

People Data Pack

FY19

Background notes

We report our people data holistically, given our consistent approach to managing our people across our business units. All of our operations are based in Australia.

Percentage figures provided in this data pack may not sum to exactly 100 per cent because of rounding.

Our workforce

WORKFORCE BY EMPLOYMENT STATUS

STATUS	FY19	FY18	FY17	FY16	FY15
Full Time	1,278	1,301	1,192	1,135	1,121
• Permanent ¹	1,191	1,219	1,122	1,073	1,058
• Fixed Term ²	87	82	70	62	63
Part Time	313	333	331	308	295
• Permanent	297	314	316	298	282
• Fixed Term	16	19	15	10	13
Casual ³	47	56	55	55	46
Total Headcount ⁴	1,638	1,690	1,578	1,498	1,462
FTE⁵	1,463	1,561	1,472	1,386	1,345

¹ Permanent employees are employed by Stockland on a full time (38 hours per week) or part time basis (less than 38 hours per week).

² Fixed term employees are employed by Stockland for a fixed term (their employment has an agreed end date).

³ Casual employees are paid on an hourly basis.

⁴ Total headcount includes permanent employees, fixed term employees and casual employees. It excludes Board members, temps, special contractors, vendors. FY14 figures have been adjusted to reflect the sale of the Opal Aged Care business so as to make year on year figures comparable.

⁵ FTE (Full Time Equivalent) adjusts headcount for hours worked. It is calculated by dividing an employee's working hours by the standard full time working hours (38). The FTE measure excludes casual employees.

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WORKFORCE BY REGION

STATE/TERRITORY	FY19	FY18	FY17	FY16	FY15
New South Wales	886	921	843	821	826
Queensland	301	323	307	275	283
Victoria	281	279	264	240	229
Western Australia	95	95	94	97	98
South Australia	70	67	66	62 ⁶	22
Australian Capital Territory	5	5	4	3	4
Total	1,638	1,690	1,578	1,498	1,462

WORKFORCE BY GENDER

STATUS	FY19				TOTAL
	FEMALE	FEMALE %	MALE	MALE %	
Full Time Permanent	616	52%	575	48%	1,191
Part Time Permanent	257	87%	40	13%	297
Fixed Term	61	59%	42	41%	103
Casual	40	85%	7	15%	47
Total	974	59%	664	41%	1,638

WORKFORCE BY AGE CATEGORY

AGE	FY19			TOTAL %
	FEMALE	MALE	TOTAL	
<25	62	29	91	6%
25 - <35	301	157	458	28%
35 - <45	283	191	474	29%
45 - <55	185	158	343	21%
55 - <65	122	107	229	14%
>65	21	22	43	3%
Total	974	664	1,638	100%

Our governance bodies are outlined in the [Governance and Risk Deep Dive](#), however we do not provide a breakdown of our governance bodies by age or minority group.

⁶ Stockland acquired eight retirement living villages in South Australia in July 2016.

MEDIAN AGE OF WORKFORCE

YEAR	MEDIAN AGE
FY19	40
FY18	40
FY17	39
FY16	39
FY15	39

Remuneration

The remuneration ratio for our highest paid employee to median employee salary is provided in the table below. Our Remuneration Report is contained within the Annual Report. We do not report on the ratio of standard entry level wage compared to minimum wage. Our operations are based in Australia and all employees are paid above the Australian minimum wage. For those employees with a relevant Award, we review their remuneration on an annual basis to provide for remuneration above the minimum rate in their Award.

REMUNERATION RATIO – MANAGING DIRECTOR/EMPLOYEE⁷

REMUNERATION MEASURE	FY18 ⁸	FY17	FY16	FY15
Managing Director's annual total compensation ÷ employee median annual total compensation	39	46	48	44
% increase in Managing Director's annual total compensation ÷ employee's median % increase	-5.38	1.08	-0.26	1.50

Employee engagement

We measure employee engagement annually through the Our Voice employee survey, independently administered by survey provider Willis Towers Watson. Selected survey results are provided in the table below, followed by metrics on absenteeism, new hires, turnover, and parental leave.

OUR VOICE EMPLOYEE ENGAGEMENT SURVEY

SURVEY QUESTION/METRIC	FY19	FY18	FY17
Employee engagement			
Employee engagement score	81 per cent 4 points above Australian National Norm	83 per cent	82 per cent
Employees indicating they fully support the values for which Stockland stands	96 per cent 4 points above Australian National Norm	96 per cent	96 per cent
Employees who believe strongly in the goals and objectives of Stockland	92 per cent 7 points above Australian National Norm	92 per cent	91 per cent
Employees willing to work beyond what is required to help Stockland succeed	93 per cent 1 point above Australian National Norm	95 per cent	95 per cent

⁷ Annual total compensation for each year is calculated as Fixed Pay FTE (as at 30 June of end of performance year) + STI FTE (awarded for relevant performance year) + LTI (allocated at start of performance year), for employees who participated in the Remuneration Review plus sales employees paid on a commission basis.

⁸ The FY19 remuneration measure of Manager Director annual total compensation to employee median annual total compensation was not available at time of publication, thus will be published in a subsequent release of the People Data Pack.



Corporate responsibility and sustainability				
Corporate responsibility and sustainability score		87 per cent 8 points above Australian National Norm	89 per cent	88 per cent
Employees who believe that we do a good job integrating sustainability into our projects and activities		86 per cent	88 per cent	86 per cent
Employees who believe that we do a good job integrating sustainability into our products and services		84 per cent	86 per cent	84 per cent
Diversity and Inclusion				
Diversity and Inclusion score		86 per cent 6 points above Australian National Norm	86 per cent	87 per cent
Employees considering that Stockland supports equal opportunity for all employees.		86 per cent 15 points above Australian National Norm	86 per cent	86 per cent
Employees considering men and women have the same opportunities to advance		75 per cent	81 per cent	83 per cent
Employees considering the working environment to be accepting of disabilities or psychological/physical impairment		87 per cent	87 per cent	86 per cent
Employees who believe Stockland is accepting of varied cultural background or lifestyles		95 per cent 5 points above Australian National Norm	94 per cent	93 per cent
Health and safety				
Health and safety score		6 points above Australian National Norm	93 per cent	92 per cent
Employees indicating their work area is a safe place to work		95 per cent 5 points above Australian National Norm	96 per cent	96 per cent
Employees believing we provide adequate OH&S systems, resources, and training		92 per cent	92 per cent	90 per cent
Employees considering prompt and effective action is taken when unsafe conditions are brought to management attention		91 per cent 8 points above Australian National Norm	90 per cent	90 per cent
Leadership				
Overall leadership score		67 per cent 4 points below Australian National Norm	73 per cent	73 per cent
Employees have a clear sense of direction from the Leadership Team		75 per cent	81 per cent	80 per cent

ABSENTEEISM⁹

	FY19	FY18	FY17	FY16	FY15
Absent Days per FTE	4.5	4.7	4.7	4.9	4.9

⁹ Absenteeism reflects the amount of personal/carer's leave taken in the last 12 months. It is calculated by dividing [Total Days Of Personal/Carer's Leave In The Last 12 Months] By [12-Month Average FTE]. Absenteeism includes permanent, extended leave and fixed term employees only.

NEW HIRES BY AGE GROUP

FY19	<25	25 - <35	35 - <45	45 - <55	55 - <65	>65
Number	47	119	75	54	38	5
Per cent	14%	35%	22%	16%	11%	1%

NEW HIRES BY GENDER

FY19	MALE	FEMALE
Number	129	209
Per cent	38%	62%

TURNOVER¹⁰

	FY19	FY18	FY17	FY16	FY15
Employee initiated turnover ¹¹	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 ¹²	12.9% (119)	10.9% (97)	10.6% (104)	11.8% ¹³ (143)	12.2% ¹⁴ (150)
Stockland initiated turnover ¹⁵	3.7% (56)	2.4% (37)	2.4% (35)	5.6% ¹⁶ (81)	3.0% (42)
Total	19.8% (303)	16.5% (251)	17.5% (255)	20.5% (297)	16.8% (235)

¹⁰ Turnover presents the proportion of the Stockland workforce that has exited in the last 12 months. It 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. The first number represents this turnover. From FY15 onwards, Stockland reports on the number of exits (the second number in parentheses).

¹¹ Employee-initiated turnover includes resignations and retirements.

¹² Stockland uses a four-point rating scale for performance. This metric assesses turnover for the two highest performance ratings. Employee-initiated turnover employees with 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].

¹³ FY16 Employee Initiated for employees with 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 As At 30 June 2016].

¹⁴ FY15 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 As At 30 June 2015].

¹⁵ Stockland initiated turnover includes redundancy or termination by Stockland (e.g. terminated during probation or for cause).

¹⁶ Stockland initiated turnover increased in the second half of FY16 as a result of redundancies that were a part of Project Support. Project Support was an initiative to create an outsourced team (Stockland Support Centre) to undertake activities to allow Stockland to better focus on the needs of our customers. The Project Support redundancies make up 3% of Stockland initiated turnover.

TURNOVER BY TENURE GROUP¹⁷

TENURE GROUP	FY19	FY17	FY16	FY15	FY14
<1 Year	16.3% (38)	14.6% (38)	20.1% (46)	22.5% (50)	18.8% (40)
1 - <3 Years	28.6% (121)	20.9% (84)	19.8% (78)	21.5% (83)	20.0% (71)
3 - <5 Years	21.2% (56)	15.9% (42)	19.4% (47)	19.7% (50)	16.4% (43)
5 - <10 Years	14.0% (47)	16.0% (55)	16.8% (64)	20.3% (82)	14.8% (59)
>10 Years	15.2% (41)	12.5% (32)	9.3% (20)	17.5% (32)	14.0% (22)

TURNOVER BY AGE GROUP¹⁸

AGE GROUP	FY19	FY18	FY17	FY16	FY15
<25	26.0% (17)	13.6% (9)	6.7% (4)	22.8% (11)	14.6% (7)
25 - <35	22.5% (100)	16.4% (75)	24.6% (107)	19.4% (87)	19.4% (87)
35 - <45	19.4% (88)	17.6% (79)	14.6% (65)	19.2% (88)	14.2% (63)
45 - <55	20.3% (66)	17.4% (58)	14.2% (45)	22.5% (68)	14.0% (38)
55 - <65	13.9% (28)	13.1% (24)	15.6% (27)	21.6% (36)	17.5% (27)
>65	10.6% (4)	17.0% (6)	24.5% (7)	25.6% (7)	41.4% (13)

¹⁷ Turnover (%) by tenure group is calculated by dividing [Total Number Of Exits In The Last 12 Months Of Particular Tenure Group] by [12-Month Average Headcount Of Particular Tenure Group].

¹⁸ Turnover (%) by age group is calculated by dividing [Total Number Of Exits In The Last 12 Months Of Selected Age Group] by [12-Month Average Headcount Of Particular Age Group].



TURNOVER BY GENDER¹⁹

GENDER	TURNOVER	FY19	FY18 ²⁰	FY17	FY16	FY15
Male	Total	19.5% (123)	16.3% (103)	19.3% (117)	19.2% (117)	19.2% (111)
	Employee initiated turnover	15.4% (97)	13.3% (84)	16.0% (97)	14.1% (86)	16.4% (94)
	• Employee initiated turnover for employees with Strong performance or above	12.4% (50)	10.7% (42)	10.6% (42)	10.4% (54)	14.6% (72)
	Stockland initiated turnover	4.1% (26)	3.0% (19)	3.3% (20)	5.1% (31)	2.8% (17)
Female	Total	20.1% (180)	16.6% (148)	16.2% (138)	21.4% (180)	15.2% (124)
	Employee initiated turnover	16.7% (150)	14.6% (130)	14.4% (123)	15.5% (130)	12.1% (99)
	• Employee initiated turnover for employees with Strong performance or above	13.2% (69)	10.7% (55)	12.2% (70)	12.8% (89)	10.7% (78)
	Stockland Initiated turnover	3.3% (30)	2.0% (18)	1.8% (15)	5.9% (50)	3.1% (25)

PARENTAL LEAVE RETURN RATE WITHIN 12 MONTHS²¹

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	102	85.7%	91.0%	82.3%	84.1%

¹⁹ Turnover (%) by gender is calculated by dividing [Total Number Of Exits In The Last 12 Months Of Particular Gender] by [12-Month Average Headcount Of Particular Gender].

²⁰ FY18 Employee initiated turnover for employees with Strong performance or above percentage figures have been updated using the calculation method consistent with FY19, FY17, FY16 and FY15. The calculation is the number of voluntary, strong performer leavers divided by the number of strong performers at the start of the year.

²¹ Parental leave return rates look at the return rates of employees who have returned from parental leave in FY16 and FY17 and either remain employed (returns) or exited during FY17 either within 6 months or 12 months of return.

Human capital development

LEARNING

	FY19	FY18	FY17	FY16	FY15
Training days per employee ²²	1.6	2.0 ²³	2.5	3.1	2.5

TRAINING DAYS PER EMPLOYEE BY EMPLOYEE CATEGORY AND GENDER

FY19		
EMPLOYEE CATEGORY	FEMALE	MALE
Executive Committee	4.7	4.9
General Manager	4.9	4.6
Senior Manager	4.3	4.2
Manager	1.5	1.6
Professional/Technical	1.3	1.2
Employee	1.1	1.2
Total	1.4	1.7

We have a number of core mandatory training programs that all new employees must undertake to comply with our obligations under our Human Rights Policy. All employees are then required to refresh this training every 18 months. This training includes modules on Equal Opportunity in Employment, Sexual Harassment in the Workplace and Workplace Bullying. Other mandatory training includes Compliance at Stockland, Cyber Security Awareness, Privacy at Stockland and Personal Information Data Breach Awareness. During FY19 the total hours of employee training for these items was 3,496 hours. Failure to complete required training impacts employee performance ratings as well as eligibility for and payment of incentives – including long term, short term, and/or sales bonuses (for those who qualify).

DEVELOPMENT

FY19	% ELIGIBLE EMPLOYEES ²⁴
Performance review	100
Career development plan	77

²² Training days per employee is calculated by dividing [Total Number Of Training Hours/7.8] by [12-Month Average Headcount].

²³ Training days per employee has declined slightly in FY18 because of a more efficient use of time for classroom offerings (by leveraging pre-work undertaken prior to recorded training) and more use of webinar-style learning as opposed to face to face workshops.

²⁴ Eligible employees are permanent employees who have worked for Stockland for at least three months.

Diversity and inclusion

WORKFORCE BY CULTURAL BACKGROUND²⁵

CULTURE	FY19	FY18 ²⁶	FY17 ²⁷	FY16 ²⁸	FY15 ²⁹
Australian	62.3%	62.3%	56.2%	62.5%	56.2%
Aboriginal and Torres Strait Islander	0.8%	0.7%	0.4%	0.0%	0.4%
European ³⁰	18.0%	19.0%	25.4%	22.8%	25.4%
Asian ³¹	10.9%	8.9%	9.3%	8.7%	9.3%
Maori and New Zealand	1.8%	1.8%	2.4%	2.3%	2.4%
Middle Eastern	1.2%	1.3%	0.8%	0.0%	0.8%
South African	0.8%	0.9%	1.0%	1.2%	1.0%
North American	n/a	0.9%	0.6%	0.0%	0.6%
Other	4.2%	4.3%	4.0%	2.5%	4.0%

WOMEN IN MANAGEMENT³²

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 ³³	8	50.0%	11	27.3%	9	11.1%	9	11.0%	9	11.0%
• Senior Management ³⁴	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%

²⁵ Data presented as a percentage of respondents who chose to disclose their cultural background to the Our Voice survey, Stockland's employee engagement survey. Some employees choose not to disclose their cultural background. Responses to this survey are completely confidential – Stockland has no access to individual data points.

²⁶ 94% of respondents chose to disclose their cultural background in FY18.

²⁷ 91% of respondents chose to disclose their cultural background in FY17.

²⁸ 83% of respondents chose to disclose their cultural background in FY16.

²⁹ 91% of respondents chose to disclose their cultural background in FY15. In FY15, the response options for the cultural association question were reviewed. The review highlighted the opportunity to provide clearer options and descriptors. The response options are now structured by region with several country examples. The structure is based on the UN regional groupings. This change has contributed to a significant change in cultural background distribution from FY14 to FY15.

³⁰ Includes north-west, central, southern, eastern, British, Irish and Scottish.

³¹ Includes south-east, north-east, southern and central.

³² Workforce by gender includes permanent employees, fixed term employees, and employees on extended leave. It excludes casual employees, Board members, special contractors, temps and vendors.

³³ Executive is Stockland's Executive Committee.

³⁴ Includes General Manager and Senior Manager job bands.

WOMEN IN MANAGEMENT BY BUSINESS³⁵

BUSINESS	FY19	FY18	FY17	FY16	FY15
Stockland	45.8%	45.1%	45.9%	44.6%	44.7%
Commercial Property	37.3%	33.9%	36.5%	33.7%	32.4%
Corporate	49.3%	51.0%	52.3%	50.0%	56.6%
Residential (to be deleted)	n/a	32.1%	25.3%	21.0%	23.4%
Retirement Living (to be deleted)	n/a	50.5%	56.2%	62.4%	56.5%
Stockland Communities	45.5%	42.3%	41.3%	41.9%	39.0%

AVERAGE FIXED REMUNERATION RATIO BY JOB BAND³⁶

JOB BAND	FY19	FY18	FY17	FY16	FY15
Executive	0.64	0.71	0.64	0.59	0.60
Senior Management ³⁷	0.87	0.85	0.86	0.85	0.93
Management	0.84	0.85	0.84	0.83	0.85
Employee/Professional Technical	0.87	0.86	0.86	0.86	0.86
Stockland ³⁸	0.71	0.68	0.66	0.64	0.66

We generally do not capture data on the number of people hired from the local communities in which we operate, given our spread of assets across Australia.

GENDER PAY EQUITY RATIO³⁹

We believe the methodology of measuring pay equity is limited if based solely on average fixed pay by job band as it ignores different market values placed on different jobs. We believe a better and more accurate process is that we assess gender pay equity by considering an individual's positioning against the relevant market benchmark. This analysis is shown below in the gender pay equity ratio table.

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

³⁵ Includes Executive Committee, General Manager, Senior Manager and Manager job bands.

³⁶ Average fixed remuneration ratio looks at the ratio of the average female fixed pay to the average male fixed pay by job band.

³⁷ Senior Management includes Senior Manager and General Manager job bands.

³⁸ The ratio is a function of total pay and employee number by gender.

³⁹ The gender pay equity ratio is calculated by dividing the female compa-ratio by the male compa-ratio for employees. Compa-ratio represents the ratio of employees' Fixed Pay to the median of the applicable benchmark. For example, if an employee's Fixed Pay is \$120,000 and the market mid-point is \$100,000, the compa-ratio versus the median of the applicable benchmark is 120% (\$120,000 / \$100,000). An employee's position against the applicable benchmark will vary based on relative experience and skills. If a female has a compa-ratio of 102% and a male has a compa-ratio of 104%, then the gender pay equity ratio would be 98%. A gender pay equity ratio that is less than 100% suggests that males are better positioned against market in comparison to females, whereas a gender pay equity ratio that is 100% or higher suggests that females are equally or better positioned against market in comparison to males. The ratio excludes Stockland Executive Committee.

Health and safety

	FY19	FY18	FY17	FY16	FY15
Total average workforce ⁴⁰	1,639	1,689	1,578	1,507	1,438 ⁴¹
Total hours worked (million)	3.08	3.08	2.83	2.75	2.53
Number of lost time injuries (LTI) ^{42/43}	10	5	5	11	12
Lost time injury frequency rate (LTIFR) ⁴⁴	3.2	1.6	1.8	4.0	4.7
Number of injuries requiring medical treatment (MTI) ⁴⁵	19	25	24 ⁴⁶	12	14
Medical treatment injury frequency rate (MTIFR) ⁴⁷	6.2	8.1	8.5	4.4	5.5
Frequency rate (LTI and MTI) ⁴⁸	9.4	9.7	10.2	8.4	10.2
Occupational diseases instances	0	0	0	0	0
Fatalities	0	0	0	0	0
Lost days ⁴⁹	80 ⁵⁰	426 ⁵¹	599	599	267
Average lost day rate ⁵²	6.5	5.8	16.6	27.1	22.2
Development ⁵³ contractor LTIFR	6.7*	6.1	NA	NA	NA
Development contractor fatalities	0	0	0	0	0

⁴⁰ Total average workforce uses monthly employee totals rather than the end of financial year figure used in Our People metrics.

⁴¹ Total average workforce in FY15 reduced as a result of the sale of the Aged Care business in FY14.

⁴² Includes injuries incurred as a result of a work related incident. Does not include commuting/recess injuries.

⁴³ An injury resulting in the loss of one or more shifts. Not including injuries requiring first aid treatment only.

⁴⁴ Number of LTIs / total hours worked from July 2017 to June 2018 x 1,000,000 hours.

⁴⁵ An injury resulting in the injured person receiving further treatment from a medical practitioner i.e. GP, physio, hospitalisation etc. Not including lost time injuries.

⁴⁶ Although MTIs have increased in FY17, it has corresponded with a decrease in LTIs over the same period. The same trend can be observed in FY18. This result can be attributed to various health and safety initiatives implemented throughout these years including return to work initiatives aimed at mitigating lost time. More information on these initiatives is in our Health and Safety progress report.

⁴⁷ Number of MTIs / total hours worked from July 2017 to June 2018 x 1,000,000 hours.

⁴⁸ Number of LTIs + MTIs / total hours worked from July 2017 to June 2018 x 1,000,000 hours.

⁴⁹ Lost days recorded in the year irrespective of the year the injury occurred.

⁵⁰ Includes 15 lost days attributed to a longstanding injury from a previous financial year.

⁵¹ Includes 397 lost days attributed to two longstanding injuries from previous financial years.

⁵² Number of Lost Days / number of respective LTIs reported in FY19. Does not include lost days accruing from LTIs of previous years.

⁵³ Development is defined as greenfield/brownfield construction of new buildings and substantial structural works on existing buildings. Mainly where we have engaged a head/main contractor to manage the project and other contractors/sub-contractors.



BREAKDOWN BY GENDER AND REGION

	MEN	WOMEN	NSW	ACT	QLD	VIC	WA	SA
FY19								
Number of lost time injuries	8	2	5	0	1	1	0	3
Number of lost days ⁵⁴	61	4	27	0	1	19	0	18
FY18								
Number of lost time injuries	3	2	2	1	1	0	1	0
Number of lost days ⁵⁵	18	11	15	3	7	0	4	0
FY17								
Number of lost time injuries	2	3	2	0	2	1	0	0
Number of lost days ⁵⁶	524	75	215	0	20	364	0	0
FY16								
Number of lost time injuries	9	2	5	0	2	3	0	1
Number of lost days ⁵⁷	557	42	306	0	36	249	0	8
FY15								
Number of lost time injuries	9	3	7	0	2	3	0	–
Number of lost days ⁵⁸	231	36	249	0	13	5	0	–

⁵⁴ FY19 metrics include 15 lost days related to one lost time injuries (longstanding) reported in prior years but continued to lose time in FY19.

⁵⁵ FY18 metrics include 397 lost days related to two lost time injuries (longstanding) reported in prior years but continued to lose time in FY18.

⁵⁶ FY17 metrics include 516 lost days related to three lost time injuries (all longstanding) reported in prior years but continued to lose time in FY17.

⁵⁷ FY16 metrics include 301 lost days related to three lost time injuries (two of which are longstanding) reported in a prior year but continued to lose time in FY16.

⁵⁸ FY15 metrics include 105 lost days related to the re-aggravation of a lost time injury reported in a prior year but continued to lose time in FY15.