

Our Management Approach to Community

A. Purpose

This document sets out our management approach to how Stockland shapes thriving communities, which includes our work in the areas of community investment and community development. It should be read in conjunction with our **Community Deep Dive** (available on our [website](#)), where we report on progress against community investment and development priorities on an annual basis. Together, our management approach documents, deep dive reports and our data packs comprise our sustainability reporting suite, which is prepared in adherence to the International Integrated Reporting Framework principles of materiality, stakeholder responsiveness, reliability and completeness; in accordance with the GRI Standards¹(Comprehensive); and is **third party assured**.

As one of Australia's largest diversified property groups, we are well placed to have a positive and lasting impact on the communities in which we operate. We believe there is a better way to live and our goal is to create and shape communities that thrive now and into the future.

We seek to achieve this goal at our Retail Town Centres, Residential and Retirement Living communities by focusing on Health and Wellbeing, Community Connection, and Education.

We focus on these three areas because our proprietary customer and industry research tells us these are the areas that matter when our customers are deciding where to live, play and shop.

Our contribution to creating and shaping thriving communities is coordinated through the following activities:

- **community partnerships and programs** – social infrastructure and programs across our three focus areas: health and wellbeing, community connection and education;
- **community investment** – our employee volunteering and giving programs;
- **community development** – projects and initiatives that enhance the communities at our assets; and
- **the Stockland CARE Foundation** – our charitable trust, which delivers infrastructure, programs and initiatives to Australian communities.



More information on our approach to Community can be found in our **Community Deep Dive**.

Stockland's Sustainability Strategy



¹ The GRI Standards are global standards for sustainability reporting published by the Global Reporting Initiative (<https://www.globalreporting.org/standards/>)

B. Management approach

B1. Overview

Our contribution to creating and shaping thriving communities is through the delivery of social infrastructure and programs across our three focus areas: health and wellbeing, community connection and education. We have strategic priorities in each focus area:

Health and wellbeing

- promote activities and places that encourage positive physical and mental health and wellbeing
- incorporate design that optimises accessibility, safety and mobility.

Community connection

- promote activities that foster engagement, pride and a sense of belonging
- promote design that creates a sense of place and supports recreation and participation
- incorporate accessibility and inclusiveness into the design of our assets, communities, and supporting infrastructure.

Education

- promote programs that support economic employment within our communities
- incorporate design that facilitates learning and education opportunities for all ages.

a. Health and wellbeing

We are focused on promoting the health and wellbeing of our Residential and Retirement Living communities and the communities living around our Retail Town Centres. We seek to provide our communities with access to fresh, healthy food and encourage participation in active and healthy living practices. This focus is supported by our Liveability research that illustrates the value communities place on parks, open spaces, recreational infrastructure and a feeling of safety within their communities.

We seek to activate communities with health and wellbeing programs that support positive physical and mental health for all ages such as exercise and recreational groups, healthy eating and cooking programs as well as physical and mental health information services.

We seek to provide (or facilitate the provision of) infrastructure that supports community health and wellbeing, such as accessible community amenities and services, active public transport options, parks and recreational facilities, walking paths, cycle ways and inclusive playspaces.

b. Community connection

We invest in community connection by focusing on activities that support self-sustaining social cohesion. Our focus and commitment to community connection reflects our research that indicates our residents desire greater community connection.

We seek to provide (or facilitate the provision of) infrastructure that supports community connection, such as community centres, hubs, public art, place-making initiatives and multi-use formal and informal spaces. For greatest impact, we seek to engage with community groups on projects and encourage participation in the vision, design and development process.

c. Education

Our focus and commitment to education is supported by customer research, such as our proprietary Liveability Index, which identifies access to and quality of education as a major driver of personal wellbeing and prosperity for individuals, families and communities.

Critical to the delivery of this focus area is providing access to formal and informal opportunities (including mentoring) for quality education and skills development at all life stages, and, through this access, enhancing the economic prosperity of our residents, retailers, customers, local communities and other stakeholders.

Infrastructure that supports sustainable education includes the effective design and delivery of schools, libraries and learning hubs, local employment and training facilities, connectivity centres in partnership with contractors and local employment services, retailer training programs, and co-working spaces.

B2. Community partnerships and programs

We have close working relationships with a variety of community organisations that help us deliver social infrastructure and programs in and around our assets. These partners align with our three community focus areas: health and wellbeing, community connection and education.

We categorise our community partners and programs as Foundation, national or local:

- **Foundation** partners are those we work with through the Stockland CARE Foundation. The Stockland CARE Foundation directs its financial and in-kind support to organisations that positively impact the health and wellbeing and education of communities in and around our assets.
- **National** community development programs and partners have national reach across our assets and projects and work with our teams to deliver infrastructure and programs aligned to our three focus areas. National partnerships are managed by our national Sustainability Team and are selected based on assessment criteria outlined in our **Request for Charitable Support and Sponsorship Guideline**.
- **Local** community partners and programs work with our asset teams at the local, regional or state level to deliver ad hoc events or programs in and around our assets, servicing a particular societal need of the local community. Local community partners are not required to meet the same criteria as national or Foundation partners as they meet bespoke, local community requirements.

Each year we review new community partner opportunities according to criteria outlined in our **Request for Charitable Support and Sponsorship Guideline**. This **guideline** is also available for community members and organisations that request financial, in-kind or other types of support from us.

Our community partnerships, programs and resources are summarised in our annual **Community Deep Dive** and **Community Data Pack**.

B3. Community investment

a. Workplace giving

Workplace giving at Stockland allows all full-time, part-time and fixed term employees to make donations to a charity of their choice from their pre-tax income. We match 100 per cent of these employee contributions up to \$5,000 per individual to an overall cap of \$100,000 each financial year, and absorb the associated administrative costs, maximising the financial donation to the charity.

We partner with **Good2Give** to administer our workplace giving program.

b. Corporate donations

Corporate donations are made in response to specific events and ad hoc charitable purposes, in line with our internal policy related to charitable support and sponsorship. These donations may be in support of a number of charitable causes, including emergency relief appeals in and around our assets or one-off community investment opportunities that align with other Stockland programs or strategies, such as our bushfire related grant programs and COVID-19 online community activations.

c. In-kind support

We also provide local community groups with in-kind support (such as community space in our retail centres or access to land for charitable purposes) at no cost or at a discounted rate.

d. Volunteering

Our volunteering program provides our employees with the opportunity to volunteer with an organisation of their choice or with our national community partners in and around our communities. We provide opportunities for our employees to participate in volunteering opportunities that have a clear and positive impact on community health, education or connection.

Employees can volunteer their time and skills in three key areas:

- **Team volunteering** provides much-needed support to our local communities as well as serving as a powerful team building exercise, and gives employees a chance to connect with our customers and communities. We encourage all our employees to participate in at least one team volunteering day each year.
- **Student mentoring** provides a way for individual employees to volunteer their time and skills as part of a facilitated program. We provide opportunities for our employees to mentor both primary and high school students through our partnership with the Australian Business and Community Network (ABCN).

- **Personal volunteering** supports full-time and part-time employees to take up to 16 hours of personal volunteering leave per year for a charity of their choice, in addition to their team volunteering activities. Personal volunteering can also take place through flexible working arrangements agreed upon by employees and their managers.

B4. Community development

Community development refers to the projects and initiatives designed to enhance the communities at our residential communities, retirement living villages and retail town centres.

Selected assets and projects across our Retail Town Centre, Residential and Retirement Living portfolios complete a community development plan to plan community activities and initiatives for the upcoming financial year:

- Retail Town Centres develop community development plans that outline the key community development activities to be performed throughout the year. All city, regional, sub-regional and neighbourhood Retail Town Centres with a Gross Lettable Area (GLA) of less than 10,000 m², non-branded Stockland retail assets and joint ventures are generally not required to complete a community development plan. It may be determined that a community development plan is needed for a particular Stockland Retail Town Centre with a GLA of less than 10,000 m² due to one or more of the following factors:
 - the community need of the surrounding area
 - the availability of financial resources that would enable community development activities
 - the availability of our resources to administer the community development plan and associated activities.
- All Residential communities are required to develop a community development plan for the financial year that new residents first move into their new homes. Community development plans are reviewed to integrate Liveability results, national community standards and targets (where appropriate), and new partnership and program opportunities.
- All our managed Retirement Living communities (development and established) have a community development plan that captures national community development initiatives, community grants and CARE Foundation activities. In our Retirement Living portfolio, we only report on those community development activities that have been co-ordinated at a national level.

Selected assets and projects across our Retail Town Centre, Residential and Retirement Living portfolios complete a community development plan (incorporated into the sustainability plan for Residential communities and the asset plan for Retirement Living communities) to plan community activities and initiatives for the upcoming financial year.

B5. Stockland CARE Foundation

Founded in May 2015, the Stockland CARE Foundation is a charitable trust established to deliver programs and initiatives to improve the lives of people living in or near Stockland communities. The Stockland CARE Foundation directs its support to strategic and aligned charitable partners who help Stockland deliver on this purpose.

In September 2019, the Stockland CARE Foundation brought together charity partners ReachOut Australia, Redkite and R U OK? in a collaborative partnership model that aims to improve wellbeing in communities across Australia. The Foundation will invest more than \$1 million and ongoing non-financial support (such as through volunteering and the provision of meeting spaces at our assets) over the next three years to help support mental health programs in Australian communities. Further information is available in the [CARE Foundation section of our website](#).

The Stockland CARE Foundation Board oversees the Foundation strategy and programs and the Stockland CARE Foundation employee network supports the Foundation through communicating activities, recruiting volunteers, helping with events and sharing insights.

Further information on the governance of the Stockland CARE Foundation can be found in [Our Management Approach to Governance and Risk](#).

C. Review and evaluation of the management approach

We set targets and priorities that guide the delivery of social infrastructure and programs across our three focus areas of health and wellbeing, community connection and education.

We report on our progress against these targets as well as our commitments and targets for community investment, community development and the Stockland CARE Foundation in our annual **Community Deep Dive**. In this reporting, we include:

- a status update and progress against our short, medium and long-term targets;
- detailed commentary on the priority actions that contribute to the achievement of key targets;
- the identification of future priorities;
- highlights of initiatives implemented over the reporting period; and
- case studies that explore key achievements, usually at particular locations.

C1. Community partnerships

Each existing national partnership is periodically reviewed and evaluated for community uptake and achievement of desired impact. Each partner is also required to provide us with consistent reporting, including the number of participants involved and program frequency.

All new or potential community partners must submit a proposal to our Sustainability Team, in accordance with our **Request for Charitable Support & Sponsorship Guideline**.

C2. Community investment

We collect, measure and report data relating to community investment initiatives on an annual basis, including our time, monetary support and in-kind donations given to charities and community groups. We collate and analyse this data to inform any modifications to our approach and to communicate the outcomes of our activities to our stakeholders. We continue to work with London Benchmarking Group, coordinated by Corporate Citizenship, to validate the data collected, verify the validity and accuracy of Stockland's reported community investment datasets, and to benchmark our performance relative to other Corporate Citizenship members.

We also undertake reviews of programs, partners and participation rates to measure and report the effectiveness of our approach.

C3. Community development

All projects and assets that complete a community development plan are required to submit their plans to the national Sustainability Team for review and report on the delivery of initiatives over the previous financial year. This includes initiatives implemented, total spend and the commercial and social outcomes achieved.

The national Sustainability Team collates data from each community development plan and tracks progress of community development against our sustainability strategy and targets.

Changes to Community Development Data in 2020 in response to the COVID-19 pandemic

Our community development spend is lower for FY20 than in previous years largely due to a change in our reporting coverage. The COVID-19 pandemic has impacted our business in several ways and during this time, Stockland's focus has been on supporting our people, customers, residents and tenants. One of the ways we wanted to support our people (working at our assets) was to reduce the reporting burden and provide them with the time and resources needed to focus on managing our COVID-19 response. As a result, this year we have not collected community development spend data by our assets and communities and have only reported on the community investment spend driven by Stockland's head office. This has included initiatives led through the CARE Foundation, our spend with national community partners, our community investment spend and our response to the COVID-19 pandemic. Additionally, many of our community activations from March onwards were unable to be held due to COVID-19. In some cases they were conducted virtually. Examples include the pivoting of our face-to-face community programs with both Jamie's Ministry of Food and Live Life Get Active to online classes for our residents and customers. Looking forward, we are exploring alternative ways to deliver community development programs and collate investment and impact data in light of the new and evolving context.

C4. Community engagement

We use business-specific tools, and resources such as online research platforms and face-to-face customer consultation sessions to directly engage with community members throughout the year. This provides us with confirmation on where we are successfully delivering community development initiatives in accordance with our sustainability strategy, and allows us to refine our processes if required. Refer to **Our Management Approach to Customer Engagement and Experience** for further information on the mechanisms we use to seek feedback from customers.

D. Responsibilities

Roles and responsibilities related to our management approach to community investment, community development, and the Stockland CARE Foundation are provided in the table below.

Role	Responsibilities
Board Sustainability Committee	Oversight of community approach, targets, and performance tracking
Chief Financial Officer	Responsibility at Group level for community investment, community development and the Stockland CARE foundation Reports directly to the Managing Director and CEO
Group Executive and CEO Commercial Property Group Executive and CEO Communities	Accountability for community development delivery within respective business units
Executive Committee	Supports the delivery of our community approach
National Manager – Group Sustainability, supported by National Sustainability Managers and the CARE Foundation Manager	Effective implementation and evaluation of community investment and development approach Provide guidance to Commercial Property and Communities asset teams to deliver sustainability plans
Development Managers and Asset Managers	Effective delivery and management of community development at a project and asset level
CARE Foundation Board	Oversight of Stockland CARE Foundation strategy and programs (Board composition provided in Our Management Approach to Governance and Risk)

E. Version control

Revision	Published	Owner	Changes
1	September 2018	General Manager – Sustainability and Corporate Procurement	–
2	August 2019	National Manager – Group Sustainability	–
3	April 2020	National Manager – Group Sustainability	COVID-19 reference