



Gender Pay Gap

Mirvac Employer Statement | 2024-25 WGEA Reporting Period

Published March 2026





A message from Campbell



A message from Campbell Hanan,
Group CEO and Managing Director

Mirvac’s commitment to gender equality is longstanding and we continue to have ongoing engagement from our Board and senior leadership on the issue. The publication of the third set of gender pay gap results from the Workplace Gender Equality Agency (WGEA) in Australia provides helpful transparency and accountability for all employers, and we welcome that focus. Consistent with last year’s approach, we remain committed to a clear assessment of our progress and the areas we need to improve on.

It’s pleasing to see we remain at or ahead of industry benchmarks and have maintained a tenth consecutive year with a zero like-for-like pay gap. Our gender pay gap improved across all four dimensions measured by WGEA. We continue to make sure gender equality is front of mind in our everyday decisions around hiring, remuneration and career progression.

Female representation at Mirvac remains a strength. At 31 December 2025, women held 47 per cent of senior management roles and 42 per cent across management, sustaining balanced leadership in line with our 40:40:20 objective.

We continue to address the structural drivers of our gender pay gap through practical action. This includes building an inclusive and respectful culture, growing female representation in under-represented workforce segments (including Construction), and stress testing pay and hiring decisions. We also commenced our ‘Men as Role Models’ program in November 2025, a six-part series for senior leaders focused on inclusive leadership and creating safer, more respectful sites.

We continued to implement our Respect@Work commitments, much of which were the recommendations from the work we did with Our Watch in 2022 and 2023. This included refreshing and embedding our Respectful Workplace Behaviours Policy and providing our people leaders with active bystander training to build confidence and skills to uphold our workplace standards.

Looking ahead, we’re committed to sustaining momentum through policy and practice improvements that enable gender equal outcomes. In the coming months, we look forward to publishing our refreshed public commitments - including new gender equity targets - which will reinforce our determination to reduce our gender pay gap, lift representation where it matters most, and deliver meaningful, measurable progress over time.

Campbell

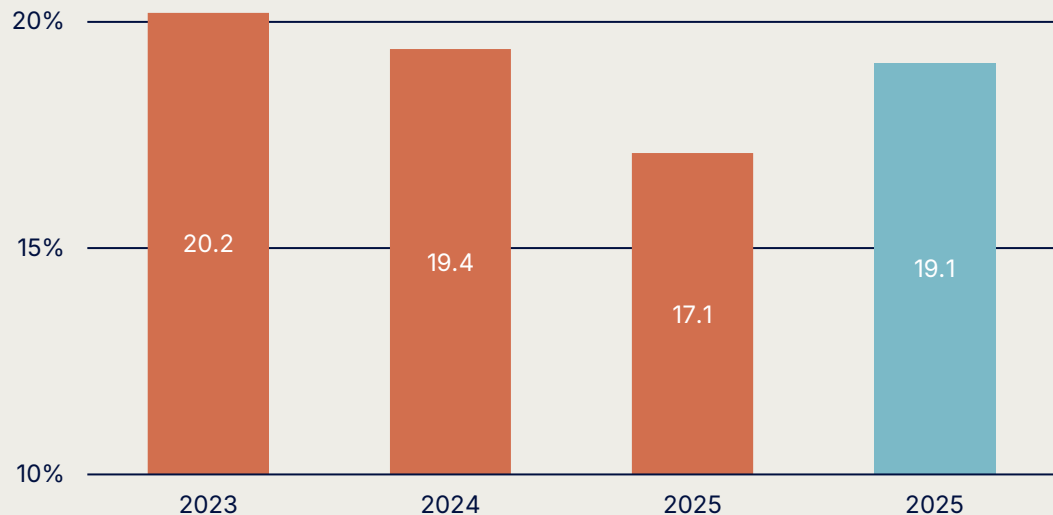
Our headline results for 2024-25

0% like-for-like pay gap for 10th consecutive year

Base and total pay gaps continuing to narrow

Ahead of 2025 industry benchmarks

Average base pay gap 2023-2025



- Mirvac base pay gap
- Industry benchmark base pay gap

WGEA gender pay gap – our progress over time

% GPG	2014	2023	2024	2025	2025 Benchmark
Base pay - Median		16.0	15.0	12.0	19.8
Base pay - Average	30.8	20.2	19.4	17.1	19.1
Total Remuneration – Median ¹		21.3	24.0	21.0	28.4
Total Remuneration – Average ¹	35.3	22.3	25.8	24.5	25.4

Our annual gender pay analysis highlights continued progress in closing the gender pay gap across the organisation and at each job level.

During the reporting period, improvements were achieved across all gender pay gap measures, with results consistently outperforming the industry benchmark.

We will continue to closely monitor gender pay outcomes, with a focus on sustaining and improving pay equity over time.

Our [Employer Statement for the 2022-23 reporting period](#) provides more detail relating to overarching factors influencing Mirvac’s Gender Pay Gap, and our 2025 gender pay analysis confirmed that these factors remain unchanged.

1. Total remuneration outcomes impacted by change in WGEA’s methodology from 2024 onwards.

Our strategy and initiatives

We have made good progress in narrowing the base and total pay gender pay gaps, however, we acknowledge there is still significant work to be done to make our sector a place where everyone belongs. We remain committed to a sustained focus on a range of initiatives to create an inclusive culture for all, including addressing gender equity.

Join



We're building the next generation of diverse talent

To attract diverse talent into the property and construction industry, our internship, cadetship and work experience programs provide university and secondary school students the opportunity to gain exposure to careers in property and construction.

Through our partnership with the GWS, Mirvac volunteers deliver goal-setting and careers workshops across Western Sydney schools, broadening students' awareness of career pathways and helping to build a strong, gender-diverse talent pipeline for the future of our industry.



Inclusive recruitment and employment policies and processes

We strive to attract and retain a gender balanced pipeline of talent, ensuring a fair and equitable process and candidate experience.

We advertise all roles with a reference to 'flexible and hybrid working' to widen the pool of candidates, and challenge shortlists if there is not appropriate gender balance during the recruitment process.

Bringing our recruitment in-house has enabled us to have a specific focus on increasing female representation in senior roles and in construction.

Grow



We set gender representation targets, with regular measurement and reporting of progress

To support ongoing progress against our targets and ensure bias does not creep into our practices, we monitor gender balance in our promotion and progression cycles and undertake annual pay gap audits.



Closing the super gap for parents

We recognise that supporting parents through key life stages is critical to long-term workforce participation and equity. Our Shared Care Parental Leave Policy includes 20 weeks paid leave, four weeks paid partner leave, and superannuation paid on periods of unpaid parental leave.

This is complemented by our Mirvac Family Hub, which provides resources and support to help our people balance work and life while managing diverse caring responsibilities.



We invest in talent and leadership programs to build an inclusive and safe culture

All employees receive training on unconscious bias and their role in contributing to an inclusive culture.

All people leaders must complete active bystander training, ensuring they have the confidence and capability to intervene early and uphold our workplace behaviour standards.

We undertake targeted talent development and succession planning at all levels, with a focus on building a gender-balanced, diverse pipeline of future leaders in our business.

Belong



We listen, learn and take action to create an inclusive and safe workplace

Our employee surveys assess differences in experience and engagement by gender, providing actionable insights into areas of opportunity to be more inclusive. We have also held a number of workshops to gain a deeper understanding of the needs of our employees and opportunities to improve their experience at work.



We focus on flexibility, building an inclusive culture and encouraging diversity of thought

In our 2025 engagement survey, 91% (up 6% on 2023) of our people agreed they are genuinely supported in choosing to make use of flexible work arrangements.



We also have a comprehensive Domestic and Family Violence Policy

Our policy provides comprehensive support, including paid leave, financial assistance, flexible work arrangements and counselling services for employees experiencing domestic and family violence.

We are committed to our Respect@Work program, delivering on our commitments made through the Our Watch partnership, to help us do everything we can to eliminate sexual harassment in the workplace.



We advocate for gender equality in our industry and in Australia

We are active members of the Property Champions of Change network, working to address barriers and effect change.