Employee Engagement, Development, Diversity and Inclusion Deep Dive

FY18

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 FY18 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

- Achieved an employee engagement score of 83 per cent (7 points above the Australian National Norm).
- Reduced turnover of employees in their first year and met our target for employee-initiated turnover of employees with Strong performance or above.
- Delivered our Senior Leadership Experience program to an additional three cohorts of senior leaders with remaining senior leaders scheduled to attend in FY19.
- Recognised for the second consecutive year as a top graduate employer in Australia by both the Australian Financial Review and the Australian Association for Graduate Employers.
- Mainstreamed flexible work arrangements with 80 per cent of employees working flexibly, and placed runner-up in the 2018 Champion of Flexible Work Awards.
- Recognised as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency for the fourth consecutive year.
- Increased representation of women in senior management positions from 38.8 per cent to 39.7 per cent and appointed two additional women to our Executive Committee.

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

In this document you will find:

FY18 priorities and progress

Employee engagement

FY18 PRIORITIES	STATUS	FY18 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 83 per cent, which is an increase of one point and is seven 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 14.6 per cent.
Maintain employee-initiated turnover for employees (with Strong performance or above) at 12 per cent or lower.	Achieved	Our employee-initiated turnover for employees with Strong performance or above was 10.9 per cent.
Improve Stockland's Wellbeing Index to 78 or above, as measured by the FY18 Our Voice survey.	Not achieved	Our Wellbeing Index score for FY18 was 75, as measured by the Our Voice survey. This score is unchanged from FY17 and is four points above the Australian National Norm.

Employee development

FY18 PRIORITIES	STATUS	FY18 PROGRESS
Deliver Senior Leadership Experience program to General Managers and Senior Managers.	In progress	Over FY18 three additional cohorts of the Senior Leadership Experience program were delivered. Additionally, General Managers and Senior Managers have been scheduled to attend the program in FY19.
Roll out next phase of the Stockland Leadership Framework to the Manager job band.	In progress	The next phase of the Stockland Leadership Framework will be rolled out in FY19.

Diversity and inclusion

FY18 PRIORITIES	STATUS	FY18 PROGRESS
Maintain gender pay equity ratio of 97 - 103 per cent.	Achieved	At 30 June 2018, our gender pay equity ratio was 98.3 per cent.
Increase the percentage of women in management roles towards target of 50 per cent by 2020.	In progress	At 30 June 2018, women represented 45.1 per cent of our management population.
Hire at least two employees with disabilities per annum from FY16 to FY18.	Achieved	We hired two employees with disabilities during FY18.

Future priorities

- Maintain employee engagement at 80 per cent or better.
- Complete a review of our organisational culture with regard to Stockland's values, strategy and societal expectations.
- 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.
- Complete delivery of Senior Leadership Experience program to existing General Managers and Senior Managers.
- Develop and deliver the Managing@Stockland component of our leadership development framework (targeted at all people managers).
- Deliver training focused on employee wellbeing and resilience to Executive Committee and General Managers.
- 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.
- Maintain the percentage of employees with flexible working arrangements, as nominated by their One Simple Thing, at or above 80 per cent.

- Pilot internships for Aboriginal and Torres Strait Islander students through Career Trackers.

FY18 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	FY18	FY17
Employee engagement – composite employee engagement score	83 per cent 7 points above the Australian National Norm	82 per cent
Corporate responsibility and sustainability – composite corporate responsibility and sustainability score	89 per cent 10 points above Australian National Norm	88 per cent
Diversity and Inclusion – composite diversity and inclusion score	87 per cent 7 points above Australian National Norm	86 per cent
Wellbeing – composite wellbeing score	75 per cent 4 points above Australian National Norm	75 per cent
Health and safety – composite health and safety score	93 per cent 9 points above Australian National Norm	92 per cent
Leadership – overall leadership score	73 per cent 5 points above Australian National Norm	73 per cent

The FY18 Our Voice survey also identified areas for improvement. We will continue our focus on enhancing processes and systems (where we scored 70 per cent, an increase of four per cent from FY17 although still 12 points below Australian National Norm). We remain committed to our Core Systems project that will consolidate systems used across the business. We anticipate our systems and processes scores to increase following completion of our Core Systems upgrade.

We will also maintain momentum on improving our capacity for innovation (where we scored 69 per cent). In FY18 we created the new position of Group Executive – Chief Technology and Innovation Officer and tested the role of Employee Innovation Groups, bringing together 50 employees of all levels to consider opportunities into 2030. Opportunities identified by the groups were assessed and prioritised for further review by our Executive Committee and Board to select key projects to progress.

Other projects undertaken to enhance employee engagement in FY18 include:

- Embedding our People Proposition as a key driver of our employer brand and identifying areas that differentiate us from other employers. We have incorporated these areas into recruitment collateral, collated employee stories that reinforce these attributes and refreshed the careers section of our website. Development of the People Proposition involved engaging with employees across organisation to maintain alignment and authenticity. The People Proposition and brand is due for launch to internal and external audiences in September 2018.
- Continuing our Core Systems program to support our business strategy by delivering business tools that empower employees to work more efficiently. We completed the delivery and implementation of SuccessFactors (Human Resources module) and are seeing significant efficiency gains including improved employee self-service and access to Human Resources data. Our employees recognise improvements being made, with 100 per cent of employees recognising that we are improving systems and processes, and 81 per cent indicating that computer management systems are providing information to help them do their work (an increase of 35 per cent compared to FY17).
- Expanding the Stockland Leadership Framework curriculum to leverage virtual learning and to incorporate programs for the broader manager population. General Managers and Senior Managers who have been through the Senior Leadership Experience program have responded in Our Voice with a 90 per cent positive perception of learning opportunities available to them at Stockland.

- Restructuring our Employee Advocacy Groups to align with the demographics and interest of our employee base and enhance our focus on key priority areas. More information on our Employee Advocacy Groups is provided in the Diversity and Inclusion section of this document.

Talent attraction and retention

Rolling turnover[2]

We achieved our target of less than 12 per cent employee-initiated turnover for employees with Strong performance or above (turnover rate 10.9 per cent). Our overall turnover rate decreased to 16.5 per cent.

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

	FY18	FY17	FY16	FY15	FY14
Employee-initiated turnover[3]	14.1% (214)	15.1% (220)	14.9% (216)	13.8% (193)	15.0%
• Employee-initiated turnover for employees with Strong performance or above[4]	10.9% (97)	10.6% (104)	11.8% (143)	12.2% (150)	12.6%
Stockland-initiated turnover[5]	2.4% (37)	2.4% (35)	5.6% (81)	3.0% (42)	5.2%
Total turnover	16.5% (251)	17.5% (255)	20.5% (297)	16.8% (235)	20.2%
Turnover of employees in their first year[6]	14.6% (38)	20.1% (46)	22.6% (50)	18.8% (40)	31.0%

Employee development

Learning and development

A focus for FY18 was to enhance the governance of learning and development in our business, in addition to supporting individual employee training objectives. At the start of FY18 we implemented a new learning management system (LMS) which has already demonstrated greater efficiency in the delivery of e-learning modules and improved reporting and tracking functionality. There will be ongoing focus to further leverage the applications of the new system through the delivery of learning modules including the use of mobile devices and digital learning. The improved functionality enables our team to assign required learning to employees more efficiently and to track completion of this training to support our organisational learning and development objectives.

Another component of our governance review was to revise the operating model for learning and development across the business. The purpose and outcomes of the review were to provide greater consistency and clarity in learning and development activities and enable optimal use of our investment in technology upgrades.

Over the next year we will continue to evolve our approach to learning and development so it supports our overarching business objectives of agility, flexibility, collaboration, and customer-centricity.

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[2] 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.
[3] Employee-initiated turnover includes resignations and retirements.
[4] 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].
[5] Stockland-initiated turnover includes redundancy or termination by Stockland (e.g. terminated during probation or for cause).
[6] 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].

Leadership development

The Senior Leadership Experience program continues to be our flagship leadership development offering with an additional three cohorts attending in FY18 and the remaining population of senior management scheduled to attend in the first half of FY19. 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.

To further our objective of developing leadership skills at all levels, over the past year we reviewed our existing leadership development offering. Taking into account the current and future capabilities required for our business, the Stockland Leadership Framework will be used to map out the expansion of our leadership development offering. This holistic approach to the leadership framework maps out two new levels of leadership development as well as an updated new manager induction course – Managing@Stockland. This program provides leaders with people management responsibilities with the tools and access to information they need to successfully manage their direct reports and teams.

CASE STUDY
Technical on-boarding – Sales, Project Management and Development

Effective induction processes allow for new starters to quickly learn how to contribute to business objectives and where to access the information required to do their jobs. To enhance the consistency and effectiveness of training provided to new starters across our business, we developed a series of technical on-boarding courses for staff working in Sales, Project Management and Development.

The courses are designed to be delivered online to enable flexible and timely delivery for new starters whenever they commence employment. They contain three modules to cover an introduction to the relevant area of the business, an overview of customers and stakeholders, and a description of processes, tools and systems.

Our new Learning Management System enables our learning and development team to automatically assign the e-learning modules to all new starters in the relevant department. Managers can also assign the training to their teams regardless of whether they are new to the organisation or not.

We engaged subject matter experts from the business to collate the content so that all the important information for new starters would be available for them in these courses. The material will be reviewed and updated regularly, with ongoing collaboration between the business and Learning department on the content.

Hundreds of employees had completed the modules within the first three months and they have also proven popular for team members interested in learning about other areas and the way they operate.

Further benefits of the consistent application of the on boarding modules are as follows:

- Reduction in time spent by managers explaining the basics to new starters
- Greater awareness of new starters with the business and stakeholders
- Availability of information as a reference document for follow up.

Graduate development

Over the last three years we have progressively increased the size of our graduate program, with the aim of creating a pipeline of diverse talent and potential future leaders who will inject new ways of thinking into Stockland. Our graduate program commenced in 2016 with 12 graduates, which has expanded to 40 graduates plus 13 interns across our business in 2018. Our 2018 intake was evenly split between males and females, which supports our objectives related to gender diversity in the property industry more broadly.

We enhanced our graduate development program extending the structured learning components from 12 to 24 months. The graduates undertake a development journey over the two years with the view of developing capabilities such as innovation, collaboration, self-leadership and personal style to reflect our corporate values. One of the new components of the learning program is a career planning element designed to support graduates to move into other roles at Stockland at completion of their graduate program.

CASE STUDY
Stockland recognised as top graduate and intern program

Stockland was recognised as a top employer for new graduates by both the Australian Financial Review, as well as the Australian Association for Graduate Employer (AAGE), for the second consecutive year.

This recognition celebrates our support for the next generation of property industry professionals. Our graduate program is a comprehensive development program for high-potential university graduates from diverse disciplines. The two-year program involves rotations through several roles and business units across our organisation.

One of our key focus areas is to drive improvement in gender diversity across the property industry, and this starts by encouraging more women into our graduate program. As part of the 2018 intake we welcomed 18 graduates (50 per cent women and 50 per cent men).

Our program looks for people with different skills, strengths, and backgrounds; people who like to work as part of a team, who are passionate, driven to succeed and share our vision of creating a better way to live through healthy, liveable, connected and sustainable communities.

As a way of creating a strong pipeline of future graduates, we also provide scholarship and internship opportunities to current undergraduate students, including the Ervin Graf Scholarship, Stepping Into internship for undergraduates with disabilities, the Sydney University Lucy Program, and the University of NSW and the University of Technology Sydney internship programs.

Through these initiatives we not only seek to strengthen our graduate pipeline but also promote our employment brand and provide an engaging experience for a diverse range of participants.

Our internship program also won recognition as one of the Top 40 Intern Program providers by the AAGE, the peak industry body for graduate recruitment.

The Top 40 Intern Program recognises the organisations that provide the most positive interning experience based on feedback from over 900 interns against broad categories such as training, content of work, quality of supervision, social life, and organisational culture.

Over the next year we will continue to expand and enhance our graduate program. Some of our priorities include providing graduates with multiple connection points with our leadership teams, support for managers and sponsors of graduates, and providing opportunities for participation in volunteering and wellbeing initiatives.

Our recent team of graduates, together with our Executive Committee.

Diversity and inclusion

Our FY18 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 2018 Our Voice survey has increased to 87 per cent (86 per cent in FY17), and continues to be seven 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 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 One Simple Thing.

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 FY18 our Managing Director has continued advocating for gender equity in the broader property industry as a member of the Property Male Champions of Change group. We were recognised for the fourth 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 have also rolled out the second year of our Senior Women's Sponsorship program with our Executive Committee, with two individuals receiving promotions since commencing the program.

Women in management

There has been a slight decrease in our percentage of women in management compared with FY17. We have identified the areas of the business contributing to this trend and in FY19 will work with them to understand how hiring practices across the business can support our gender diversity targets.

The percentage of women on our Executive Committee and at the senior management level have both increased. This has a positive impact on the business given past feedback about lower levels of female representations at these job bands.

WOMEN IN MANAGEMENT BY JOB BAND

JOB BAND	FY18		FY17		FY16		FY15		FY14	
	TOTAL	WOMEN	TOTAL	WOMEN	TOTAL	WOMEN	TOTAL	WOMEN	TOTAL	WOMEN
Management	574	45.1%	555	45.9%	536	44.6%	515	44.7%	464	45.4%
• Executive [7]	11	27.3%	9	11.1%	9	11.0%	9	11.0%	7	0.0%
• Senior Management [8]	146	39.7%	152	38.8%	151	36.0%	138	36.0%	132	35.0%
• Manager	417	47.5%	394	49.5%	376	49.0%	368	49.0%	325	50.0%
Employee	1,116	66.3%	1,065	66.9%	1,010	67.0%	1,012	66.0%	938	66.0%
Stockland	1,690	59.3%	1,620	59.7%	1,546	60.0%	1,527	59.0%	1,697	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.

Following the enhancement of our parental leave policy in FY17, there has been a near 50 per cent increase in men talking parental leave. This creates numerous benefits, as fathers/partners who take parental leave are more likely to stay engaged in that relationship as their children grow. If parental leave policies are available to each parent, it enables a more equal division of work between both parents by supporting better work life quality. Additionally, shared caregiving responsibilities contribute to a shortening of women's career interruptions having a positive impact on female workforce participation. Our enhancements to parental leave has resulted in our recognition as a Top 20 employer for Dads from Direct Advice for Dads[9] in June 2018.

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[7] Executive is Stockland's Executive Committee.
[8] Includes General Manager and Senior Manager job bands.
[9] "Revealed: The 20 Best Australian Workplaces for New Dads 2018" available at https://www.directadvicefordads.com.au/new-dads/best-australian-workplaces-new-dads-2018/

RATE OF RETURN FROM PARENTAL LEAVE

GENDER	TOTAL LEAVE	WITHIN 6 MONTHS				WITHIN 12 MONTHS			
		RETURNS	FY18 RETURN RATE	FY17	FY16	RETURNS	FY18 RETURN RATE	FY17	FY16
Male	20	18	90.0%	94.1%	94.7%	18	90.0%	94.1%	94.4%
Female	47	43	91.5%	83.2%	91.5%	43	91.5%	80.4%	79.2%
Overall	67	61	91.0%	84.7%	92.5%	61	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

	FY18	FY17	FY16	FY15	FY14
Stockland	98.3%	98.6%	97.4%	97.2%	96.9%

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 are able to voluntarily select the cultural group they identify with. It has been an ongoing priority to provide indigenous employment opportunities, and we explain our efforts regarding indigenous employment below when detailing progress of the Wellbeing and Cultural Inclusion Employee Advocacy Group, as well as in our Human Rights Deep Dive.

WORKFORCE BY CULTURAL BACKGROUND[10]

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

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[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.

Employee advocacy groups (EAGs).

Our Gender Equity, Flexibility and Disability, Parents and Carers, Wellbeing 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 FY18; 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 FY18:

- reviewing position descriptions to be based on providing capability and potential focus as opposed to experience required. This review is supported by the use of Gender Decoder[14] technology to identify opportunities for the use of gender neutral language in our position descriptions.
- supporting industry programs such as the Property Council Australia's 500 Women in Property which help facilitate industry networking.
- delivering Property Male Champions of Change focus groups in head offices to support gender equity discussions with employees. The outputs of the sessions provide insight into new manager toolkits to support gender equity education and ability to be ambassadors around the organisation.
- communication around the International Women's Day (March). This included "Tales from the Top", an event series which features guest speakers and members of our leadership team who share their personal leadership journeys and views.

Flexibility and Disability

The Flexibility and Disability EAG have focused on the following initiatives in FY18:

- supporting over 80 per cent of employees to nominate their One Simple Thing and thus mainstream flexible work arrangements across the business.
- delivering our annual employee engagement campaign called "Flex in Feb" to increase awareness and momentum around flexible working arrangements.
- achieving recognition as a runner-up in the 2018 Champion of Flexible Work Awards, recognising our progress in embedding flexibility and highlighting recent initiatives such as One Simple Thing, Flex in Feb and recent changes to our parental leave policy.
- continuing our involvement in Stepping Into, a program to connect skilled university students with disability into the business, with six students in 2018 participating and two students gaining permanent employment.

Parents and Carers

The Parents and Carers EAG have focused on the following initiatives in FY18:

- running an 'after hours' meeting campaign internally to highlight and raise awareness of the potential exclusionary impact to some employees from scheduling meetings outside of business hours or organising social events outside of work.
- reviewing our compassionate leave policy to recommend wording and provisions that align with industry best practice and meet the aims of best supporting carers.

Wellbeing and Cultural Inclusion

The Wellbeing and Cultural Inclusion EAG have focused on the following initiatives in FY18:

- piloting a resilience training course for different areas in the business to provide proactive stress management techniques and tools for employees and managers.
- contributing to the objectives of our second Reconciliation Action Plan targeting our assets to assist in the placement of Aboriginal and Torres Strait Islander people into meaningful employment.
- expanding the office procurement partnership with Nallawilli from paper to bottled water and tissues.

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

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[13] LGBTI+ stands for lesbian, gay, bisexual, transgender, and intersex, with the '+' added to indicate inclusion of other diverse sexual orientations and gender identifies. In FY18 the LGBTI+ EAG was contained within the 'Wellbeing, Cultural Inclusion and LGBTI+' EAG, however the LGBTI+ EAG has been established as a standalone EAG from FY19 onward and so is indicated as such here.

[14] The Gender Decoder is an online tool that assesses job advertisements for subtle linguistic gender-coding that may discourage individuals from applying for a position (http://gender-decoder.katmatfield.com/).

LGBTI+

The LGBTI+ EAG was formed in FY18 and quickly established itself as a vital component of our diversity and inclusion agenda by focusing on the following initiatives over the year:

- establishing the group's purpose of promoting LGBTI+ inclusion in the workplace, providing advice to staff on LGBTI+ issues as required, enhancing our position as employer of choice and leveraging our presence to support LGBTI+ inclusion in the broader community.
- enhancing our anti-discrimination, benefits and leave policies by leveraging best practice language and terminology to foster inclusion.
- organising internal and external events focusing on LGBTI+ inclusion such as International Day Against Homophobia, Biphobia and Transphobia Day, Wear it Purple Day and Rainbow Laces.
- partnering with 'Pride in Diversity' employer support program for LGBTI+ workplace inclusion specialising in Human Resources, organisational change and workplace diversity.
- working across the business to draft and submit our first submission to the Australian Workplace Equality Index.

CASE STUDY
Benchmarking to enhance our LGBTI+ inclusion strategy

Being positive toward LGBTI+ employees is the ultimate litmus test for an inclusive culture, and contributes to a workplace that is inclusive of all employees, regardless of race/ethnicity, gender, age, disability, religion, sexual orientation, gender identity or intersex status. A positive attitude toward employees means they can be confident in bringing their whole selves to work, speaking their mind, and contributing their perspectives for the benefits of the business as a whole.

Over the past year, our LGBTI+ Employee Advocacy Group achieved substantial progress in formalising its strategy and benchmarking Stockland's position as an LGBTI+ inclusive employer.

The group led the completion of our first submission to the Australian Workplace Equality Index, which drives best practice for LGBTI+ inclusion in Australia and sets a comparative benchmark for Australian employers across all sectors.

In its first year existence, the LGBTI+ EAG launched an internal employee network, marked days of significance such as Wear It Purple Day, and enhanced the language used in some of our policies and procedures. These achievements were recognised by our Australian Workplace Equality Index result, which also recognised the explicit support provided by our executive and senior leaders for LGBTI+ inclusion at Stockland.

The LGBTI+ EAG is using the Australian Workplace Equality Index results to inform the forward strategy for LGBTI+ inclusion at Stockland. Priorities for the next twelve months include:

- targeted LGBTI+ inclusion and awareness training
- continuing to expand our internal employee network
- enhancing policies and procedures to provide for explicit inclusion of LGBTI+ individuals
- formalising the EAG strategy and action plan.

Members of the Stockland LGBTI+ EAG, along with Pride in Diversity Director Dawn Hough, upon lodging our first Australian Workplace Equality Index submission in March 2018.