

Employee Engagement, Development, Diversity and Inclusion Deep Dive

FY19

Why this is important to Stockland

The ability to engage and retain our employees is critical to our overall business performance. Employees who are engaged are more productive, more passionate and more inspired to innovate and deliver above and beyond standard performance. Furthermore, building a diverse and more inclusive workplace enables greater breadth of thought, more informed decision-making, and better business outcomes.

Developing our employees' capabilities enables them to deliver on our business strategy and purpose, to drive continuous improvement and enhance performance. An employee's professional development enhances each employee's passion and potential to deliver high quality performance outcomes, both for themselves and for the business.

Effectively monitoring and evaluating performance also enables us to maintain our people's actions and outcomes in alignment with our broader business objectives.

This Deep Dive document is a component of our FY19 sustainability reporting suite, which is publicly available on our [website](#). Our sustainability reporting is third-party assured and drafted in accordance with the GRI Standards.¹ The material in this Deep Dive is supported by a wider collection of performance metrics contained in our [People Data Pack](#).

This Deep Dive is to be read in conjunction with our published management approaches to employee engagement and development, as well as to diversity and inclusion (available on our [website](#) as part of our sustainability reporting suite).



Our key achievements

- Conducting a culture review and developing an approach to strengthen Stockland's culture by building on our strong foundations and developing organisational capabilities and behaviours to enable achievement of our business strategy.
- Embedding the development planning process with our manager population, with almost all of our emerging and key talent at Senior Manager and General Manager level now with individual development plans in place.
- Year on Year improvement in female participation rates across Executive, General Manager, Senior Management and Total Management categories.
- Acknowledged as an Employer of Choice for Gender Equality for the fifth year in a row.
- Over 83 per cent of employees have a form of flexible work arrangements.
- Launching our People Proposition internally and externally to ensure Stockland remains an employer of choice for current and future employees.

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

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FY19 priorities and progress

Employee engagement

FY19 PRIORITIES	STATUS	FY19 PROGRESS
Maintain an employee engagement score of 80 per cent or above, and above the Australian National Norm.	Achieved	We achieved an employee engagement score of 81 per cent, which is four points higher than the Australian National Norm.
Maintain employee turnover (<1 year tenure) at 20 per cent or lower.	Achieved	Our turnover for employees tenured less than one year was 16 per cent.
Maintain employee-initiated turnover for employees (with Strong performance or above) at 12 per cent or lower.	Not Achieved	Our employee-initiated turnover for employees with Strong performance or above was 12.9 per cent.
Maintain the percentage of employees with flexible working arrangements, as nominated by their One Simple Thing, at or above 80 per cent.	Achieved	The percentage of employees with flexible working arrangements, as nominated by their One Simple Thing was 83.2 per cent.
Complete a review of our organisational culture with regard to Stockland's values, strategy and societal expectations.	Achieved	We completed an organisation-wide review of our culture, identifying our strengths and opportunities which have been defined in our Strengthening Stockland approach.
Launch our People Proposition to external and internal audience by including it in our recruitment and onboarding processes and aligning with other key employee touch points.	Achieved	Our people proposition was integrated into our recruitment and onboarding processes and in other employee communications on our intranet and Yammer pages.

Employee development

FY19 PRIORITIES	STATUS	FY19 PROGRESS
Deliver Senior Leadership Experience program to General Managers and Senior Managers.	Achieved	Over FY19 two additional cohorts of the Senior Leadership Experience program were delivered capturing over 45 more leaders - Senior Manager and above. This represents over 80 per cent of the Senior Leader population having participated in the program.
Roll out next phase of the Stockland Leadership Framework to the Manager job band.	In progress	The next phase of the Leadership Framework was put on hold to allow for the capability framework to be reviewed and consolidated. This priority will now be delivered in FY20.
Develop and deliver the Managing@Stockland component of our leadership development framework (targeted at all people managers).	Achieved	The Manager Induction was developed and rolled out to assist managers transitioning into the business. The focus of this course was to introduce the Managers to what they need to know and where they can find the tools and templates to assist them. Over 100 new managers have attended the training.
Deliver training focused on employee wellbeing and resilience to Executive Committee and General Managers.	Achieved	The 'Ways to Wellbeing' course was developed in consultation with the Well Being Outfit, to provide participants with a neuroscientific understanding of stress and wellbeing. More than 500 employees have completed the training since it was launched including Executive and General Managers.

Diversity and inclusion

FY19 PRIORITIES	STATUS	FY19 PROGRESS
Maintain gender pay equity ratio of 97 - 103 per cent.	Achieved	At 30 June 2019, our gender pay equity ratio was 98.5 per cent.
Increase the percentage of women in management roles towards target of 50 per cent by 2020, with a FY19 target of 48.6 per cent.	In progress	At 30 June 2019, women represented 45.8 per cent of our management population which was an increase on FY18. The rates of female participation also increased at all levels of management including Executive, Senior Manager and broader Management
Pilot internships for Aboriginal and Torres Strait Islander students through Career Trackers.	Achieved	Two Aboriginal and Torres Strait Islander students participated in our Career Trackers pilot.

Future priorities

- Strengthen the Stockland culture with an integrated program of work across systems, capability, leadership, processes and structure. This program of work will assist the business to build on our foundation of collegiality, care, and passion to build greater innovation, accountability, and faster decision making.
- Align our leaders to cascade Stockland's strategy to our front-line employees and build change leadership capability as our industry and customers evolve.
- Build organisational capability with a specific focus on developing leadership and management, inclusive behaviours and accelerating internal development of key job families.
- Continue to work across the employment cycle to simplify employee processes and enhance the employee experience.
- Protect and support the success of our communities by ensuring compliance and strong employee risk behaviours at all levels.

FY19 performance and case studies

Employee engagement

Building a highly engaged workforce is critical to our success as an organisation and our ability to deliver on our priorities. We have partnered with Willis Towers Watson, a leading global advisory company, for over a decade to design and deliver the Our Voice employee engagement survey, which is one of the key ways we measure the engagement of our employees.

The table below provides some headline metrics from this year's survey. A larger sample of results by survey category is provided in our [People Data Pack](#).

SURVEY QUESTION/METRIC	FY19	FY18	FY17
Employee engagement – composite employee engagement score	81 per cent 4 points above the Australian National Norm	83 per cent	82 per cent
Corporate responsibility and sustainability – composite corporate responsibility and sustainability score	87 per cent 8 points above Australian National Norm	89 per cent	88 per cent
Diversity and Inclusion – composite diversity and inclusion score	86 per cent 6 points above Australian National Norm	86 ² per cent	86 per cent
Wellbeing – composite wellbeing score	75 per cent 3 points above Australian National Norm	75 per cent	75 per cent
Health and safety – composite health and safety score	93 per cent 6 points above Australian National Norm	93 per cent	92 per cent
Leadership – overall leadership score	67 per cent 4 points below Australian National Norm	73 per cent	73 per cent

² This was incorrectly reported in our FY18 Deep Dive as 87 and has since been corrected.

The FY19 Our Voice survey retained high engagement levels and identified key strengths as well as areas for improvement. We saw gains in how employees feel about their Work Life Quality, specifically around team workloads, and how people regard their Immediate Managers and their role in breaking down team goals and responsibilities. We saw an improvement in satisfaction with our technology systems and tools; and the upcoming rollout of the next Core module will further enhance this.

Organisational changes and market conditions impacted leadership and communications scores with declines of 7 and 6 points respectively on FY18. During FY20/21 our key focus will be to strengthen the Stockland culture by aligning key leadership, processes, capability, systems and structures. We will align leaders to meaningfully cascade Stockland's strategy to our front-line employees to help with clarity of communication and direction. There will be a specific focus on developing leadership, management and commercial capabilities including continuing the momentum on our customer centricity and innovation efforts.

Projects undertaken to enhance employee engagement in FY19 include:

- Launched a new innovation and brand portal, Lab 52 to promote innovation across Stockland and help ideas move through our innovation process of Explore, Experiment, Pilot and Scale and partnered with Blue Chilli to help Stockland incubate and accelerate innovative businesses. 63 per cent of our people feel Stockland has established a climate where innovative ideas can fail without penalty to the originating person or group which is a two point increase on last year.
- Enhanced our work processes and systems through IT Service Support with the launch of TechHub in Sydney, our Service Now platform and continued rollout of laptops now being used by 96 per cent of our people.
- Engaging employees with our customer promise, including a range of listening initiatives across all parts of our business which is reflected in our Customer score of 85, five points above the Australian norm.
- Continued to build employee and organisational wellbeing and resilience by piloting and delivering wellbeing training to all leaders, with our employee wellbeing scores stable despite internal and external changes and pressures.

Talent attraction and retention

Rolling turnover³

Our turnover rates across all turnover metrics increased in FY19. This follows several years of low or decreasing turnover rates. Employee initiated turnover of employees with Strong performance or above was slightly over the 12% target.

The table below details the proportion of our workforce that has left the business in the last 12 months. The table includes insights into our performance against priority metrics of turnover for employees with Strong performance and turnover for employees in their first year. A further breakdown of turnover rates by tenure is provided in our [People Data Pack](#).

TURNOVER RATES BY TURNOVER TYPE

	FY19	FY18	FY17	FY16	FY15
Employee-initiated turnover ⁴	16.2% (247)	14.1% (214)	15.1% (220)	14.9% (216)	13.8% (193)
• Employee-initiated turnover for employees with Strong performance or above ⁵	12.9% (119)	10.9% (97)	10.6% (104)	11.8% (143)	12.2% (150)
Stockland-initiated turnover ⁶	3.7% (56)	2.4% (37)	2.4% (35)	5.6% (81)	3.0% (42)
Total turnover	19.8% (303)	16.5% (251)	17.5% (255)	20.5% (297)	16.8% (235)
Turnover of employees in their first year ⁷	16.3% (38)	14.6% (38)	20.1% (46)	22.6% (50)	18.8% (40)

³ Turnover presents the proportion of the Stockland workforce that has exited in the last 12 months. Rolling turnover is calculated by dividing [Total number of exits in the last 12 months] by [12-month average headcount]. All turnover data (including headcount) excludes those employed on a casual or fixed term basis.

⁴ Employee-initiated turnover includes resignations and retirements.

⁵ Stockland uses a four-point rating scale for performance. This metric assesses turnover for the three highest performance ratings. Employee Initiated For Strong Performance or above is calculated by dividing [Total number of exits in the last 12 months with a Strong performance or above rating] by [Employees with a Strong performance or above rating].

⁶ Stockland-initiated turnover includes redundancy or termination by Stockland (e.g. terminated during probation or for cause).

⁷ Calculated by dividing [Total number of employee or Stockland-initiated exits in the last 12 months of employees in their first year] by [12-month average headcount of employees in their first year].



Employee development

Learning and development

In FY19 we were able to further embed Success Factors Learning by leveraging the automation available with the auto-assignment of required learning and utilise the improved reporting capability. With the learning management system in place, we have also been able to increase the e-Learning modules available to more efficiently induct new employees and deliver technical on-boarding for our core job families. With this foundation, the trajectory will see a further increase in online learning as part of a more blended strategy to ensure face to face formal learning opportunities are optimised.

Another key focus for FY19 was continuing to build knowledge and understanding of the development planning process, in particular for our manager population, via a series of webinars, manager induction training, and through the provision of templates and tools using the 70/20/10 model. As a result of these efforts, 95% of our key and emerging talent at Senior Manager and General Manager level now have an individual development plan in place, and we are now observing managers cascade their own learnings in this space to support the career development planning of their direct reports.

In FY19 the operating model for learning and development across the Group was further reviewed to;

- support the priority around building broader capability including Leadership and Management in the organisation and
- enable optimal use of our investment in technology upgrades.

FY20 and beyond will see a consolidated capability framework leading into an aligned capability development framework supporting employees at all levels across the organisation.

Leadership development

The Senior Leadership Experience program continued to be the flagship leadership development offering at Stockland with an additional two cohorts attending in FY19, taking the total population of senior management who have attended to approximately 75 per cent. Targeted at Senior Managers and General Managers, the Senior Leadership Experience program delivers an immersive leadership development experience across inclusive leadership, design thinking, change and wellbeing.

The work being conducted around the consolidation of capability frameworks and the learning operating model will lead to a continued focus on Leadership Development in FY20, including a focus on leadership at the frontline and middle management levels.

The new Manager Induction was successfully rolled out in FY19 with over 100 new managers completing the course, which provides leaders with people management responsibilities with the tools and access to information they need to successfully manage their direct reports and teams.

Graduate development

Commencing in 2016, our graduate program aims to create a pipeline of diverse talent and potential future leaders to inject new ways of thinking into Stockland. The program intake remained steady in FY19, with 20 new graduates joining the business in a mix of pathway and rotation roles, which brings the total number of grads to 37 on the two-year program. Reflecting our broader objectives of gender diversity in the property industry, the program's diversity targets were again achieved, with over 50% of the intake being female.

The structured formal learning components of the program are scheduled across the full 24 months with the view of developing capabilities such as innovation, collaboration, business writing, self-leadership and personal style to reflect our corporate values. The learning program also includes a career planning element designed to support graduates to move into other roles at Stockland at completion of their graduate program.

As well as the formal learning opportunities, the graduates also come together throughout the program to collaborate on other challenging initiatives such as the Wesley Homeless Food Challenge, where they worked together to feed homeless people on a budget of \$3 /day.

Diversity and inclusion

Our FY19 employee engagement results reiterated the importance our people place on diversity and inclusion, which continues to be a key driver for engagement and retention. The diversity and inclusion Index from our 2019 Our Voice survey remained stable at 86 per cent and continues to be six points above the Australian National Norm.

[Our Management Approach to Diversity and Inclusion](#) reinforces our commitment to improve the diversity of our workforce and continue to build a culture of inclusion in our workplace. It outlines our aim to leverage the maximum potential of our people, irrespective of differences, such as gender, ethnicity, age, physical abilities, gender identity, gender expression, sexual orientation, family status, beliefs, and perspectives.

Targets and metrics that guide our approach to diversity and inclusion include:

- targets for women in management, senior management and job families with lower female representation.
- parental leave return rates targeting greater than 80 per cent return, as well as growing the proportion of males taking primary carers leave.
- target range for gender pay equity ratio.
- gender diversity of our succession pipeline and talent population.
- diversity and inclusion related indices from our annual Our Voice employee engagement survey.
- flexible working practices through the 'One Simple Thing' program.
- LGBTI+ inclusive practises benchmarked through the Australian Workplace Equality Index (AWEI).

Gender Diversity

We have strong and longstanding support for gender equity and are committed to maintaining a culture where we encourage and support career development and advancement of both males and females in our business. During FY19 our Managing Director has continued advocating for gender equity in the property industry as a member of the Property Male Champions of Change group. We were recognised for the fifth consecutive year as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency for our active commitment to achieving gender equity in the workplace.

We rolled out an enhanced Senior Women's Sponsorship program with our Executive Committee for the third year, which continues to yield successful outcomes relating to career growth and promotion opportunities. We designed and implemented a new immersive learning program, Accelerate-Development, which provides a career pathway into the Development job family for those currently working in another area of the business. Development has lower female representation and with more than 60% female participants in the Accelerate program it will help build our female talent pipeline.

Women in management

Our Women in Management, Senior Management and Executive results have increased in FY19.

WOMEN IN MANAGEMENT BY JOB BAND

JOB BAND	FY19		FY18		FY17		FY16		FY15	
	TOTAL	WOMEN	TOTAL	WOMEN	TOTAL	WOMEN	TOTAL	WOMEN	TOTAL	WOMEN
Management	557	45.8%	574	45.1%	555	45.9%	536	44.6%	515	44.7%
• Executive ⁸	8	50.0%	11	27.3%	9	11.1%	9	11.0%	9	11.0%
• Senior Management ⁹	136	41.2%	146	39.7%	152	38.8%	151	36.0%	138	36.0%
• Manager	413	47.2%	417	47.5%	394	49.5%	376	49.0%	368	49.0%
Employee	1,034	65.7%	1,116	66.3%	1,065	66.9%	1,010	67.0%	1,012	66.0%
Stockland	1,591	58.7%	1,690	59.3%	1,620	59.7%	1,546	60.0%	1,527	59.0%

Rate of return from parental leave

Our rate of return from parental leave continues to be well above our target of 80 per cent and the number of men taking parental leave continues to increase year on year with a 40 per cent increase in FY19. This year our parental leave policy was enhanced to include surrogacy and stillbirth. In the circumstance of Stillbirth Stockland fully recognises childbirth and employees are supported to take full parental leave.

Staying connected with employees during parental leave is a key focus to support return to work rates and through our Keeping in Touch events we invite those on leave back to their workplace. In these sessions we provide important business updates and transitioning advice and Stockland provides onsite or in-home nanny support so employees can participate in a way they feel most comfortable with.

⁸ Executive is Stockland's Executive Committee.

⁹ Includes General Manager and Senior Manager job bands.

RATE OF RETURN FROM PARENTAL LEAVE WITHIN 12 MONTHS

GENDER	TOTAL LEAVE	RETURNS	FY19 RETURN RATE	FY18	FY17	FY16
Male	28	21	75.0%	90.0%	94.1%	94.4%
Female	91	81	89.0%	91.5%	80.4%	79.2%
Overall	119	103	85.7%	91.0%	82.3%	84.1%

Gender pay equity

We aim to achieve gender pay equity within roles by considering an individual's positioning against the relevant market benchmark and comparing gender outcomes. This analysis is shown in the gender pay equity ratio table below. Our target is for a gender pay equity ratio of 100 per cent plus or minus three per cent across the company. This means that males and females would be paid the same for performing similar roles, with a small variance to allow for different levels of experience and other factors. Using the gender pay equity ratio overcomes the limitation of measuring pay equity based solely on average fixed pay by job band, which ignores different market values placed on different jobs.

GENDER PAY EQUITY RATIO

	FY19	FY18	FY17	FY16	FY15
Stockland	98.5%	98.3%	98.6%	97.4%	97.2%

Cultural diversity

The table below provides an overview of the cultural diversity of our employees. This data is sourced from our annual Our Voice survey, where respondents can voluntarily select the cultural group they identify with. In FY19 we gathered insights on employee country of birth and language which can be used for future cultural diversity customer and employee analysis.

We continued our focus on indigenous employment detailed in our Reconciliation Action Plan including our Career Trackers pilot and commencing a partnership with Workstars, an indigenous recruitment partner focused in South East to Central Queensland, targeting employment opportunities at our assets. Our indigenous employees are an incredibly engaged cohort, with higher than Stockland average engagement scores on almost all categories of questions in Our Voice.

WORKFORCE BY CULTURAL BACKGROUND¹⁰

CULTURE	FY19	FY18	FY17	FY16	FY15	FY14
Australian	62.3%	62.3%	56.2%	62.5%	56.2%	69.6%
Aboriginal and Torres Strait Islander	0.8%	0.7%	0.4%	0.0%	0.4%	0.3%
European ¹¹	18.0%	19.0%	25.4%	22.8%	25.4%	14.6%
Asian ¹²	10.9%	8.9%	9.3%	8.7%	9.3%	6.5%
Maori and New Zealand	1.8%	1.8%	2.4%	2.3%	2.4%	2.3%
Middle Eastern	1.2%	1.3%	0.8%	0.0%	0.8%	0.7%
South African	0.8%	0.9%	1.0%	1.2%	1.0%	0.9%
North American	0.0%	0.9%	0.6%	0.0%	0.6%	1.2%
Other	4.2%	4.3%	4.0%	2.5%	4.0%	3.9%

¹⁰ Data presented as a percentage of respondents who chose to disclose their cultural background to the Our Voice survey, our employee engagement survey. Some employees choose not to disclose their cultural background. Responses to this survey are collated by a third party and completely confidential – we have no access to individual data points.

¹¹ Includes north-west, central, southern, eastern, British, Irish and Scottish.

¹² Includes south-east, north-east, southern and central.



CASE STUDY

Sponsoring women to succeed

Our Diversity and Inclusion strategy outlines four objectives with one of these focused on maximising diversity in leadership positions, in particular the proportion of women in management roles. In November 2018, Stockland achieved a significant milestone of at least 40% women in every level of governance or management (including Board, Executive, General Manager, Senior Manager, Manager level), considered as balanced gender leadership (40/40/20).

Amongst the policies and programs contributing to this achievement is the Senior Women's Sponsorship program. The objective of this program is to connect talented, high-potential senior female managers with an Executive member, who can advocate for their career development and help make valuable connections. Ultimately, this program progresses gender equality in General Manager and Executive roles, whilst supporting our Executive team to

build their gender leadership capability and understand the challenges, barriers and aspirations of senior talented women within the business. All Executive members participate in the program, investing their time and experience to champion gender-balanced career progression.

Since its 2017 inception, 26 senior women have participated (or are currently participating) in the program. Always looking to improve, we made key enhancements to the program in FY19 based on participant feedback, including extending the program from 12 to 18 months and incorporating a more structured Learning and Development approach to assist with career planning, learning and development.

To date, 50% of program participants have been promoted to more senior roles with almost 40% of these to General Manager positions.

We are proud that our General Manager female population has risen from 30.6% in FY16 to 39.3%, reflecting the success of this program and our broader gender equity initiatives.

We have also been able to validate the link between gender diversity and team engagement levels, with our 2018 employee engagement survey showing that our most gender balanced teams (teams where the percentage of women is between 40% and 60%) are our most engaged teams, with high levels of job satisfaction.

Overall, the program has produced many successful outcomes including new cross functional project opportunities and promotions for participants and it remains a key element of our Gender Equity and leadership strategy at Stockland.



Our recent cohort of talented women in the Senior Women's Sponsorship Program.



Employee advocacy groups (EAGs).

Our Gender Equity; Flexibility; Wellbeing, Accessibility and Cultural Inclusion; and LGBTI+¹³ EAGs are a key component of our approach to diversity and inclusion. This section focuses on key achievements of EAGs in FY19; more information on the EAGs' objectives and composition is provided in [Our Management Approach to Diversity and Inclusion](#).

Gender Equity

The Gender Equity EAG have focused on the following initiatives in FY19:

- Raising awareness and understanding of domestic and family violence, including how gender imbalances and stereotypes contribute to women being more common targets. All Executive and General Managers attended awareness sessions to understand prevalence, employee/workplace impacts and Stockland's policy. First responder training was also provided to key employees/managers nationally which provided a more in-depth understanding on supporting employee disclosures and Stockland's response framework of support.
- International Women's Day was celebrated with female Stockland Board Members as guest speakers providing insight on their leadership journeys and the gender challenges they've experienced and navigated throughout their careers. These were engaging sessions for employees to listen, question and discuss their own experiences in the workplace.
- Enhancements to our Supplier policy were drafted to reflect our gender equity expectations of partners.

Flexibility

The Flexibility EAG have focused on the following initiatives in FY19:

- Our Flexibility EAG spent a large proportion of the year listening to our employees' experiences of flexibility, conducting twelve employee focus groups nationally and over 20 one on one interviews. The feedback highlighted where and how flexibility is working well and where there are opportunities to improve. including better manager support, technology to assist with productivity and asset role job design. Employee communication campaigns to share case studies, our toolkits and provide flexibility support for managers and employees with queries on normalising flexibility within their roles and teams.

Wellbeing, Accessibility and Cultural Inclusion

The Wellbeing and Cultural Inclusion EAG have focused on the following initiatives in FY19:

- The organisational rollout of Ways to Wellbeing training to support employees and leaders with resilience and wellbeing. The EAG utilised the wellbeing framework as part of their communications and activation plan including helping teams with being active and mindful.
- Increasing the utilisation rate of our Employee Assistance Program (Benestar) portal and coaching services to 5.9% - Stockland's highest use on record and above industry average of 5.5%. This has been achieved by normalising the conversation around mental health and encouraging employees and managers to access support services through campaigns like RU Ok day and other wellbeing communications throughout the year.
- Celebrating cultural diversity through employee storytelling and communication opportunities including Harmony Day. More information on our Reconciliation Action Plan and other initiatives related to indigenous rights is provided in our [Human Rights Deep Dive](#).

LGBTI+

The LGBTI+ EAG have focused on the following initiatives in FY19:

- Implemented policy updates to our parental leave policy to include surrogacy as well as LGBTI+ inclusive language and examples in our anti-discrimination and harassment policy.
- Implemented LGBTI+ inclusion online training module, completed by 550+ employees and delivered face-to-face training to HR & Careers teams.
- Completed 2019 Australian Workplace Equality Index survey which helps benchmark LGBTI+ inclusive practise and achieved 94/200 (vs 32/200 in 2018).

¹³ LGBTI+ stands for lesbian, gay, bisexual, transgender, and intersex, with the '+' added to indicate inclusion of other diverse sexual orientations and gender identities.

CASE STUDY

Increasing employee wellbeing and resilience

Results in our 2018 Our Voice employee engagement survey provided insight that there was opportunity to support our employees to improve how they were feeling at work. 'I often feel anxious at work (No)' score had slightly declined in 2018 from 64 to 63, and we knew external market factors and the accelerated pace of internal change were likely to contribute more pressure. In May to June 2018 we piloted a Ways to Wellbeing program with three teams across Stockland to assess impact before rolling out to the entire organisation.

The program, conducted in partnership with the Wellbeing Outfit, provides employees a neuroscientific understanding of the impacts of stress on their mental clarity, leadership shadow and ultimately their ability to perform at their peak work performance.

A wellbeing framework and supporting tools assist employees and leaders to develop an individual Wellbeing Investment Plan,

to build their resilience and support their personal and team's wellbeing. Approximately 50 employees participated in the pilot and with some minor program adjustments we had overwhelmingly positive support to continue a more extensive rollout nationally.

In twelve months since launching, more than 500 employees have attended Ways to Wellbeing including our Executive and Senior Leadership group. Driving the successful uptake has been leadership buy in, with the majority of participation lead by leaders running team sessions, which has provided opportunity for the team to share their experiences and sustain the learning as a group afterwards.

Our Wellbeing Employee Advocacy Group played an important role of embedding the learning by using the same Wellbeing framework in their employee communications and office activations around the country.

This has included normalising office practises like walking meetings and breathing exercises as part of our ways of working at Stockland.

It has been a significant year of transformation for Stockland with tougher market conditions, business change and pressure for our employees to be more innovative and customer centric. Despite this our Wellbeing and Work Life Index results from Our Voice have sustained or improved with improvements in the anxious at work scores (63 in 2018 to 64 in 2019).

In 2019 we will continue to embed the wellbeing framework organisationally and provide ongoing training for employees that have not yet participated.



The 'Wellbeing wheel' utilised within the program, focuses on five key elements – be active, take notice, keep learning, give, and connect.



To access the complete list of documents in Stockland's Sustainability Deep Dive Series, [click here](#).