



Australian Government



Workplace  
Gender Equality  
Agency

## 2021 - 22 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 Policy
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Policy 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	Policy Strategy

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

Yes(*Select all that apply*)

...Yes	Policy Strategy
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3: Does your organisation have any of the following targets to address gender equality in your workplace?

Reduce the gender pay gap  
Increase the number of women in leadership positions

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

### **Our strategic focus**

Stockland commits to maintaining a comprehensive Diversity and Inclusion Strategy, which includes clear priorities, targets and actions, to achieve our overall diversity goals and obligations. Stockland's Diversity and Inclusion Guiding Principles are:

- creating workplaces where diversity and inclusion are embraced, where all employees are respected, valued, and supported, feel like they belong, and can bring their authentic self to work
- building aware and capable people leaders who embrace diversity and inclusion
- maximising diversity in leadership positions
- being a diversity thought-leader, advocate, and employer-of-choice in the property sector.

### **How we mobilise our strategy**

Stockland has five Employee Advocacy Groups (EAG). Each EAG has specified objectives, focus areas, and action plans, and identified enabling partners. The EAGs are represented by men and women at various levels in the organisation and a mix of other demographics, which encourages greater diversity of thought, more informed decision making and better business outcomes. The EAGs are Gender Equity, Accessibility & Cultural Inclusion, Wellbeing, Flexibility, and LGBTQ+. Our Managing Director plays a critical role in sponsorship and role modelling of D&I focus areas as well as externally, where he is a member of the Property Champions of Change (PCC) and Pay Equity Ambassador, co-lead of the PCC DFV Action Group and Chair of the Stockland Diversity & Inclusion Steering Committee

Ways we enhance gender diversity and inclusion include

- a formal target to have balanced representation across all management levels and gender pay equity across all like for like roles
- a formal target to achieve a gender pay equity ratio of between 97% and 103%
- 'Celebrating women' networking events with internal and external panellists, within property industry and more broadly
- Programs implemented to build a gender diverse talent pipeline:
  - o Women's Sponsorship program for high potential leaders,
  - o Career Resiliency training,

o Keeping in Touch program to support employees on parental leave (93% of employees return).

How we have been recognised as a leading organisation in gender equality

- awarded the 2021-23 WGEA Employer of Choice citation. We have held this for 13 years
- ranked 24th globally by Equileap in the Global Workplace ranking for Gender Equality
- launched a revised parental leave policy that offers up to 24 months' leave that can be taken flexibly and increased paid parental leave to 20 weeks to all employees regardless of gender identity. We are proud that the policy has attracted the attention of the media: – Big Splash, ABC radio, Australian Financial Review, SMH, The Australian, ABC News.

## Governing bodies

### Stockland Development Pty Limited

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
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	0
...Male	1
...Non-binary	0
...Members	
...Female	3
...Male	5
...Non-binary	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> )
	Policy
1.5: Has a target been set to increase the representation of women on this governing body?	No( <i>Select all that apply</i> )
	Other (provide details)
	Our current board NEDS composition is 37.5% female, and we give consideration to our Group

	wide 40/40/20 targets when considering board succession planning.
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	Yes( <i>Select all that apply.</i> )
	Policy
1.1.a.3: How many members are on the governing body and who holds the predominant Chair position?	

*Stockland Corporation Ltd*

1: Does this organisation have a governing body?	No
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	
...Male	
...Non-binary	
...Members	
...Female	
...Male	
...Non-binary	
1.1: Is the governing body the same as the local or overseas ultimate parent?	Local ultimate parent organisation
1.1.a: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.
1.1.a.3: How many members are on the governing body and who holds the predominant Chair position?	

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

At Stockland we are committed to improving the diversity of our workforce and creating an inclusive environment where diversity can lead to greater shared success for everyone. The Stockland Board recognises the important role it plays in supporting diversity and inclusion (D&I), and in the setting of Stockland's diversity and inclusion agenda. Their composition is reviewed annually, including a skills matrix review to ensure diversity across mix of relevant business, backgrounds, representation, executive and professional experience. Without compromising on the necessary experience and skills to oversee the high standard of corporate governance, integrity and accountability required of a professional and ethical organisation, our Board will identify pathways and options to successfully apply the Diversity and Inclusion Guiding Principles.

Our Board believes that it is important to maintain a range of director tenures to facilitate orderly Board renewal while maintaining continuity and corporate knowledge among directors. Additionally, the P&C Committee (sub-committee of the Board) also has oversight of our Diversity and Inclusion Strategy. It considers diversity and inclusion objectives as part of its role in overseeing employment policies, performance planning and assessment, training and development, promotion and people management generally. We provide regular updates, including data from our employee pulse surveys to the P&C Committee on performance against a range of diversity metrics, including gender equality and gender analysis.

# #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(*Select all that apply*)

...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 be transparent about pay scales and/or salary bands  
To ensure managers are held accountable for pay equity outcomes  
To implement and/or maintain a transparent and rigorous performance assessment process

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

31-Mar-2022

3: Does your organisation publish its organisation-wide gender pay gap?

Yes(*Select all that apply.*)

...Yes

Shared internally with governing body members

4: Do you give WGEA permission to publicly publish your organisation-wide gender pay gap?

No

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

Stockland undertakes comprehensive reviews of gender pay using multiple methodologies on a regular basis. Stockland recognises the importance of the organisation-wide pay gap as described by WGEA as well as the use of other metrics to identify strengths and opportunities for improvement. As part of our commitment to reducing the gender pay gap Stockland has recently partnered with an external expert in pay equity analysis. The partnership will provide an additional lens on gender pay equity and aims to leverage technology to identify statistically significant drivers of gender pay inequity. Results will inform gender pay equity strategies moving forward.

Stockland have incorporated gender equity analysis into every process that can impact remuneration so that emerging issues can be resolved pre-emptively. Findings are discussed in an open and collaborative manner to calibrate results and ensure outcomes are equitable.

Analysis is provided to the Board and People & Culture Committee. Stockland reports on a variety of gender pay equity and representation metrics to the public.

In addition, Stockland continues to be focussed on 40/40/20 at all job band levels. We have continued to make process at the SWIM level, since WGEA reporting date 30 March 2022, we have had 3 female promotions which will be reflected in next year's submission.

## 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?

Created a pay equity strategy or action plan  
 Identified cause/s of the 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)  
 Set targets to reduce any organisation-wide gap

.. Yes

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) externally  
 Implemented other changes (provide details):

...Implemented other changes (provide details):

Stockland are preparing a targeted remuneration review that will aim to address gender pay inequity identified in the most recent gender pay gap analysis.

Stockland conducts gender remuneration gap analysis on a like for like basis, organisation wide, and using a statistically significant methodology. Analysis is conducted on base salary,



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)

total remuneration (including allowances, bonuses, performance payments, discretionary pay, overtime, and superannuation), performance pay, starting salaries, annual salary increases, salaries on promotion. Analysis is run using multiple methodologies that considers factors that differentiate pay including but not limited to business unit, location, job family, and job band.

2: For organisations with partnership structures: Have you undertaken a gender remuneration gap analysis ('gender pay gap analysis') in the current reporting period to determine if there are any remuneration gaps between women partners and men partners in your organisation?

3: 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 during the reporting period?

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: Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?

Yes(Select all that apply.)

...Yes

Strategy

3: On what date did your organisation share your previous year's public reports with employees?

4-May-2022

4: Does your organisation have shareholders?

Yes

4.1: On what date did your organisation share your previous year's public reports with shareholders?

4-May-2022

5: Have you shared previous Executive Summary and Benchmark reports with the governing body?

Yes

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

Employee consultation happens regularly through a variety of channels across Stockland, including working groups, employee engagement surveys and through learning events.

**Working groups:** Within the diversity and inclusion space we have our 5 Employee Advocacy Groups (EAGs). One of the key reasons for having EAGs is to act as a voice for our people across a number of important diversity and inclusion focus areas. These groups meet every 6 weeks to discuss, contribute to, and feedback on their employee experience with that D&I lens in mind. Members of the EAG bring with them input from their peers and business area as well as their own views.

**Engagement surveys:** Our employee engagement strategy consists of three pulse surveys throughout the year. The surveys cover different themes throughout the annual cycle and include recurring statements, giving the opportunity to analyse results and trends, further consult, and inform or enhance initiatives. We analyse this data based on demographics such as Business Unit/function, gender, LGBTQ+, disability, geographic location and more, and in doing so we can understand how employees are managing and experiencing D&I aspects like flexibility, balancing caring responsibilities, and what their wellbeing is currently like. From a gender equity perspective, the survey statements seek to explore themes including equal opportunity, promoting a working environment that is accepting of gender differences, and perceived opportunities for advancement. Our recent results validate our ongoing focus on balanced recruitment, everyday respect, and D&I leadership.

**Learning events:** We run several campaigns throughout the year to raise awareness on important diversity and inclusion topics. In March we ran learning events to celebrate International Women's Day. These included an all-employee webinar with a diverse internal panel as well as a leadership event featuring a panel with Board directors and distinguished guests. These forums provide opportunity to ask open questions focused on gender equality and create social water cooler discussions.

# #Flexible work

## 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
...Other (provide details)	No

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

...Flexible hours of 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
...Compressed working weeks	No( <i>You may specify why the above option is not available to your employees.</i> )
...No	Other (provide details)
...Other (provide details)	We consider that our numerous flexibility options at Stockland are very effective. We are mindful of fairness and wellbeing issues related to compressed working weeks. We have regular discussion and debate about this aspect of flexibility.
...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
...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
...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: Has your organisation implemented an 'all roles flex' approach to flexible work?

Yes

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce during the 2021-22 reporting period?

Yes, for both women and men

6: If your workplace includes hybrid teams (i.e. some employees in a team work remotely while other employees in a team work at the organisation's usual workplace), have any of the following measures been utilised to ensure the fair treatment of all employees regardless of work location?

Training for managers on how to work with flexible and remote/hybrid teams

Training for non-managers on how to work with flexible and remote/hybrid teams

Training for all employees on how to work with flexible and remote/hybrid teams

Employee performance is measured by performance and not presenteeism

7: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, including specific changes due to the impact of the COVID-19 pandemic on your workplace, please do so below.

**Flexibility for all:** At Stockland, flexibility is not just supported, it's actively encouraged. For years we have had a proactive and structured approach through our initiative called "Flexibility@Stockland" which is aimed at driving employee engagement and retention across the organisation. This is supported by our flexible work policy, which outlines informal and formal options for employees to talk through with their manager as well as resources and tools.

We have a "One Simple Thing" initiative, which has been a formal flex working arrangement for 7 years. With the impact of Covid-19 we recognised the need to evolve flexibility further, and also provide flexible options for teams. We have since launched our Hub & Home model which is our hybrid work model aimed at encouraging all employees where possible (agnostic to gender) to more effectively balance their personal and professional lives.

**Re-introduction of hybrid ways of working:** We were fortunate enough to have launched Hub & Home after the first easing of restrictions back in 2020 and this hybrid way of working continued into early 2021. We provided leadership teams with insight into Workplace Analytics to highlight optimal use of technology for wellbeing and productivity, and our Wellbeing EAG provided a webinar series to all employees focusing on topics to help them navigate the pandemic and work as best they could in challenging circumstances. The aim of these initiatives was to promote flexible working that suits the individual and team regardless of gender. These included a focus on sleep, mental health and wellbeing, parenting and caring responsibilities, vaccination understanding, and renewal strategies.

When easing of restrictions occurs in more recent times, it meant our people were already more familiar with the why and how of hybrid working and have transitioned back into Hub & Home in a way that suits them and their team. We do recognise that Hub & Home will continue to evolve and iterate as teams find their feet over time and that ongoing conversations and upskilling is required. As part of the more recent return to Hub & Home

1. Our Flexibility Employee Advocacy Group (EAG) runs an annual “Flex in Feb” campaign. Throughout the year they work with focus groups, build capability (toolkits, blueprints, guidelines) and continue to advocate to ensure flexibility is part of the Stockland culture. During the campaign this year they included a series of videos providing examples of modern flexibility, and how it benefits our wellbeing and team productivity.

2. We encouraged all employees regardless of role, to attend “Effective and Inclusive meetings” webinar training delivered by external third party in March 2022, which focused on:

- Inclusivity: The differences of hybrid, virtual and F2F meetings – how to make everyone feel included wherever they are
- Effectiveness with attendees located anywhere by frontloading meetings with a clever agenda; focusing on creating a sense of belonging and strengthening communication with empathy, curiosity; and following through for accountability, achieving outcomes and value for each attendee's time

# #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 that is gender equal (without using the primary/secondary carer definition)

1.1: Please indicate whether your employer-funded paid parental leave is available to:	All, regardless of gender
1.2: Please indicate whether your employer-funded paid parental leave covers:	Birth Adoption Surrogacy Stillbirth
1.3: How do you pay employer funded paid parental leave?	Paying the employee's full salary
1.4: Do you pay superannuation contribution to your carers while they are on parental leave?	Yes, on unpaid parental leave Yes, on employer funded parental leave
1.5: How many weeks (minimum) of employer funded paid parental leave is provided?	20
1.6: What proportion of your total workforce has access to employer funded paid parental leave, including casuals?	91-100%
1.7: Do you require carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	No
1.8: Do you require carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.8: Do you require carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 24 months
.. Yes	

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.

At Stockland, we recognise the valuable role parental leave plays in supporting our people during an exciting time of profound change in their lives. We understand that raising a child impacts all parents, whether they are the primary or secondary carer, biological, adoptive, surrogate or long-term foster parents, and regardless of gender. As a family friendly workplace, we were very proud to launch a new Parental Leave Policy effective 1 July 2021 that reflects this culture. The policy provides greater flexibility, removes carer distinction and eligibility criteria, and provides equal benefits to all our people, regardless of gender.

The changes made to our policy include:

- Increasing our parental leave benefit for permanent employees from 16 weeks up to 20 weeks.
- All parents, irrespective of gender identity (including those who are part of LGBTQ+ families) and whether they are the primary or secondary carer can access the same benefit.
- We recognise our people need particular support in the tragic event of pregnancy loss or stillbirth and the same leave benefit will apply.
- Our people will be able to take parental leave at any time during the first 24 months, noting this can be at the same time as their partner to ensure there is equal opportunity for all employees.
- Removing the eligibility criteria for employees (previously 6 months).
- Paid Superannuation on unpaid leave (if unpaid leave is taken).

Additionally, to support our people further, the Flexibility Employee Advocacy Group (EAG) developed a parental leave tool kit. The tool kit maps out the moments that matter and provides employees with tools to help navigate their way through specific moments. The moments start from that very first conversations of telling people you “need to take leave”, all the way through to “upon return”. The toolkit is packed with practical support including internal and external resources for employees and managers, aimed at clearer communication and giving parents a head-start in finding the balance.

FY20 and FY21 data reflects approximately 16 male employees taking extended leave per year. Since 1 July 2021 (the policy went live) to date this number is at 24, representing a 50% increase.

We are proud that the policy has attracted the attention of the media: – Big Splash, ABC radio, Australian Financial Review, SMH, The Australian, ABC News.

## 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)

Policy



...Yes	Strategy
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> )
...No	Not a priority
...On-site childcare	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at SOME worksites
...Breastfeeding facilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at SOME worksites
...Childcare referral services	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...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	Other (provide details)
...Other (provide details)	Our previous return to work bonus was replaced with an additional 4 weeks of paid leave and paid superannuation on any unpaid leave taken
...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	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Coaching for employees on returning to work from paid parental leave	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Parenting workshops targeting mothers	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Other (provide details)

...Other (provide details)	Stockland provides ample support to all parents through Keeping in touch days, buddy programs, parental toolkits and Worklife links
...Parenting workshops targeting fathers	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Other (provide details)
...Other (provide details)	Stockland provides ample support to all parents through Keeping in touch days, buddy programs, parental toolkits and Worklife links
...Other (provide details)	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Available at ALL worksites	Parental Tool Kit

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

We seek feedback from Carers as a specific demographic in our employee engagement survey several times per year. We seek to examine the ongoing levels of engagement based on different demographics, and have noted minimal differences in carer and non-carer engagement scores in our 2022 results relative to other demographics. We use this data to inform our programs and actions such as improving our Keeping in Touch events for those on parental leave, and communicating topics of advocacy during International Carers week.

#### **Ongoing employee consultation for Carers**

Our employee engagement strategy consists of three pulse surveys throughout the year. The surveys cover different themes throughout the annual cycle and include recurring statements, giving the opportunity to analyse results and trends, further consult, and inform or enhance initiatives. Each survey, we ask a series of demographic questions and one of them relates to being a carer or not, and subsequently if you are a carer of one or more children or anyone other than a child. We seek to examine the ongoing levels of engagement based on different demographics, and have noted minimal differences in carer and non-carer engagement scores in our 2022 results relative to other demographics.

#### **Supporting parents as carers**

Stockland offers several avenues and resources to further support parents in the workplace. An internal support network exists through a return to work buddying system that provides support, coaching and networking for parents transitioning back to work, and Keeping in Touch (KIT) events run quarterly for employees on parental leave to receive SLT sponsored business updates and often include panel discussion to ask topical questions and share lived experiences. While we do not specifically target parenting workshops, our KIT events cover an array of topics and discussions including parenting resources, access to WorkLife Links admin services, Benestar EAP and interview with childcare educators. Additionally, Stockland employees in Sydney have access to childcare at the Treehouse childcare facility in Piccadilly office.

### Supporting Carers (anyone other than a child)

Our Flexibility Employee Advocacy Group (EAG) highlight caring for carers during International Carers Week through advocacy and communications via our internal channels including Yammer. Ongoing, employees accrue 10 days paid personal/carer's leave each year (this will be pro-rated as appropriate for part-time and fixed-term contract employees) and an employee may choose to use their paid personal/carer's leave to care for members of their immediate family who are unwell. In 2022 our focus will continue on advocacy and awareness for all our carers including acknowledgement and campaigning for carers of those other than children with support from our Accessibility EAG.

### 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

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 (Please indicate how often is this training provided (select all that apply):)

...Yes

At induction  
Every one-to-two years

...All employees

Yes (Please indicate how often is this training provided (select all that apply):)

...Yes

At induction  
Every one-to-two years

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

In May/June 2021, following the National Inquiry into Workplace Sexual Harassment and recent high-profile cases, Stockland took the opportunity to review our approach to preventing and responding to sexual harassment and identify improvements we could make to more effectively address the problem. This commenced a more diligent focus on the topic. In the last 12 months we have sought to address everyday sexism through work being done by our Gender Equity Employee Advocacy Group (EAG) and propelled by our ongoing commitment as a member of the Property Champions of Change and Property Council of Australia to demonstrate change and leadership in this space.

We recognise the ongoing culture change work that is required across organisations Australia-wide. We are proud of the steps we are taking to tackle this culture-change journey. In the past 12 months we have:

- May-June 2021: Undertaken analysis of the Stockland landscape on preventing and responding to sexual harassment in the workplace, prompted by our Board Committees interest in a recent AICD report 'A Directors Guide to preventing and responding to sexual harassment in the workplace'. This provided a gap analysis from which we have identified priorities for addressing sexual harassment and encouraged open discussion
- August 2021: Ran our Everyday Respect Campaign and launched a standalone Anti-Sexual Harassment policy and revised Anti-Discrimination and Harassment policy. We communicated the two policies and our zero-tolerance stance to employees during our "Everyday Respect" campaign led by the Gender Equity EAG, which aimed to address everyday sexism in the workplace. The campaign was built around awareness and equipping employees on how to deal with everyday sexism. It consisted of six short impactful videos with examples of unacceptable and acceptable behaviour. An Everyday Respect toolkit was also developed to help employees speak up about behaviour that falls below our expectations with confidence. Through our Everyday Respect toolkit, and a series of videos, we reached a total of 1,520 views across these resources, and we also ran 7 leader briefings to raise awareness of the leadership role that state / business unit leaders can play. The campaign brought about significant conversation both formally and informally at a level not previously experienced.
- Aug-Oct 2021: Conducted a deep dive into root causes of psychological safety in the workplace. We recognise for true reporting of sexual harassment to occur, our people need to feel like they are safe to speak up. Analysis with an external partner has helped highlight common themes for improvement which were presented to our executive team. The Wellbeing EAG are now planning a campaign to help raise awareness on this topic.
- March 2022: Revised alcohol and other drugs policy given the connection to workplace behaviour. This has been reviewed noting that community expectations of workplace behaviours have increased and consumption of alcohol in the workplace, even incidental, and the linkages to harassment and other conduct issues is no longer tolerated. The policy will be implemented as part of a broader Code of Conduct refresh and communication plan.

## 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
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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	No ( <i>Select all that apply</i> )

...No	Other (provide details)
...Other (provide details)	Stockland employees on an enterprise agreement are covered through our Domestic Violence policy, we do not have employees under workplace agreements.
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Stockland employees through our DFV policy are provided with unlimited paid leave, we do not have employees under workplace agreements.
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Stockland employees through our DFV policy are provided with unlimited paid leave, we do not have employees under workplace agreements.
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes( <i>Is the leave period unlimited?</i> )
...Yes	Yes
...Access to unpaid leave	Yes( <i>Is the leave period unlimited?</i> )
...Yes	No
: How many days of unpaid domestic violence leave are provided?	5
...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	No( <i>Select all that apply</i> )
...No	Other (provide details) Insufficient resources/expertise

...Other (provide details)	Stockland would rely on professional services or third parties to provide guidance on the most appropriate accommodation.
...Access to medical services (e.g. doctor or nurse)	No( <i>Select all that apply</i> )
...No	Other (provide details) Insufficient resources/expertise
...Other (provide details)	Stockland would rely on professional services or third parties to provide guidance on the most appropriate medical services. Unlimited leave is provided for the employee to seek medical attention.
...Other (provide details)	Yes
...Yes	Change of contact detail for example phone number and email address.

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

At Stockland, we are committed to creating a safe and inclusive environment for all our people. We have policies in place to help those who have been impacted by DFV. During the reporting period we revised our Domestic and Family Violence policy. While we had a well-positioned policy, we took the opportunity to improve readability and clarity. We:

- modernised the scope section to align with the anti-sexual harassment policy
- expanded Recognising Signs section
- included Privacy section
- called out explicit challenges and support available for LGBTQ+ families
- added a section for perpetrators, and if appropriate how Stockland can support them

Our ongoing DFV support offered includes:

- Employee Assistance Program services
- 30 DFV First Responders who have been trained to help respond appropriately to disclosures and safely support employees
- dedicated DVF support page on our internal intranet

Every year the Gender Equity EAG host a campaign for “16 Days of Activism against Gender Based Violence”. In 2021 we hosted two webinars:

- Stacy Jane, a DFV survivor and Founder and CEO of Escabags

- 1800Respect

Employees were reminded of the tools and resources available to them should they be experiencing DVF. And in line with the theme of “call it out” educating employees on knowing what signs to look out for.

In March 2022 our D&I Steering Committee (composed of our executive team and Employee Advocacy Leads) undertook a deep dive into DFV to explore actions we are taking to support our people and our communities. With encouraging sponsorship we:

- Discussed the role Stockland can play on keeping our communities and our workplaces safe from DFV
- Explored our safe places model – where we are running 3 different models of DFV support and services through different assets (residential and retail)
- Reviewed our DFV First Responder data – to examine uptake and effectiveness of our model

We recognise the ongoing opportunity we have in this space to truly live our purpose of ‘we believe there is a better way to live’ and seek to continue this work in 2022.

# #Diversity and inclusion

## Voluntary section

1: Do you have a formal policy and/or formal strategy on diversity and inclusion in your organisation?

Yes (*Select all that is covered.*)

...Yes

Aboriginal and/or Torres Strait Islander identity  
Cultural and/or language and/or race/ethnicity background  
Disability and/or accessibility  
Sexual orientation  
Gender identity  
Age

2: Do you collect data on whether employees identify as Aboriginal and/or Torres Strait Islander?

Yes

...If this data can be shared and is not confidential, please complete the below table:

3: Do you currently collect data on any of the following dimensions of employees' identities?

Cultural and/or language and/or race/ethnicity background  
Disability  
Sexual orientation  
Gender identity