

Employee Engagement, Development, Diversity and Inclusion

Why this is important to Stockland

High employee engagement leads to reduced employee turnover, improved productivity and better business outcomes. Most importantly, engaged employees are happier: both at work and in their personal lives.

Building a diverse and more inclusive workplace enables greater breadth of thought and more informed decision-making, and is proven to increase profitability.

Developing our employees' capabilities enables them to deliver on our business strategy and purpose, to drive continuous improvement and enhance performance.

We also place a great focus on employee health and wellbeing. Improved wellbeing and psychological safety enhances job performance, employee satisfaction and retention, and the achievement of organisational goals and objectives.

Measuring and monitoring our performance helps us to continually improve and drive better outcomes.

This Deep Dive document is a component of our FY20 sustainability reporting suite, which is publicly available on our [website](#). Our sustainability reporting 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**. 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.

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/>)

Our key achievements

- Recognised as leaders in diversity and inclusion: WGEA Employer of Choice for Gender Equality for the sixth year in a row; ranked sixth on Equileap's Global Top 100 gender-equal companies; and achieved Bronze Status in the 2020 Australian Workplace Equality Index (AWEI).
- Focused on strengthening the Stockland culture through an integrated program of work across leadership, structure, capability, processes and systems.
- Increased employee engagement through regular and dynamic employee listening strategy, including focused pulse surveys during the COVID-19 pandemic.
- Launched Leader Zone, an online learning resource to support all employees to enhance their leadership capability.
- Amplified our focus on flexible work in response to COVID-19 and fast-tracked flexible and remote working, with MS Teams collaboration technology rolled out to 100% of employees in 14 days.
- Implemented a multi-faceted wellbeing support program working with our CARE Foundation partners to support the mental health of our employees during COVID-19 containment and recovery.
- Updated our **What Stockland Expects from its Suppliers** policy, influencing the diversity and inclusiveness of our supply chain.
- Launched our updated Domestic and Family Violence (DFV) Policy and ran a *16 Days of Activism to end Gender-Based Violence* leadership-led campaign to raise awareness of DFV and to promote the support we provide our people.

Employee engagement

82%

4 points higher than Australian national norm

Women in management

46.7%

(40/40/20 women in management)

FY20 targets and progress

Enrich our value chain

Focus area	Target	FY20 progress	Status	Future priorities
Enhancing employee engagement	Maintain an employee engagement score of 80% or above, and above the Australian national norm.	Achieved an 82% employee engagement score measured through in Our Voice, four points higher than the Australian national norm.	Achieved	Maintain an employee engagement score of 80% or above, and above the Australian national norm.
Enhancing the diversity of our workforce and building on our inclusive culture	Achieve a Diversity & Inclusion (D&I) Index score, as measured by Our Voice survey, 4% above Australian norm and meeting global high performing norm.	Achieved a D&I Index of 85.67 which is 5% above the Australia norm and 6% above the high-performing norm	Achieved	Achieve a Diversity & Inclusion index score, as measured by Our Voice survey, 4% above Australian norm and meeting global high-performing norm.
Maximising diversity in leadership positions	Women in Management: 45-50%	46.7%	Achieved	40% Women in Management (in line with our gender balanced workforce of 40/40/20 across all levels)
	Women in Senior Management: 42-47%	40.4%	In progress	40% Women in Senior Management (in line with our gender balanced workforce of 40/40/20 across all levels)
	Leadership team (ExCo/GMs): 40-45%	37.5%	In progress	40% Women in Leadership Team (in line with our gender balanced workforce of 40/40/20 across all levels)
Enable the equitable attraction, retention, development and remuneration of all genders at Stockland	Maintain the gender pay equity ratio between 97-103%	99.2%	Achieved	Maintain gender pay equity ratio between 97-103%
	WGEA Employer of Choice	Achieved WGEA citation	Achieved	Achieve WGEA citation
Creating a more inclusive workplace	10% improvement in Australian Workplace Equality Index (AWEI) score and Bronze status	Achieved 23% increase in AWEI score Bronze status	Achieved	Achieve 10% improvement in Australian Workplace Equality Index (AWEI) score and Bronze status
Supporting cultural participation, access, and the right to express and interpret culture	Deliver progress against our RAP, including offering two internships for Aboriginal and Torres Strait Islander students through our Career Trackers pilot in FY20	Achieved progress against our RAP, including supporting three Career Tracker Interns.	Achieved	Deliver progress against our RAP, including developing a cultural learning program and at least one internship for an Aboriginal and Torres Strait Islander student through our Career Trackers pilot in FY21.
Supporting employee mental, physical and personal wellbeing	Achieve a Wellbeing Index score (previously Work Life Quality score) at 3% above Australian Norm and meet global high performing norm measured through Our Voice survey.	75% (6 per cent above Australian Norm and equal to global high performing norm)	Achieved	Maintain our Wellbeing Index Score at 3% above the Australian Norm and meet global high performing norm.
	Achieve an improvement in "I feel anxious at work" result in Our Voice by achieving a score of 65% in FY20.	55%	In progress	Achieve an improvement in "I feel anxious at work" result in Our Voice by achieving a score of over 55% in FY21.

Enrich our value chain

Focus area	Target	FY20 progress	Status	Future priorities
Making flexibility business as usual	Maintain the percentage of employees with flexible working arrangements, as nominated by their One Simple Thing, at or above 80% in FY20	78%	In progress	Increase number of employees working flexibly to over 80% as measured by employee pulse survey.
	Maintain overall parental return rates of 90%	84%	In progress	Achieve parental return rates of 80%.
Organisational Culture & Capability	Implement outcomes of organisational culture review, with an integrated program of work across systems, capability, leadership, processes and structure	<p>Engaged with senior leaders on the changes required to enable us to continue to evolve and grow the company in a dynamic and new operating environment.</p> <p>Supported managers to cascade the Stockland strategy and cultural priorities to our people through Team Talks.</p>	Achieved and in progress	<p>Implement the second phase of Strengthening Stockland to build greater customer centricity, innovation, accountability and faster decision-making.</p> <p>Develop and define our 'new ways of working', taking the positive learnings from the COVID-19 pandemic to drive more collaborative, productive and sustainable habits for our workforce. This includes establishing our new Stockland model for the 'Future of Work'.</p>

FY20 performance and case studies

Employee engagement

Employee experience and communication

In FY20 we enhanced employee communication and simplified daily processes to enhance the employee experience. We conducted quarterly Leadership Team Updates (one-day sessions) focusing on business updates and strategic alignment, and introduced a new Team Talks channel of communication to support managers in cascading key information including strategic priorities. We have also improved employee access to key information, establishing the People Hub on our employee intranet, a one-stop shop for all employee-related information including wellbeing support, learning and development, and performance management.

These initiatives complement our existing employee communications, including employee intranet (StockXchange), Yammer, regular leader communications and Employee Roadshows. We continued to reinforce our CARE values of Community, Accountability, Respect and Excellence through our CARE thank you cards and CARE awards, as well as Values Shares at all large meetings.

During the COVID-19 pandemic we built on our employee communications to provide regular virtual employee updates from our Executive Committee with the opportunity for employees to ask questions anonymously.

Employee listening

One of the ways we measure employee engagement is via our annual Our Voice survey, administered by Willis Towers Watson. Our FY20 results remain strong when benchmarked against other Australian companies and

industry norms. In FY20 we simplified our annual Our Voice survey and action planning process. In FY20 our composite employee engagement score increased 1 per cent to 82 per cent, driven mostly by an increase in advocacy (likelihood to recommend Stockland as a good place to work) and intent to stay (lower likelihood of leaving Stockland in the near future). We reported improved scores in our major areas of focus over the past year which included leadership, strategy communication and execution, and removing obstacles to perform. Our scores across Wellbeing, D&I and Health & Safety metrics remain very strong compared to norms.

The Wellbeing score declined compared to last year (despite being strong compared to norms). This decline was driven by an increase in the number of employees reporting feeling anxious at work. The survey was open in March 2020, when the COVID-19 situation was uncertain and therefore may have contributed to anxiety around job stability, financial security and health. We also measured a decline in collaboration between teams within business units. This decline was partly driven by teams that experienced leadership changes during the year, reflecting a response to new ways of working and a high volume of change.

In addition to Our Voice, we regularly pulsed our employees from March 2020 onwards to understand how supported they felt during the COVID-19 pandemic and to gain feedback on leadership, flexible working and wellbeing.

The table below provides some headline metrics from our FY20 Our Voice survey. A larger sample of results by survey category is provided in our [People Data Pack](#).

Survey question/metric	FY20	FY19	FY18
Employee engagement – composite employee engagement score	82 per cent 4 points above the Australian National Norm	81 per cent	83 per cent
Diversity and Inclusion – composite diversity and inclusion score	86 per cent 5 points above Australian National Norm	86 per cent	86 per cent ¹
Wellbeing – composite wellbeing score	75 per cent 6 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	93 per cent
Leadership – overall leadership score	70 per cent	67 per cent	73 per cent

¹ This was incorrectly reported in our FY18 Deep Dive as 87 and has since been corrected.

Employee wellbeing

Stockland recognises the importance of mental and psycho-social health for our employees and has championed wellbeing initiatives over many years. We continuously look for opportunities as to how we can connect our people to contemporary tools, resources and programs. Due to the impact of the COVID-19 pandemic, we extended our focus on mental health and wellbeing, including through our CARE Foundation collaborative partnership with ReachOut and R U OK?. We developed and launched a wellbeing program in response to COVID-19, including the 30 Days of Wellbeing campaign, Ways to Wellbeing webinars, promotion of the Wellbeing Assistance Program (Benestar) portal and coaching service, regular employee virtual events hosted by our Executive Committee and leadership support.

Further information on FY20 wellbeing initiatives implemented by our Employee Advocacy Group as well as a case study on how we supported our employees through COVID-19 can be found below.

Dealing with challenging interactions training

In FY20 we have further equipped our employees, at head office and at our assets, with techniques for managing their mental health, and in particular to address psycho-social hazards such as dealing with difficult conversations and personal interactions. During 2019 some of our employees reported that they were experiencing more challenging situations (e.g. verbal abuse, physical and verbal intimidation) from customers and external stakeholders. While we have guidelines available to support our employees with managing these types of issues, we identified the need to provide training to complement the guidelines and further develop the capability of our employees. Group Risk worked with the People & Culture team and a specialist psychological consultancy to develop 'Dealing with Challenging Interactions training'. The training is aimed at customer and public facing roles. The training was initially rolled out to the Communities Sales, Conveyancing, and Customer Experience Teams nationally during March 2020. Face-to-face training for our Commercial Property (Retail) and Retirement Living employees is to follow. Online training is currently being developed to support our face-to-face offering.

Talent attraction and retention

The work Stockland undertook in FY19 to define the Employee Value Proposition has been embedded into our practices, and has supported our efforts throughout FY20 to attract and retain talent at all levels of the organisation.

We understand an employee's choice to remain at Stockland is driven by a number of factors, and all of the achievements and initiatives mentioned in our Deep Dive have contributed to our ability to retain employees. This includes our continued focus on overall employee engagement, career-building via the capability masterplan, Leader Zone, and our dedication to diversity, inclusion and wellbeing.

In FY20 we also refreshed and focused our approach to talent identification and succession planning in relation to the most critical leadership roles in Stockland. Through the targeted appointment of a number of key internal and external hires and the continued assessment and development of our highest potential leaders, we have strengthened the talent pipeline for our senior leadership roles.

Rolling turnover¹

Turnover rates across all our metrics decreased in FY20. Employee-initiated turnover has fallen from 16.3% to 12.1% between June 2019 and June 2020. This drop has been reported across all business areas, and predominantly in the more junior job bands where most of the turnover historically occurs.

Employee-initiated turnover of employees with strong performance has also fallen from 14% to 9.2%. A further breakdown of turnover rates by tenure is provided in our **People Data Pack**.

¹ 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.

Diversity and inclusion

Stockland is committed to enhancing the diversity of our workforce and building on our inclusive culture. Our **Management Approach to Diversity and Inclusion** outlines our approach.

Diversity and inclusion continues to be a key driver for engagement and retention. The diversity and inclusion measure in the Our Voice survey remained stable at 85.67 per cent and is five per cent above the Australian national norm.

In FY20 we designed and introduced a D&I Index, demonstrating our continued focus on improving D&I measurement and tracking success in this important area. The D&I Index is made up of weighted D&I metrics across gender, wellbeing, LGBTI+, flexibility and cultural inclusion. Index targets were agreed at Executive Committee and at Board level, and form part of Stockland's Corporate Balanced Scorecard. In FY20 our D&I Index score was 96.26.

Gender diversity

We have strong and long-standing support for gender equity, and are committed to maintaining a culture where we encourage and support career development and advancement of all genders. During FY20 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 sixth 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.

In FY20 we supported seven employees through our Senior Women's Sponsorship program. These employees were partnered with an Executive Committee member who coaches and mentors them for 18 months. This program continues to create career growth and promotion opportunities.

Our first cohort of employees completed the Accelerate-Development program in FY20. Seven employees completed the program, which included on the job training and formal education through Property Council of Australia, providing participants with a career pathway into the Development job family for those currently working in another area of the business.

During FY20 we updated our **'What Stockland Expects from its Suppliers'** policy to influence and improve the diversity and inclusiveness of our supply chain. Suppliers tendering for business with Stockland now need to include a number of diversity and inclusion, human rights and Indigenous employment proof points in their submissions. Partners with aligned diversity and inclusion policies will be given preference. The new policy was shared with all suppliers by our CEO and Managing Director.

Women in management

As part of our D&I scorecard we set targets for Women in Management (45-50%), Women in Senior Management (42-47%) and Women in Leadership Team (40-45%). In FY20 we met our Women in Management target with 46.7% women in this category.

Rate of return from parental leave

Our rate of return from parental leave within the 12-month period was 84 per cent in FY20¹ and the number of men taking parental leave continues to increase year-on-year. In FY20, 24% of employees who took parental leave were male. More details are provided in our **People Data Pack**.

Staying connected with employees during parental leave is an important way we 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 transition to work advice.

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 in the People Data Pack. 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.

Cultural diversity

In our annual Our Voice survey, respondents can voluntarily select the cultural group they identify with. In FY20, 2% of employees identified as being Australian Indigenous or Torres Strait Islander and 30% identified with a cultural background other than Australian.

More information on our Reconciliation Action Plan and other initiatives related to Indigenous rights and employment is provided in our **Human Rights Deep Dive**.

¹ Some people extended their leave, which accounts for a proportion of those who did not return. It includes those who ceased employment and those who extended leave.

Employee advocacy groups (EAGs)

Our EAGs help drive our Diversity and Inclusion strategy. This section focuses on the key achievements of each of the EAGs in FY20. More information on the objectives and composition of our EAGs is provided in **Our Management Approach to Diversity and Inclusion**.

Gender Equity

- Launched our updated Domestic and Family Violence Policy to include uncapped leave for employees impacted by DFV or supporting a member of their family/ household, as well as a range of flexible work options. We ran a *16 Days of Activism to end Gender-Based Violence* leadership-led campaign to raise awareness of the prevalence of DFV and to promote the support we provide our people.
- Introduced ‘Celebrating female leadership’ speaker series with events held in Brisbane, Sydney, Melbourne and Perth. We hosted leaders from outside our industry, within the property industry and Stockland female leaders. Speakers shared their leadership journeys and the gender challenges they have experienced and navigated throughout their careers. Employees of all genders attended the events, which were hosted by our Group Executive, People and Culture.
- Delivered two CEO sponsored focus groups and seven interviews with key emerging females to understand the gender experience for Stockland employees. A key finding was that supplier/partner relationships can sometimes be an area where females experience some form of harassment or unfair discrimination. To help address this issue, in FY20 we launched our updated ‘What Stockland Expects from its Suppliers’ policy, with minimum supplier requirements for diversity and inclusion.

Flexibility

- Continued our focus on embedding One Simple Thing for flexibility, with 78% of employees reporting they worked flexibly pre-COVID-19
- Refreshed tools and guidelines to help support employees working flexibly during COVID-19 containment and recovery, including remote working tips; updated Flexibility Principles, Flexibility Guidelines for Managers and Flexibility Guidelines for Employees; and Team Blueprint to support teams develop new ways of working. Team Blueprint is an activity to help teams to develop their own team ‘flexibility handrails’ that address their productivity, wellbeing and priorities.
- Raised awareness of the benefits and challenges of flexible work during *Flex in Feb*. Our focus this year was ‘caring for carers’. During the month we highlighted the benefits of working flexibly and balancing non-parental

caring responsibilities e.g. for an elderly relative, or to manage your own sickness.

Wellbeing, accessibility and cultural inclusion

- Partnered with our CARE Foundation Partners R U OK?, ReachOut and Redkite to share strategies and advice on wellbeing through events, virtual seminars and communications throughout the year.
- Supported the 30 Days of Wellbeing campaign during COVID-19.
- 82 employees attended Ways to Wellbeing face-to-face seminars hosted by The Wellbeing Outfit, and approximately 400 employees attended virtual webinars during June 2020 focusing on resilience during COVID-19.
- Celebrated cultural diversity through employee story telling and communication opportunities including Harmony Day.
- Participated in the Stepping Into program, a paid internship program designed specifically for university students with disability. In FY20 we supported three Stepping Into interns.

LGBTI+

- Demonstrated Stockland’s public support for LGBTI+ by embedding inclusivity into external customer facing communications and introducing a rainbow logo on days of significance on corporate communications channels.
- Increased employee awareness and understanding of LGBTI+ issues, providing employees with ways to demonstrate support through communications, events and days of significance (Wear it Purple Day, Mardi Gras).
- Built the LGBTI+ Ally network to over 210 employees.
- Implemented policy updates and changes to employee surveys to include more LGBTI+ inclusive language. Promoted LGBTI+ inclusion online training module, completed by 499 employees in FY20.
- Achieved Bronze Status in the 2020 Australian Workplace Equality Index survey, which helps benchmark LGBTI+ inclusive practice. We increased our score by 22 points from last year (116/200 in 2020 vs. 94/200 in 2019).

Culture and capability

In FY20 we rolled out our culture program, Strengthening Stockland, making good progress on our integrated program of work across leadership, structure, capability, processes and systems. This program focused on assisting the business to build on a cultural foundation of collegiality, care and passion to build greater innovation, accountability and faster decision-making. Strengthening Stockland was refocused into a temporary program called Leading the Recovery during COVID-19, providing practical support to employees and leaders during a time of disruption and change.

Stockland capability masterplan

In FY20 we built a capability masterplan to define the specific capabilities required of our people to deliver on our strategic priorities. The masterplan helps to articulate the broad capabilities (leadership, business, self and technical) employees need to develop in order to successfully deliver our strategy and then defines the specific capabilities needed by job family (Development, Asset Management and Project Management).

Blended leadership development

While traditional Stockland leadership training and development delivered in person remains a core capability, in FY20 we shifted our focus to providing learning opportunities to key leadership groups with three design principles in mind:

1. Practical learning that can be built into the flow of work;
2. Multi-modal learning that supports a range of learning styles; and
3. Peer opportunities to learn from each other

With these principles in mind we developed and launched Leader Zone, an online learning resource hub with practical tools and guides to help employees to lead themselves, others and teams across Stockland. The tools focus on Stockland's key organisational capabilities, reinforce Stockland's values, and provide practical learning to support people through their real work challenges. All team members in Stockland can access the Leader Zone. It is available 24/7 and promotes self-service, and self-directed learning.

Since launching in March 2020 there have been 7542 employee visits to Leader Zone and 326 unique viewers. We have also launched Leader Zone Live interactive facilitated webinars to complement the self-service online tools, providing opportunities to practice and refine skills. Leading Real Conversations was the first interactive module offered in June 2020, designed to support our managers through the challenging conversations they were required to facilitate due to the disruptive nature of COVID-19.

Systems training

During FY20 targeted training has been conducted with employees to support the digitisation of our workforce through CORE Systems. The CORE Systems replacement project is a strategic priority for Stockland, creating a digital backbone for future transformation. To be ready for its successful launch in FY21, team members were required to engage with high levels of systems learning, a major investment of time. In the last quarter of FY20 all employees were provided base level training or communication support to ensure they were prepared for the implementation of the CORE Systems Project. Other key users (such as Finance or Leasing teams) were provided with in-depth training. Training was delivered through a combination of e-Learning and facilitated virtual learning as well as refresher sessions close to 'Go-Live'. Training was tailored to each individual role, based on key processes that were changing within the system.

Graduate development

Our Graduate Program aims to create a diverse pipeline of potential future leaders to inject new ways of thinking into Stockland. In FY20, 16 new graduates joined the two-year rotation program, bringing the total number of graduates to 34. The Stockland Graduate Program includes on the job training and structured formal learning scheduled across 24 months to build capabilities including 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 after completing their Graduate Program. In FY20 Stockland was ranked 21st in the AFR Top 100 Graduate Employers, moving up six places from FY19.

Risk and compliance

We continue to protect and support the success of our stakeholders and communities by ensuring compliance and strong employee risk behaviours at all levels. During the year, workshops were held with senior leaders to discuss key culture shifts, including learnings from other industries. Across the business high levels of compliance with mandatory compliance training requirements were maintained (see our [Health, Safety and Security Deep Dive](#) for more information).

CASE STUDY

SUPPORTING EMPLOYEES THROUGH THE COVID-19 PANDEMIC

When government restrictions were put in place across the country to control the spread of COVID-19, we knew our employees' wellbeing would be impacted. We were determined to help them remain well and productive during this very difficult time as well as maintain our strong organisational culture.

Many employees were working remotely and others were at our assets supporting our residents and tenants. Some of our people were caring for their children, home schooling while working. Others are were on their own, feeling isolated, pressured or lonely. Some employees were concerned about their financial situation, including job security, and cases of Domestic and Family Violence increased in the community. In addition, our 2020 Our Voice results told us that the number of people who indicated they felt anxious at work had increased to 54 per cent.

The right technology in place

Prior to the onset of the COVID-19 pandemic, we had already provided the majority of our employees with technology devices and applications that increased their mobility and flexibility. This was instrumental in the smooth transition to remote working and increased employee engagement during the COVID-19 government restrictions.

To build on this, we fast-tracked the implementation of Microsoft Teams, rolling it out to 100% of employees within 14 days. Microsoft Teams helped our people remain connected and enabled them to collaborate effectively.

We also created a range of tools to support employees working flexibly, including manager and employee guides to flexible and remote working.

Open, two-way communications

From March 2020 to the end of June, regular employee virtual live events were held with our Executive Committee providing updates on the current situation and spending time answering employee questions.

Focusing on safety and wellbeing

We launched 30 Days of Wellbeing in April 2020, led by our Wellbeing EAG Executive Committee sponsor, Louise Mason, Group Executive & CEO of Commercial Property. During the month we shared hints, tips and experiences to help support the physical and mental health of our people. We partnered with our CARE Foundation partners R U OK? and ReachOut, as well as The Wellbeing Outfit (our wellbeing training provider) to hold virtual seminars and to develop educational content.

A webinar hosted by Louise Mason, Ashley De Silva, CEO of ReachOut Australia, and Katherine Newton, CEO of R U OK? outlined the important work both charities do to support people with mental health challenges. Ashley and Katherine shared some of the things they have been responding to, the communities they've been supporting and practical tips and advice on managing mental health and wellbeing. They discussed the uncertainty COVID-19 has brought and the importance of staying connected, listening to others and providing support to our families, our colleagues and our staff over the coming months.

As we started to move toward the recovery phase of COVID-19 we were aware employees would now be feeling anxious about the return to the office. The Wellbeing Outfit hosted virtual seminars with our employees, offering strategies for better mental health and resilience.

Leading the Recovery

Our people managers are critical in leading our response to COVID-19 and protecting the safety and wellbeing of customers, communities and their teams.

To help support our people managers to lead during this time we developed a program called Leading the Recovery, including tools, resources and learning experiences for managers, leaders and employees.

This program provided support for our leaders as we moved from Containment to Recovery in having conversations about flexible work, performance reviews, wellbeing and setting priorities.

In addition we wanted to leverage the learning from COVID-19 and accelerate improvements in our culture. Leadership seminars were held including:

- Leading real conversations – to support managers in having difficult conversations.
- Leadership during turbulence – to reframe the crisis and proactively create the future.
- Leading the recovery – to lead during volatility, uncertainty, complexity and ambiguity.
- Team Blueprint – to help develop ways of working to support wellbeing, productivity and business priorities.

To support these live seminars, we packaged together a range of leadership tools and resources to help support our people. All these tools and resources were made available on Leader Zone, our online virtual learning site.

CASE STUDY

STANDING TOGETHER AGAINST DOMESTIC AND FAMILY VIOLENCE



Given the prevalence of domestic and family violence, there is no denying it has an impact on our workplace and our people. Stockland is committed to ensuring a safe and inclusive working environment, and this extends to supporting employees if they are experiencing Domestic and Family Violence.

Stockland has practical support in place for employees who experience domestic and family violence to help assist them to stay in the workplace and maintain economic independence, which is a critical predictor of whether someone experiencing domestic and family violence will leave a violent relationship.

Employees experiencing domestic and/or family violence can access special leave to support their circumstances. In FY20 we updated our policy from 10 days leave annually to uncapped leave for employees who are experiencing domestic or family violence or supporting an affected member of their family/household. This leave is critically important to victims so they can seek medical or legal assistance, attend court appearances or counselling, relocate or make other safety arrangements. In addition, we support employees who are victims to utilise alternate start and finish times, work from a different location and make changes to work email and telephone details.

First responders

A group of employees from across the country are trained as First Responders to domestic and family violence, completing a program provided by the University of New South Wales. This program aims to respond to situations where employees are victims and/or perpetrators of family violence, manage inappropriate behaviours in the workplace, and balance organisational and individual needs.

If a manager has someone in their team impacted by family or domestic violence, they can reach out to a First Responder for guidance and support. A First Responder will be able to:

- respond appropriately to disclosures and safely support employees who are victims of domestic and family violence by explaining our policy and response framework;
- respond to inappropriate behaviours in the workplace;
- manage employees who are perpetrators of domestic and family violence;
- balance organisational needs with individual needs; and
- refer to appropriate services to assist employees who are affected by domestic and family violence.

Campaign to raise awareness of the impact of DFV on the workplace

From 25 November to 10 December 2019 Stockland supported the *16 Days of Activism to end Gender-Based Violence*, an international campaign established by the first Women's Global Leadership Institute. This campaign was aimed at raising awareness amongst employees of the impact DFV has on the workplace, our new policy to support employees and their family members, and how employees can support victims of DFV.

We asked our employees to stand together against domestic and family violence. There was a range of communications across the 16 days, including employee communications and external communications on our social media channels, all led by our leadership team and Gender Equity EAG.