

## 2015-16 public report form submitted by Stockland Development Pty Limited to the Workplace Gender Equality Agency

### Organisation and contact details

<b>Organisation registration</b>	<b>Legal name</b> <b>ABN</b> <b>ANZSIC</b>	<b>Stockland Development Pty Limited</b> <b>7100064835</b> <b>6711 Residential Property Operators</b>
<b>Organisation details</b>	<b>Trading name/s</b> <b>ASX code (if relevant)</b> <b>Postal address</b>  <b>Organisation phone number</b>	<b>Stockland</b> <b>SGP</b> <b>Level 25, 133 Castlereagh Street</b> <b>SYDNEY NSW 2000</b> <b>AUSTRALIA</b> <b>(02) 9035 2000</b>
<b>Reporting structure</b>	<b>Ultimate parent</b> <b>Number of employees covered in this report submission</b> <b>Other organisations reported on in this report</b>	<b>Stockland Corporation Ltd</b> <b>1,479</b>

## Workplace profile Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	1	7	8
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other executives/General managers	-2	Full-time permanent	9	15	24
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-3	Full-time permanent	30	73	103
		Full-time contract	0	0	0
		Part-time permanent	8	1	9
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-4	Full-time permanent	129	189	318
		Full-time contract	3	7	10
		Part-time permanent	44	1	45
		Part-time contract	1	0	1
		Casual	3	0	3
Grand total: all managers			228	294	522

## Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	183	115	4	1	0	0	303
	Full-time contract	25	12	0	0	0	0	37
	Part-time permanent	74	5	0	0	0	0	79
	Part-time contract	2	0	0	0	0	0	2
	Casual	11	0	2	5	0	0	18
Technicians and trade	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	20	42	0	0	0	0	62
	Full-time contract	1	0	0	0	0	0	1
	Part-time permanent	84	30	0	0	0	0	114
	Part-time contract	1	0	0	0	0	0	1
	Casual	13	4	0	0	0	0	17
Clerical and administrative	Full-time permanent	94	4	0	0	0	0	98
	Full-time contract	7	0	0	0	0	0	7
	Part-time permanent	42	0	0	0	0	0	42
	Part-time contract	3	0	0	0	0	0	3
	Casual	6	0	0	0	0	0	6
Sales	Full-time permanent	60	30	0	0	0	0	90
	Full-time contract	1	0	0	0	0	0	1
	Part-time permanent	2	0	0	0	0	0	2

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
	Part-time contract	0	0	0	0	0	0	0
	Casual	1	0	0	0	0	0	1
Machinery operators and drivers	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Labourers	Full-time permanent	11	59	0	0	0	0	70
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	1	1	0	0	0	0	2
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	1	0	0	0	0	1
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		642	303	6	6	0	0	957

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

1 Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

### 1.1 Recruitment?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

### 1.2 Retention?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

### 1.3 Performance management processes?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

### 1.4 Promotions?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

### 1.5 Talent identification/identification of high potentials?

- Yes (you can select policy and/or strategy options)

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.6 Succession planning?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.7 Training and development?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.8 Resignations?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.10 Gender equality overall?

- Yes (you can select policy and/or strategy options)

- Standalone policy
- Policy is contained within another policy
- Standalone strategy
- Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

- Participation by our Managing Director in the Property Male Champions Of Change.
- Managing Director is the chair of the Stockland Diversity & Inclusion Committee.
- An award winning on-site childcare facility.
- A progressive Parental Transitions program that has helped us achieve a 90% return to work rate.
- Two very successful women in leadership programs run in-house: The Senior Women's Program (run annually) and the more junior program SpringBoard (run four times annually).
- Quarterly networking events that feature key-note speakers.
- Sponsorship of the NAWIC Innovation in Design Award.
- Participation in The Glass Elevator program and Lucy program.
- An Executive Committee Sponsor program for high potential females.
- A Development Management Capability Framework specifically designed to support women and others with diverse backgrounds move into our core P&L job family – Development.
- CEO and COO hold regular round tables with small groups of females across the country.
- Our Flexible Working Policy, which includes job sharing arrangements, recognises the option to work flexibly is a key driver of engagement and retention.
- General Counsel & Company Secretary holds breakfasts with females from our graduate program.
- All Senior Manager and General Manager appointments are reviewed by the Executive Committee before hire for any gender bias. We also have a requirement for at least one female General Manager to be involved in the interview panel for all Senior Manager recruitment. Furthermore, at least one female manager is required to be involved in the interview panel for all hires. We strive to have a balanced panel of interviewers for all roles. This is part of our Recruitment Policy.

1.12 In the table below, please provide the NUMBER of new appointments made during the reporting period (by gender and manager/non-manager categories). This should include appointments from both external and internal sources such that if an existing employee is appointed to another role within the organisation (promotion or not), they would need to be included.

All appointments need to be included regardless of how they were made, for example through recruitment exercises, cold canvassing, previously-submitted resumes.

	Managers		Non-managers	
	Female	Male	Female	Male
NUMBER of appointments made	73	110	204	105

1.13 In the table below, please provide the NUMBER of employees who were awarded promotions during the reporting period (by gender, employment status and manager/non-manager categories).

('Promotion' means where a person has advanced or been raised to a higher office or rank on an ongoing basis. Temporary higher duties are not considered a promotion. This does not typically include movement within a salary band unless it involves a move to higher office or rank.)

No cell should be left blank, please enter '0' (zero) where there is no data.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	16	40	26	13
Permanent/ongoing part-time employees	5	0	6	0
Fixed-term contract full-time employees	0	0	5	1
Fixed-term contract part-time employees	1	0	2	0
Casual employees	0	0	0	0

1.14 In the table below, please provide the NUMBER of employees who have resigned during the reporting period (by gender, employment status, and manager/non-manager categories).

(‘Resigned’ refers to employees who have given up their employment voluntarily, not those who are subject to employer-initiated terminations or redundancies.)

No cell should be left blank, please enter ‘0’ (zero) where there is no data.

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	12	30	53	52
Permanent/ongoing part-time employees	4	1	26	5
Fixed-term contract full-time employees	1	1	1	3
Fixed-term contract part-time employees	0	0	1	0
Casual employees	0	0	1	0

1.15 Should you wish to provide additional information on any of your responses under gender equality indicator 1, please do so below:

We have a Talent & Succession dashboard used to routinely check on gender diversity of Stockland's Key and Emerging Talent, and successors. In the most recent Talent & Succession Review (March 2016):

- 35.7% of successors of Stockland Business Unit Leadership Team roles were female, vs target of 32%.
- 35.0% of Senior Management Key Talent were female, vs target of 32%.
- 44.2% of Management Key Talent were female, vs target of 43%.

Established dedicated Employee Advocacy Groups including Gender Equity and Parents/Carers to improve governance and outcomes in these areas.

#### Gender equality indicator 2: Gender composition of governing bodies

2 Your organisation, or organisations you are reporting on, will have a governing body/board as defined in the Workplace Gender Equality Act 2012 (Act). (In the Act, a governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”.) For the purposes of reporting under the Act, this question relates to the ultimate or ‘highest’ governing body for your organisation. NB: if your governing body/board is located overseas, it still needs to be included.



- o For private or publicly listed companies, you will have one or more directors or a board of directors.
- o For trusts, the trustee is the governing body/board.
- o For partnerships, the governing body/board is likely to comprise all or some (if elected) partners.
- o For organisations whose governing body/board is the same as their parent entity's governing body/board, it is still deemed to have a governing body/board.
- o For religious structures, you may have a canonical advisor, bishop or archbishop.
- o For other structures that do not fall into any of the above categories, your committee of management would be considered your governing body/board.

2.1 Please complete the table below, ensuring data entered is based on the instructions in each column header. For each organisation, enter the number of women and men on that governing body/board (not percentage). If a target has been set to increase the representation of women on any of the governing bodies listed, please indicate the % target and the year it is to be reached.

If your organisation's governing body/board is the same as your parent entity's governing body/board, you will need to enter your organisation's name but the details of your parent entity's governing body/board in the table below.

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board (enter 0 if no target has been set, or enter a % between 1-100)	Year to be reached (in YYYY format; if no target has been set, leave blank)
		F (Chair)	M (Chair)	F	M		
01	Stockland	0	1	3	4	0	
02							
03							
04							
05							
06							
07							
08							
09							
10							
11							
12							

	Organisation name	Gender and NUMBER of chairperson/s (NOT percentage)		Gender and NUMBER of other governing body/board members (NOT percentage)		% target for representation of women on each governing body/board  (enter 0 if no target has been set, or enter a % between 1-100)	Year to be reached  (in YYYY format; if no target has been set, leave blank)
		F (Chair)	M (Chair)	F	M		
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							
26							
27							
28							
29							
30							

2.2 If a target relating to the representation of women has not been set for any of the governing bodies listed above, you may specify why below:

- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Do not have control over governing body/board appointments (provide details why):  
The Board is elected by shareholders and therefore we don't have direct control over Board appointments. Where a Board vacancy occurs or whenever it is considered that the

Board would benefit from the services of an additional director the Board identifies the skills and experience it seeks to complement the competencies of continuing Directors. In defining the Board's requirements for a new director, consideration is given to the skills, professional experience and educational backgrounds of continuing members of the Board, including any identified skills gaps. Criteria used also include consideration of the value of gender diversity on the Board.

- Not a priority
- Other (provide details):

2.3 Do you have a formal selection policy and/or formal selection strategy for governing body/board members for ALL organisations covered in this report?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy

- No
- No, in place for some governing bodies/boards
- No, currently under development
- No, insufficient human resources staff
- No, do not have control over governing body/board appointments (provide details why):

- No, don't have expertise
- No, not a priority
- No, other (provide details):

2.4 Partnership structures only: (only answer this question if your organisation operates under a partnership structure, ie is NOT an incorporated entity (ie Pty Ltd, Ltd or Inc), or an unincorporated entity).

Please enter the total number of female and male equity partners (excluding the managing partner) in the following table against the relevant WGEA standardised manager definitions. Non-equity (salaried) partners need to be included in your workplace profile.

Details of your managing partner should be included separately in the CEO row of your workplace profile.

NB: Please ensure that the composition of your governing body/board (which may include all or some of your equity partners below) is also entered in question 2.1.

	Full-time females	Part-time females	Full-time males	Part-time males
Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)				
Equity partners who are "Other executives/General managers"				
Equity partners who are "Senior managers"				
Equity partners who are "Other managers"				

2.5 Should you wish to provide additional information on any of your responses under gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

3 Do you have a formal policy and/or formal strategy on remuneration generally?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, don't have expertise
  - No, salaries set by awards or industrial agreements
  - No, non-award employees paid market rate
  - No, not a priority
  - No, other (provide details):

3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?

- Yes (provide details in questions 3.2 and/or 3.3 below)
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, salaries set by awards or industrial agreements
  - No, non-award employees are paid market rate
  - No, not a priority
  - No, other (provide details):

3.2 You have answered yes to question 3.1. Please indicate whether your formal policy or formal strategy includes the following gender pay equity objectives (more than one option can be selected):

- To achieve gender pay equity
- To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)
- To be transparent about pay scales and/or salary bands
- To ensure managers are held accountable for pay equity outcomes
- To implement and/or maintain a transparent and rigorous performance assessment process
- Other (Please provide details in question 3.3 below)

3.3 Provide details of other gender pay equity objectives that are included in your formal policy or formal strategy including timeframes for achieving these objectives:

Our approach to gender pay equity is to ensure that fixed pay for employees of similar skill and experience is the same irrespective of gender and that Stockland employees of both genders consider our pay determination processes to be fair and transparent. Variable pay at Stockland is designed to link employee short term incentive outcomes with company, business unit and individual performance.

Methodology - how we review our pay from a gender viewpoint?

- Stockland benchmarks roles for 95%+ of our employees using role specific market data supplemented by data from other sources (recruiters, recent hire analysis etc) to determine Fixed Pay Bands for different roles.

- We use an employee's 'compa-ratio' where an employee's actual Fixed Pay is assessed against their Fixed Pay band as the main data point to assess gender pay equity against other employees ie If an employee's Fixed Pay is \$120,000 and the midpoint of their

applicable Fixed Pay band benchmark is \$100,000, their compa-ratio is 120% (\$120,000 / \$100,000).

- We then compare compa-ratios for similar roles, job families (groups of employees with like roles ie Finance, Development) and/or job bands (Senior Managers, Managers, etc) to see which employees need to be reviewed further from a gender pay equity viewpoint. This additional review then looks at relative experience and responsibilities with a job role i.e. a Female HR Manager may be paid higher than a Male colleague (or vice versa) due to their responsibilities and/or experience even though in a similar role.
- We formally review gender pay ahead of the annual remuneration review so we can adjust Fixed Pay budgets to factor in required adjustments.
- Gender analysis and reporting is provided throughout the process for performance rating reviews and calibration, remuneration reviews as well as annual promotion and equity grants to ensure that gender bias does not occur in the determination process.

Our positioning - how is Stockland performing in regards to Gender Pay Equity?

- Our most recent review showed the ratio of female compa-ratios to male compa-ratios (for roles with both genders) was 97.2%. From time to time there will be some small variance based on actual experience within roles from time to time.
- Our compa-ratio position is reported in the Stockland Annual Review.

4 Has a gender remuneration gap analysis been undertaken? (This is a payroll analysis to determine whether there are any gaps between what women and men are paid.)

- Yes. When was the most recent gender remuneration gap analysis undertaken?
- Within last 12 months
  - Within last 1-2 years
  - More than 2 years ago but less than 4 years ago
  - Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
- No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
- No, non-award employees are paid market rate
- No, not a priority
- No, other (provide details):

4.01 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below: We look at male and female compa-ratios by business, job family, seniority and within like roles. We highlight any instances of female pay being lower than average male pay for the same role to the business 2 months prior to the remuneration review so they are considered as part of the decision making process for the remuneration review. In the most recent pay equity review, compa-ratio analysis (where males and females are matched against the same roles) was 97.2%. The results of the review are reported to the Executive Committee and the Human Resources Committee.

4.1 Were any actions taken as a result of your gender remuneration gap analysis?

- Yes - please indicate what actions were taken (more than one option can be selected):
- Created a pay equity strategy or action plan
  - Identified cause/s of the gaps
  - Reviewed remuneration decision-making processes
  - Analysed commencement salaries by gender to ensure there are no pay gaps

- Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
- Analysed performance pay to ensure there is no gender bias (including unconscious bias)
- Trained people-managers in addressing gender bias (including unconscious bias)
- Set targets to reduce any like-for-like gaps
- Set targets to reduce any organisation-wide gaps
- Reported pay equity metrics (including gender pay gaps) to the governing body/board
- Reported pay equity metrics (including gender pay gaps) to the executive
- Reported pay equity metrics (including gender pay gaps) to all employees
- Reported pay equity metrics (including gender pay gaps) externally
- Corrected like-for-like gaps
- Conducted a gender-based job evaluation process
- Implemented other changes (provide details):

- No
- No unexplainable or unjustifiable gaps identified
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees are paid market rate
- No, unable to address cause/s of gaps (provide details why):
  
- No, not a priority
- No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under gender equality indicator 3, please do so below:

Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?  
 Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):

- By paying the gap between the employee's salary and the government's paid parental leave scheme
- By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- As a lump sum payment (paid pre- or post- parental leave, or a combination)

- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

5.1 Please indicate the MINIMUM number of weeks of EMPLOYER FUNDED paid parental leave that is provided for primary carers.

16

Optional: If you wish to provide additional details on the eligibility period/s and the maximum number of paid parental leave offered to primary carers, please do so below:

5.1a What is the eligibility period for employees to access the MINIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MINIMUM amount - in months)?

6

5.1b If you offer different amounts of employer funded paid parental leave, what is the MAXIMUM number of weeks of employer funded paid parental leave that is provided for primary carers (in weeks)?

5.1c What is the eligibility period for employees to access the MAXIMUM amount of employer funded paid parental leave (ie how long do employees need to be employed to access this MAXIMUM amount – in months)?

6

5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS? In your calculation, you must include casuals when working out the proportion. For example, if ALL employees have access to employer funded paid parental leave for PRIMARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

You may enter a number that represents the actual percentage of employees, or round the number to the nearest 10th percentile, e.g. if 23.4% enter 20; if 45.7% enter 50).

	Primary carer's leave
Percentage:	100

6 Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- Yes, one week or greater (please go to 6.1)
- Yes, less than one week (please go to 6.2)
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don't know how to implement
- No, not a priority
- No, other (provide details):

6.1 Please indicate the number of weeks of employer funded paid parental leave that is provided for secondary carers.

2

6.3 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS? In your calculation, you must include casuals when working out the proportion. For example, if ALL employees have access to employer funded paid parental leave for SECONDARY CARERS, including casuals, you would enter 100%. If casuals do not have access to this leave, your figure would always be less than 100%.

Please enter a whole number that represents the percentage of employees to the nearest 10th percentile, (e.g. if 23.4% enter 20; if 45.7% enter 50).

	Secondary carer's leave
Percentage:	100



7 How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period (this is to include employees still on parental leave who commenced this leave in another reporting period)?

No cell should be left blank, please enter '0' (zero) where there is no data.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	26	7	0	21
Non-managers	51	1	0	10

8 Provide the NUMBER of employees who, during the reporting period, ceased employment during, or at the end of, parental leave (by gender and manager/non-manager categories).

This includes employees on parental leave that had commenced in another reporting period. Include situations where the parental leave was taken continuously with any other leave type. For example, a person may have utilised paid/unpaid parental leave, annual leave or other unpaid leave during a single block of 'parental leave'.

'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

No cell should be left blank, please enter '0' (zero) where there is no data.

	Female	Male
Managers	2	1
Non-managers	2	0

9 Do you have a formal policy and/or formal strategy on flexible working arrangements?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, don't offer flexible arrangements
- No, not a priority
- No, other (provide details):

9.1 You may indicate which of the following are included in your flexible working arrangements strategy:

- A business case for flexibility has been established and endorsed at the leadership level
- Leaders are visible role models of flexible working
- Flexible working is promoted throughout the organisation
- Targets have been set for engagement in flexible work
- Targets have been set for men's engagement in flexible work
- Leaders are held accountable for improving workplace flexibility
- Manager training on flexible working is provided throughout the organisation
- Employee training is provided throughout the organisation
- Team-based training is provided throughout the organisation
- Employees are surveyed on whether they have sufficient flexibility
- The organisation's approach to flexibility is integrated into client conversations



- The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
- Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel
- Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body/board

10 Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, not a priority
- No, other (provide details):

11 Do you have any non-leave based measures to support employees with family or caring responsibilities (e.g. employer-subsidised childcare, breastfeeding facilities, referral services)?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

11.1 Please indicate what measures are in place and if they are available at all worksites (where only one worksite exists, for example a head-office, please select "Available at all worksites"):

- Employer subsidised childcare
  - Available at some worksites only
  - Available at all worksites
- On-site childcare
  - Available at some worksites only
  - Available at all worksites
- Breastfeeding facilities
  - Available at some worksites only
  - Available at all worksites
- Childcare referral services
  - Available at some worksites only
  - Available at all worksites
- Internal support networks for parents
  - Available at some worksites only
  - Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave).
  - Available at some worksites only
  - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
  - Available at some worksites only
  - Available at all worksites

- Referral services to support employees with family and/or caring responsibilities
  - Available at some worksites only
  - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums
  - Available at some worksites only
  - Available at all worksites
- Support in securing school holiday care
  - Available at some worksites only
  - Available at all worksites
- Coaching for employees on returning to work from parental leave
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting mothers
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting fathers
  - Available at some worksites only
  - Available at all worksites
- None of the above, please complete question 11.2 below

11.2 Please provide details of any other non-leave based measures that are in place and whether they are available at all worksites.

Keeping In Touch days: Keeping In Touch days are held every 6 months in Sydney, Brisbane and Melbourne Head Offices. These events gives employees on parental leave the opportunity to come into Head Office for lunch and hear a business update hosted by a member of the Leadership Team. The day also offers support to those transitioning back into the workplace and is an ideal opportunity to catch-up with your manager and or your team and introduce the baby. There were 21 parents who attended the last 2 sessions.

Stockland also offers:

- 12 month Subscription to Practical Parenting magazine
- Information pack from Families at Work
- Access to onsite Childcare Centre (Sydney based)
- Onsite Parents room
- Access to Work / Life links – an employee advisory / information resource
- Online networking forum for parents
- Access to seminar run by Diversity Dimensions on preparing for & returning from parental leave
- Flexible working policy (Flexibility @ Stockland)

12 Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, not aware of the need
- No, don't have expertise
- No, not a priority
- No, other (please provide details):

13 Other than a policy and/or strategy, do you have any measures to support employees who are experiencing family or domestic violence?

- Yes - please indicate the type of measures in place (more than one option can be selected):
- Employee assistance program (including access to a psychologist, chaplain or counsellor)
  - Training of key personnel
  - A domestic violence clause is in an enterprise agreement or workplace agreement
  - Workplace safety planning
  - Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
  - Access to unpaid leave
  - Confidentiality of matters disclosed
  - Referral of employees to appropriate domestic violence support services for expert advice
  - Protection from any adverse action or discrimination based on the disclosure of domestic violence
  - Flexible working arrangements
  - Provide financial support (e.g. advance bonus payment or advanced pay)
  - Offer change of office location
  - Emergency accommodation assistance
  - Access to medical services (e.g. doctor or nurse)
  - Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, not aware of the need
- No, don't have expertise
- No, not a priority
- No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

	Managers				Non-managers			
	Female		Male		Female		Male	
	Formal	Informal	Formal	Informal	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below:

Volunteering leave, emergency leave

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:

- Currently under development
- Insufficient human resources staff
- Don't have expertise
- Not a priority
- Other (provide details):  
Given the extent of other flexibility options, we do not formally offer compressed working weeks.

14.3 Should you wish to provide additional information on any of your responses under gender equality indicator 4, please do so below:

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

15 Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes
- No
- No, not needed (provide details why):

- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

15.1 How did you consult with employees on issues concerning gender equality in your workplace (more than one option can be selected)?

- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details):

15.2 Please indicate what categories of employees you consulted.

- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):

15.3 Should you wish to provide additional information on any of your responses under gender equality indicator 5, please do so below:

In FY16, Ernst & Young ran a series of focus groups to gather views and facilitate discussions on gender equality at Stockland.

The exit interviews were also updated with questions specifically related to gender equity and support for employees returning from parental leave.

#### Gender equality indicator 6: Sex-based harassment and discrimination

16 Do you have a formal policy and/ or formal strategy on sex-based harassment and discrimination prevention?

- Yes (you can select policy and/or strategy options)
- Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, included in workplace agreement
- No, don't have expertise
- No, not a priority
- No, other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy and/or strategy?

- Yes
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?

- Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):
- At induction
  - At least annually
  - Every one-to-two years
  - Every three years or more
  - Varies across business units
  - Other (provide details):

- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
- No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under gender equality indicator 6, please do so below:

## Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)

At Stockland, flexibility is not just supported; it's encouraged. External studies have shown more workers around the world are working flexibly to balance their work and life commitments, leading to higher levels of engagement, productivity and wellbeing.

Through Flexibility@Stockland we are giving all our employees the opportunity to openly discuss the flexible work options they need to meet their work-life commitments. This could mean doing 'One Simple Thing' such as starting later to drop their kids off at school, or working from home once a week to make an art class to get them started on their flexibility journey. Alternatively, an employee can take the formal flexibility route and think about going part-time or job sharing to suit life quality and improve wellbeing. Stockland wants employees to work in ways that suit their life and for managers to be equipped to support employees while achieving business outcomes.

To support our employees, we provide a guide that showcases some of our employees already working flexibly as well as provide tips for employees and managers on how to start the flexibility conversation.

During the mid-year performance review process, employees were asked if they had a discussion with their manager around flexibility 72% of respondents indicated a discussion occurred with the employee's manager and a flexible arrangement has been agreed/continuing.

# Gender composition proportions in your workplace

## Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes **after** you have pressed **Re-submit** at step 6 on the reporting page.

## Based upon your workplace profile and reporting questionnaire responses:

### Gender composition of workforce

1. the gender composition of your workforce overall is 59.2% females and 40.8% males.

### Promotions

2. 53.0% of employees awarded promotions were women and 47.0% were men
  - i. 35.5% of all manager promotions were awarded to women
  - ii. 73.6% of all non-manager promotions were awarded to women.
3. 20.3% of your workforce was part-time and 12.2% of promotions were awarded to part-time employees.

### Resignations

4. 51.8% of employees who resigned were women and 48.2% were men
  - i. 34.7% of all managers who resigned were women
  - ii. 57.7% of all non-managers who resigned were women.
5. 20.3% of your workforce was part-time and 19.4% of resignations were part-time employees.

### Employees who ceased employment before returning to work from parental leave

- i. 5.2% of all women who utilised parental leave and ceased employment before returning to work
- ii. 2.6% of all men who utilised parental leave and ceased employment before returning to work
- iii. 3.7% of all managers who utilised parental leave and ceased employment before returning to work were women
- iv. 3.2% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

## Notification and access

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### List of employee organisations

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## CEO sign off confirmation

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**Name of CEO or equivalent** **Mark Steinert**

**Confirmation CEO has signed the report** **Yes**

**CEO Signature:**

**Date:**

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