

Our Management Approach to Community Investment and Development

A. Purpose

This document sets out our management approach to how Stockland shapes thriving communities, which includes the work in 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 and deep dive reports comprise our sustainability reporting suite, which is prepared in accordance with the GRI Standards¹ and is third-party assured.

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

- **community investment** – our employee volunteering and giving programs
- **community development** – projects and initiatives that enhance the communities at our assets
- the **Stockland CARE Foundation** – our charitable trust which delivers infrastructure, programs and initiatives to Australian communities.

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

More information on our [Reconciliation Action Plan](#) can be found in our [Human Rights Deep Dive](#) and [Our Management Approach to Human Rights](#).



¹ The GRI Standards are global standards for sustainability reporting published by the Global Reporting Initiative (<https://www.globalreporting.org/standards/>). The relevant standard for this management approach document is contained within [GRI 103: Management Approach](#).

B. Management approach

B.1 Management approach overview

Our community programs across community investment, community development and the Stockland CARE Foundation are focused on the areas of health and wellbeing, community connection and education. The table below describes these focus areas in more detail.

FOCUS AREAS	DESCRIPTION
Health and wellbeing 	<p>We are focused on promoting the health and wellbeing of our residential and retirement living communities and the communities living around our shopping 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 research that illustrates the value communities place on parks, open spaces, recreational infrastructure and a feeling of safety within their communities.</p> <p>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 and physical and mental health information services.</p> <p>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.</p>
Community connection 	<p>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 residents in our communities desire greater community connection.</p> <p>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.</p>
Education 	<p>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.</p> <p>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.</p> <p>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.</p>

B.2 Active targets

The table below provides a selection of targets and commitments that guide our community investment, community development, and the Stockland CARE Foundation. The full suite of commitments, targets, and priorities, as well as our progress against them, is reported each year in our [Community Deep Dive](#).

AREA	TARGETS AND COMMITMENTS
Community Investment and Stockland CARE Foundation	<ul style="list-style-type: none"> Achieve a volunteering rate of 50 per cent by FY20 Encourage workplace giving contributions from 25 per cent of employees by FY20 Achieve greater than 90 per cent employee awareness of Foundation partners by FY20
Community Development	<p>Commercial Property</p> <ul style="list-style-type: none"> Participants of health and wellbeing programs to have a wellbeing score above the Personal Wellbeing Index Australian national average (as measured by Deakin University) by FY20 <p>Communities (Residential)</p> <ul style="list-style-type: none"> Achieve average resident Personal Wellbeing Index score above the Australian national average by FY22 (as measured by our annual Liveability survey) <p>Communities (Retirement Living)</p> <ul style="list-style-type: none"> Maintain the wellbeing of retirement living residents above the Personal Wellbeing Index Australian national average (as measured by Deakin University) by FY20



B.3 Community partnerships and programs

We have close working relationships with a variety of community organisations to help deliver social infrastructure and programs in and around our assets. These partners align with our three community focus areas.

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 an 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](#). An external guideline is also available for community members and organisations who 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](#).

B.4 Community investment

Workplace giving

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

We partner with [Good2Give](#) to administer our workplace giving program.

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 [Reconciliation Action Plan](#).

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.

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-aged 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.



B.5 Community development

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

We develop sustainability plans that outline the key community development activities to be performed throughout the year for all of our retail town centres. All residential communities are required to develop a sustainability plan for the financial year that new residents first inhabit their new homes. A whole of life project development plan is established during the early stages of concept design, which includes sustainability principles that will govern the project over its life.

All our managed retirement living communities (development and operations) have a sustainability plan that captures national community development initiatives, community grants and CARE Foundation activities.

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 asset plan for retirement living communities) to plan community activities and initiatives for the upcoming financial year.

In our Retirement Living portfolio, we report on those community development initiatives that have been co-ordinated at a national level only. The datasets reported in our [Community Data Pack](#) originate from our national partnership programs including Jamie's Ministry of Food, Bowls Australia, Heart Foundation Walking Groups, CARE Foundation activations including CARE Family Day and CARE Grants.

Residential communities prepare an annual business plan as part of their Project Delivery Strategy (PDS) which provide guidance for the financial year. The sustainability plan identifies specific deliverables across community development and environmental focus areas. The communities sustainability plans are reviewed to integrate liveability results, national community standards and targets (where appropriate), and new partnership and program opportunities.

All city, regional, sub-regional and neighbourhood retail town centres with a Gross Lettable Area (GLA) of under 10,000 m², non-branded Stockland retail assets and joint ventures are generally not required to complete a community development plan. Our Community Development team and our town centre teams may determine 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 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.

B.6 Stockland CARE Foundation

The Stockland CARE Foundation, launched in May 2015, is a charitable trust set up for the purposes of delivering infrastructure, programs and initiatives that improve the health, wellbeing and education of Australian communities. The Stockland CARE Foundation directs its support to strategic and aligned charitable partners that help Stockland deliver on this purpose. In FY15, Redkite and Touched by Olivia were chosen as the first charity partners to receive financial and in-kind support from the Stockland CARE Foundation for a minimum three-year period. We have extended our commitment to Redkite and Touched by Olivia through FY19.

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 review and report on our progress against our community investment, community development, and Stockland CARE Foundation commitments and targets in our annual [Community Deep Dive](#). In this reporting, we include:

- a status update and description of progress against our targets
- an explanation of progress on priority actions that contribute to the achievement of key targets
- the identification of future priorities
- highlights of initiatives implemented over the reporting period
- case studies that explore key achievements, usually at particular locations.



C.1 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 Corporate Citizenship (formerly known as the London Benchmarking Group or "LBG") 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.

C.2 Community development

All projects and assets that complete a sustainability 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.

C.3 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](#).

C.4 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
General Manager – Sustainability and Corporate Procurement, 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	