the key points where remuneration changes may be made, which is new hires, out of cycle payments and promotions

2: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?

Yes (*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?

Survey
Consultative committee or group
Focus groups
Exit interviews

1.2: Who did you consult?

ALL staff

2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

We conducted workshops with the Inclusion Working Group which includes 20 representatives across the business to discuss inclusion and diversity including gender equality initiatives.

#Employee work/life balance

Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes (*Select all that apply*)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	Yes
...Targets have been set for men's engagement in flexible work	Yes
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	Yes
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work Yes (*Select one option only*)

...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Informal options are available
...Time-in-lieu	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Telecommuting (e.g. working from home)	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Job sharing	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Carer's leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available Informal options are available
...Purchased leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available
...Unpaid leave	Yes(<i>Select one option only</i>)
...Yes	SAME options for women and men(<i>Select all that apply</i>)
...SAME options for women and men	Formal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, ALL managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

Yes, for both women and men

6: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

In reference to question 5; increase in the approval of formal flexible working arrangements, we have found an increase in both our formal and informal flexible working arrangements compared to pre-COVID-19. In response we have launched our hybrid flexible working principles to facilitate this change.

#Employee support

Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i>)
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy Stillbirth
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the employee's full salary
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	20
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes(<i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i>)
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary

1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	4
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

We pay superannuation on the unpaid period of parental leave up to 12 months based on the employee's pre-leave superannuation contributions. We still consider pay reviews if the employee is on parental leave. We offer 10 Keep in Touch Days whilst on parental leave. Paid parental leave is included when calculating short term incentives, bonus outcomes.

Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes(*Select all that apply*)

...Yes	Policy Strategy
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2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...On-site childcare	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Breastfeeding facilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at SOME worksites
...Childcare referral services	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...Internal support networks for parents	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Not aware of the need
...Information packs for new parents and/or those with elder care responsibilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)

...Yes	Available at ALL worksites
...Referral services to support employees with family and/or caring responsibilities	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Support in securing school holiday care	No(<i>You may specify why the above support mechanism is not available to your employees.</i>)
...No	Currently under development(<i>Select the estimated completion date.</i>)
...Currently under development	31-Dec-2021
...Coaching for employees on returning to work from parental leave	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at ALL worksites
...Parenting workshops targeting mothers	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at SOME worksites
...Parenting workshops targeting fathers	Yes(<i>Please indicate the availability of this support mechanism.</i>)
...Yes	Available at SOME worksites
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)
...Yes	At induction At least annually
...All employees	Yes(<i>Please indicate how often is this training provided (select all that apply):</i>)

...Yes	At induction At least annually
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3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

Family or domestic violence

1: Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes (Select all that apply)	
...Yes	Policy Strategy

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	Yes
...A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes
...Access to unpaid leave	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
...Offer change of office location	Yes
...Emergency accommodation assistance	Yes

...Access to medical services (e.g. doctor or nurse) Yes

...Other (provide details)

No(Select all that apply)

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

In March 2018, Mirvac became a White Ribbon accredited workplace. The White Ribbon Accreditation recognises workplaces that are taking active steps to stop violence against women. White Ribbon workplaces engenders organisational commitment to stop violence against women, meeting 15 criteria under 3 standards to create a safer and more respectful workplace. Although the White Ribbon organisation liquidated on October 2019, Mirvac has continued the strong message that violence in any form will not be tolerated through training of employees. Further to this, as part of our international Women's Day Program of events, we have worked with charity Every Little Bit Helps (2018) to distribute care packages and Friends with Dignity (2019) to a Back Pack Drive which was distributed to children who have been impacted by domestic violence.

Our commitment to ending Domestic and Family Violence resulted in special partnerships formed with DVConnect and QLD Developer Halcyon. Together, we created Bella's Sanctuary on the Gold Coast which is Australia's first purpose-built bridging accommodation facility that gives those affected by domestic and family violence a place to feel safe and supported while they rebuild their lives. The project marks the first time in Australia that a corporate and not-for-profit organisation have teamed up to address the alarming rate of domestic violence through housing.

Domestic and Family Violence Leave Policy:

*In June 2016, we launched a **Domestic and Family Violence Leave Policy** which provides employees experiencing domestic or family violence with financial support and access to leave. The leave policy was further revised in December 2019 with the following inclusions:*

All permanent employees

§ Uncapped paid leave per occasion for an employee personally experiencing the effects of domestic and family violence

§ Up to \$5000 financial support per occasion at the relevant manager's discretion by way of reimbursement for personal expenses incurred by the employee in relation to medical, relocation/accommodation expenses and childcare

All employees

§ Uncapped unpaid leave per occasion

§ Temporary provision of a new phone and new email address if necessary

§ Employee Assistance Program: Specialised domestic and family violence counselling and/or referral pathways

§ Support for flexible work arrangements

