

Health and Safety

FY19

Why this is important to Stockland

At Stockland, the health, safety and wellbeing of our employees and our customers is an important focus. We are committed to providing a safe environment for everyone who works with us or attends our workplace.

Millions of people access our assets each year and rely on us to keep them safe. Each asset presents unique security and safety risks. We commit to delivering communities and assets where our residents, visitors, tenants and shoppers feel safe at all times.

We foster a culture where health, safety and wellbeing are core values and continuous improvement of our safety performance is part of our normal business practice. We also place a great focus on employee health and wellbeing. Stress and anxiety significantly impact job performance, employee satisfaction and retention and ultimately affect the achievement of organisational goals and 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 approach to health and safety, available as part of our sustainability reporting suite at [Our Management Approach to Health and Safety](#).



Our key achievements

- We further expanded on our Sights on Safety initiative where the Stockland National Sights on Safety (SOS) Award was launched in 2018, with a total of 30 submissions received nationally. The inaugural winner of the National Sights on Safety Award 2018 was Shadforth (civil contractor), who demonstrated their progress to continually improve safety culture and on-site project initiatives across several Stockland projects.
- Our Group Risk Training Strategy has been implemented throughout FY19, supported by our transition to the SAP Learning Management System earlier in the year. Our training strategy is based on targeting critical roles, critical capabilities and developing training programs to develop these critical capabilities. In FY19, 15 risk based training programs were delivered in line with our strategy (both face to face and online) with over 3,400 attendees/completions.
- We reviewed and updated our Operational Risk Audit and Assurance model and adapted it to meet current business demands and risk maturity. As part of this review, we leveraged our current technology platforms to incorporate Online Assessments into our audit program. Online Assessments (including sample verification audits) have been undertaken across Retail, Retirement Living and Residential assets/projects throughout FY19 with positive feedback from end users. This approach also supports our broader Group Risk strategy of evolving the maturity of our three lines of defence risk management model, especially in driving accountability at our line 1 teams.

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

FY19 PRIORITIES	STATUS	FY19 PROGRESS
Review our health and safety management system (including a gap analysis in line with the new ISO45001 standards).	Completed	Stockland engaged Clayton Utz and Advantage Safety & Risk Management Services to review our WHS risk management system. Advantage Safety completed their review in August 2018 which included a desktop assessment and site audits at four assets. Overall, they found we possessed a well developed and implemented system with sites visited demonstrating a high level of compliance. Clayton Utz completed a desktop audit in October 2018 and found our WHS framework comprehensive with clear enhancements in the areas of training, due diligence and auditing. Improvement opportunities (non-critical) from both audits have been assessed and planned for implementation throughout FY20.
Implement a vehicle impact mitigation guideline across all asset classes to minimise the likelihood and consequence of accidental or malicious incidents caused by a motor vehicle impact.	Completed	Stockland's Vehicle Impact Mitigation (VIM) Guideline was finalised in November 2018 and has been embedded into our design risk review process. The VIM Guideline applies to all Stockland Retirement Living and Commercial assets and includes strategies to reduce the risk of hostile and accidental vehicle impacts across our portfolio. Audits performed internally against the VIM guideline have been undertaken by asset teams with external audits to be undertaken in FY20.
Implement the next phase of Sights on Safety focusing on working at heights.	In progress	To date, Sights on Safety has led to the development of 'Recommended Standards & Practices' in the areas of Plant Rollovers, Service Strikes and more recently, Height Safety. Following work completed by the Sights on Safety Committees in 2018 on the prevention of height incidents (above and below ground), events will be held throughout June and July 2019 to launch the height safety Recommended Standards and Practices posters on site and in their offices. Plant Rollover and Service Strikes Recommended Standards and Practices will also be reinforced during these events as they continue to be embedded into day to day activities.
Develop guidelines to support our minimum security standards across all business units.	Ongoing	We continue to work through our national security and public safety strategy with a specific focus on protecting people from harm, denying unauthorised access and protecting property from damage. In FY19, detailed specifications for CCTV systems and Access Control systems were developed as well as the finalisation of the VIM Guideline. Our Security Guarding Approach will be our next key focus area for FY20.
Complete the transition to a new SAP learning management system.	Completed	Group Risk transitioned to the SAP Learning Management System in early FY19 and has coordinated all risk based training in the LMS since this transition (both face to face and online modules). Our capabilities to develop, deliver and monitor targeted risk based training have increased significantly following this transition which will support the implementation of our Group Risk Training Strategy into the future.

Future priorities

In addition to the priorities in progress above, our future priorities include:

- Following a number of travelator related incidents, Group Risk has undertaken a travelator Deep Dive which includes data analysis and industry wide consultation. This work will continue throughout FY20.
- Evolve Stockland's Sights on Safety brand and expand its focus across from development assets to operational assets as well as internal employee safety awareness initiatives.
- Review and simplify fundamental Operational Risk procedures including Contractor Management and Incident Management, as well as streamlining our internal Operational Risk Integrated Management System (ORIMS)



FY19 performance and case studies

Employee health, safety and wellbeing

Lost time injuries

We continue to progress on our injury management initiatives through the employment lifecycle from pre-employment checks to ensure employees have the right capabilities to meet job requirements, ongoing manual handling and workers' compensation training as well as simplifying the administrative process to assist with responding to injuries and return-to-work. Although our lost time injury frequency rate (LTIFR) increased slightly this year from record lows in previous years, we continue to report a low average lost day rate (see [People Data Pack](#)) indicating employees continue to return to work sooner through our injury management initiatives.

KEY HEALTH AND SAFETY METRICS

	FY19	FY18	FY17	FY16	FY15
Total average workforce ²	1,639	1,689	1,578	1,507	1,438
Total hours worked (million)	3.08	3.08	2.83	2.75	2.53
Number of lost time injuries (LTI) ^{3,4}	10	5	5	11	12
Lost time injury frequency rate (LTIFR) ⁵	3.2	1.6	1.8	4.0	4.7

More health and safety metrics are provided in the [People Data Pack](#).

Wellbeing

Our wellbeing score (as measured in the annual employee Our Voice survey) was 75 per cent in FY19, which is consistent with our FY18 score and is three points above Willis Towers Watson's Australian National Norm (ANN). We also scored ten points better than the ANN for the question "I often feel anxious at work" (where higher scores against the ANN equate to lower feelings of anxiety) which is a one point improvement on FY18 and our Work Life quality scores scored six points above the ANN at 80 per cent which is a two per cent improvement on last year.

Our ongoing focus to ensure employees are aware and accessing health support through our Employee Assistance Program portal and coaching services has increased the utilisation rate to 5.9 per cent which is Stockland's highest use on record and above industry average of 5.5 per cent.

Our ongoing approach to workplace flexibility, centred on our One Simple Thing initiative, seeks to enhance work-life balance and general wellbeing and the Our Voice question 'My work schedule allows sufficient flexibility to meet my personal/family needs' was 85 per cent, two per cent improved on last year and nine per cent above the ANN. Refer to the [Our Approach to Employee Engagement and Employee Development](#) for further information on this initiative.

The 'Ways to Wellbeing' course that was piloted in FY18 has since been attended by more than 500 employees including Executive and General Managers. This program 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.

² Total average workforce uses monthly employee totals rather than the end of financial year figure used in Our People metrics.

³ Includes injuries incurred as a result of a work related incident. Does not include commuting/recess injuries.

⁴ An injury resulting in the loss of one or more shifts. Not including injuries requiring first aid treatment only.

⁵ Number of LTIs / total hours worked from July 2018 to June 2019 x 1,000,000 hours.



Health and safety initiatives

Work health and safety management systems review

We engaged Clayton Utz and Advantage Safety & Risk Management Services to review our WHS risk management system. Advantage Safety completed their review in August 2018 which included a desktop assessment and site audits at four assets (Hendra, Willowdale, North Lakes and Cleveland). The review focused on the following key areas: scope of our Operational Risk Integrated Management System (ORIMS) against the risks our business is exposed to; implementation of our system at the sample sites; and a review of our audit program. Overall, they found we possessed a well developed and implemented safety management system with sites visited demonstrating high levels of compliance with ORIMS. They also found our audit program represented a positive departure from conventional auditing by integrating deep dive reviews. We are currently working on an action plan to address identified improvement opportunities (non-critical).

Clayton Utz further completed a desktop audit in October 2018 focussing on areas including our WHS Risk Management Framework, Strategy and Contractor Management. The audit found our WHS framework comprehensive with clear enhancements in the areas of training, due diligence and auditing. No material compliance issues were identified. Opportunities for enhancement largely relate to our incident classification model and the escalation of information to officers, as well as asbestos awareness. These opportunities are currently being assessed and already includes a planned deep dive into asbestos management in FY20 as well as a review of our existing incident classification system.

WHS Training

Our Group Risk Training Strategy has been implemented throughout FY19, supported by our transition to the SAP Learning Management System earlier in the year. 15 risk based training programs were delivered in line with our strategy (both face to face and online) with over 3,400 attendees/completions. Key training programs delivered across the organisation included:

- Refresh of Head Office Induction training to all head office staff
- WHS Responsible Officers training (via Clayton Utz) to ExCo, the Board and Leadership Team members.
- Insurance workshop for our legal and project management teams.
- Risk Workshops across Retirement Living (to Village Managers) and Commercial Property (to Operations & Facility Managers).
- Event Risk Management training (online) to staff who organise events, including Sales and Marketing staff.
- WHS Obligations Training to Project and Development Managers nationally.
- Manual handling training delivered to Commercial and Retirement Living personnel who undertake manual handling activities.
- Contractor Management training (online) to all asset and project managers.
- Emergency Response & Business Continuity training to Retirement Living and Commercial assets

Customer safety and security

Our approach to customer safety and security comprises a combination of physical security measures, monitoring/surveillance systems, and systems for notification, awareness, and training. More detail on this approach is provided in [Our Management Approach to Health and Safety](#).

Updates to strategies and guidelines

Over the past year, we've continued to implement our national security and public safety strategy with a specific focus on protecting people from harm, denying unauthorised access and protecting property from damage. This national strategy encompasses the minimum-security standards that we developed in FY17. Supporting guidelines have been completed for key security elements (e.g. CCTV systems, Body Mounted Cameras, Access Control systems and VIM) with further guidelines to be developed in FY20. We also plan to expand our security and public safety strategy in FY20 to encompass a broader remit of security threats including cyber security. Broader progress on cyber security has been detailed in our [Governance and Risk Deep Dive](#).



CASE STUDY

National Sights on Safety Award placing the focus on health and safety

Sights on Safety is a shared initiative, formed by the collaboration between Stockland, our contractors, consultants and stakeholders. Commencing in 2016, the purpose of the Sights on Safety initiative is to share information and knowledge to help address risks and positively influence the prevention of incidents and injuries during development projects. The Stockland National Sights on Safety (SOS) Award was launched in 2018 to provide Stockland’s delivery partners the opportunity to showcase their hard work in implementing the SOS Recommended Standards and Practices for Plant Rollover and Service Strikes. Award submissions were open to individuals, projects and organisations. A total of 30 submissions were received nationally, highlighting our partners’ commitment to safety and SOS. Ten finalists were announced late CY2018. These submissions were reduced to a final four in February 2019 which were reviewed by the SOS Award judging panel.

The inaugural winner of the National Sights on Safety Award was awarded to Shadforth (civil contractor), by Mark Steinert and presentation attended by members of ExCo, Group Risk, Group Project Management and Sustainability and Procurement teams. Shadforth’s submitted award nominations highlighting their progress to continually improve safety, on-site achievements and individual success across several Stockland projects. Shadforth detailed the achievements of their organisation, focussing on their efforts at our Aura, Pallara and Newport residential communities. Their submission summarised the initiatives trialled and rolled out across Stockland projects following the launch of the SOS initiative. Following the implementation of the SOS recommended standards and practices, Shadforth have reported and demonstrated a decrease in plant rollovers by 70 per cent and a decrease in service strikes of 80 per cent. Additional training has also been provided to 80 employees, and fleet equipment adjusted to minimise risk. Pennie Teh, Group Risk Officer, said: “Shadforth place a significant focus on improving safety culture and ongoing engagement with their employees. We are proud of the positive contribution they have made to SOS and their overall commitment to workplace safety.”



Stockland CEO Mark Steinert presenting our inaugural Sights on Safety Award to winners, Shadforth Managing Director Ray Shadforth and Construction Manager Jeremy Linton.



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