



Australian Government



Workplace
Gender Equality
Agency

2020 - 21 Compliance Program

Submitted by:

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#Workplace overview

Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes(Select all that apply)
...Retention	Yes(Select all that apply)
...Performance management processes	Yes(Select all that apply)
...Promotions	Yes(Select all that apply)
...Talent identification/identification of high potentials	Yes(Select all that apply)
...Succession planning	Yes(Select all that apply)
...Training and development	Yes(Select all that apply)
...Key performance indicators for managers relating to gender equality	Yes(Select all that apply)

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(Select all that apply)	
...Yes	Policy Strategy

3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Governing bodies

Stockland Development Pty Limited

1: Does this organisation have a governing body?	Yes(Provide further details on the governing body(ies) and its composition)
1.1: What is the name of your governing body?	Board of Directors
1.2: What type of governing body does this organisation have?	Board of directors
1.5: Has a target been set to increase the representation of women on this governing body?	No(Select all that apply)

Stockland Corporation Ltd

1: Does this organisation have a governing body?	Yes(Provide further details on the governing body(ies) and its composition)
1.1: What is the name of your governing body?	Board of Directors
1.2: What type of governing body does this organisation have?	Board of directors

1.5: Has a target been set to increase the representation of women on this governing body?

No(*Select all that apply*)

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

To ensure we have a diverse Board, the composition is reviewed annually. As part of this review a skills matrix is done every year to ensure we have diversity across occupation, sector, tenure and gender. The right mix of skills and experience is important to enable the Board to deal with current and emerging risks and opportunities and also to effectively review and challenge the effectiveness of management.

#Action on gender equality

Gender pay gaps

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

Yes(Select all that apply)

...Yes

Policy
Strategy

2: Did your organisation receive JobKeeper payments?

No

3: What was the snapshot date used for your Workplace Profile?

28-Feb-2021

4: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

We undertake a comprehensive review of gender pay including like for like comparison which is the key metric we utilise. We also analyse by job band, business unit and overall. We also incorporate gender analysis for performance ratings (which drives STI outcomes, STI outcomes and Fixed Pay increases. Gender analysis is conducted as part of the calibration sessions to identify any skew before ratings are finalized and they are then reported on to exco and eventually the board

Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes(Provide further details on the most recent gender remuneration gap analysis that was undertaken.)

1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)

To support equal pay we have a target gender pay equity ratio of between 97% and 103%. A comprehensive analysis is undertaken on an annual basis. Our Gender Pay Equity Ratio measuring Female Fixed Pay relative to Male Fixed Pay was 99.2% for FY20.

We are currently exploring more advanced data techniques to better understand the drivers behind our gender remuneration pay gap and will be applying this analysis over the next reporting period.

2: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

Employee consultation

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

Yes (*Provide further details on the employee consultation process.*)

2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

Our employee engagement survey includes recurring statements to rank annually relating to gender equality. They offer an opportunity to analyse, further consult and inform initiatives supporting themes including equal opportunity, promoting a working environment that is accepting of gender differences, and perceived opportunities for advancement.

Throughout Covid-19 we conducted pulse surveys to better understand how our employees were managing flexibility, balancing caring responsibilities, managing their wellbeing and we implemented a number of initiatives directly related to the results – including things like sleep and resilience seminars, supporting leaders to have conversations about flexibility, wellbeing and workload/priorities

In addition our Gender Equity Employee Advocacy Group (EAG) runs a number of campaigns and initiatives on this theme throughout the year. This provides a platform for employee consultation at various points over time, ongoing. EAG members formally and informally consult with peers within Stockland to gauge lived experience relating to this topic.

#Employee work/life balance

Flexible working

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

Yes(*Select all that apply*)

...Yes	Policy Strategy
...The organisation's approach to flexibility is integrated into client conversations	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes
...Other (provide details)	No

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes(<i>Select one option only</i>)
...Compressed working weeks	No(<i>You may specify why the above option is not available to your employees.</i>)
...Time-in-lieu	Yes(<i>Select one option only</i>)
...Telecommuting (e.g. working from home)	Yes(<i>Select one option only</i>)
...Part-time work	Yes(<i>Select one option only</i>)
...Job sharing	Yes(<i>Select one option only</i>)
...Carer's leave	Yes(<i>Select one option only</i>)
...Purchased leave	Yes(<i>Select one option only</i>)
...Unpaid leave	Yes(<i>Select one option only</i>)

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, SOME managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

No

6: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

At Stockland, flexibility is not just supported, it's actively encouraged. Flexibility is embedded at Stockland through our initiative called "Flexibility@Stockland" aimed at driving employee engagement and retention across the organisation. This is supported by our flexible work policy, which outlines informal and formal options for employees to talk through with their manager as well as resources and tools. Workplace flexibility is a key enabler of attracting and retaining employees of all genders. 90% of our people participate in a flexible (informal and formal) work arrangement. Employees with a flexible work arrangement include:

§ All employees working from a head office (hub and home) and

§ Employees working from an asset with an approved One Simple Thing in place and

§ All Part time employees working from an asset

#Employee support

Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	16
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	1
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

In addition to 16 weeks of primary carers leave at Stockland we also offer Parental Flex Options where employees can select one of three options:

1. Two additional weeks of paid parental leave or
2. Superannuation paid during Unpaid Parental Leave at the same rate prior to going on parental leave for a maximum of 36 weeks or
3. A lump sum of \$3,000 (gross amount) on return from parental leave

If a non-primary care giver subsequently assumes the responsibility of primary care giver within twelve months of birth, adoption, surrogacy or fostering, the employee can take up to an additional 14 weeks primary carer's leave (16 weeks minus the 10 days non primary carer leave already taken).

Support for carers

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

Yes(Select all that apply)	
...Yes	Policy Strategy

2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare	No(You may specify why the above support mechanism is not available to your employees.)
...On-site childcare	Yes(Please indicate the availability of this support mechanism.)
...Breastfeeding facilities	Yes(Please indicate the availability of this support mechanism.)
...Childcare referral services	Yes(Please indicate the availability of this support mechanism.)
...Internal support networks for parents	Yes(Please indicate the availability of this support mechanism.)
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	Yes(Please indicate the availability of this support mechanism.)
...Information packs for new parents and/or those with elder care responsibilities	Yes(Please indicate the availability of this support mechanism.)
...Referral services to support employees with family and/or caring responsibilities	Yes(Please indicate the availability of this support mechanism.)
...Targeted communication mechanisms (e.g. intranet/forums)	Yes(Please indicate the availability of this support mechanism.)
...Support in securing school holiday care	Yes(Please indicate the availability of this support mechanism.)
...Coaching for employees on returning to work from parental leave	Yes(Please indicate the availability of this support mechanism.)
...Parenting workshops targeting mothers	No(You may specify why the above support mechanism is not available to your employees.)
...Parenting workshops targeting fathers	No(You may specify why the above support mechanism is not available to your employees.)
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

- Stockland offers several avenues and resources to further support parents in the workplace. An internal support network exists through a return to work buddying system that provides support, coaching and networking for parents transitioning back to work
- Keeping in Touch events run quarterly for employees on parental leave to receive ExCo sponsored business updates, with panel discussion to ask topical questions and share lived experiences

- Stockland employees in Sydney have access to childcare at the Treehouse childcare facility in Piccadilly office
- Employees accrue 10 days paid personal/carer's leave each year (this will be pro-rated as appropriate for part-time and fixed-term contract employees). An employee may choose to use their paid personal/carer's leave to care for members of their immediate family who are unwell.
- Currently undertaking a needs analysis to identify what the parenting workshops should offer to Stockland employees

Sex-based harassment and discrimination

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

Yes (*Select all that apply*)

...Yes

Policy

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers

Yes (*Please indicate how often is this training provided (select all that apply):*)

...All employees

Yes (*Please indicate how often is this training provided (select all that apply):*)

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

- Motivated by the National Inquiry into Workplace Sexual Harassment and recent high profile cases, we have reviewed our current approach to preventing and responding to sexual harassment and identified improvements we can make to more effectively address the problem. These recommendations are guided by the Male Champions of Change report 'Disrupting the System'. The sexual harassment policy is embedded within our Anti-discrimination and Harassment Policy, and we are currently drafting a new standalone Sexual harassment Policy to support our revised Anti-Discrimination Policy.
- Both the CEO and head of HR have made several strong statements to our people that any form of harassment will not be tolerated at Stockland. Examples of these have been via Leadership Team days, employee townhalls and an all staff email co-authored by our CEO and divisional CEO of our Residential business.
- Mandatory recurring eLearning for employees: Law at Work Sexual Harassment; Law at Work Bullying; Law at Work Equal Opportunity in Employment. Employees undertake this training upon joining the organisation and then annually from their first date of completion.
- Stockland are founding members of the Property Champions of Change Coalition and strong advocates of everyday respect

Family or domestic violence

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

Yes(*Select all that apply*)

...Yes	Policy Strategy
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2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	Yes
...A domestic violence clause is in an enterprise agreement or workplace agreement	No(<i>Select all that apply</i>)
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No(<i>Select all that apply</i>)
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes
...Access to unpaid leave	No(<i>Select all that apply</i>)
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
...Offer change of office location	Yes
...Emergency accommodation assistance	No(<i>Select all that apply</i>)
...Access to medical services (e.g. doctor or nurse)	No(<i>Select all that apply</i>)
...Other (provide details)	Yes

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

- DFV perpetrator guidelines have been developed and launched, and focus now turns to building on ongoing awareness and support through our Gender Equity Employee Advocacy Group who has spearheaded this focus over several years. Recently, they enabled the launch of our DFV First Responders support network. These employees are based across different location round the country and are encouraged and equipped to share their experiences and learnings from the training to build knowledge and understanding of DFV at Stockland. 20 Employees completed First Responders training initially, and with additional interest there are now 37 First responders within the organisation, spread across our national footprint. They are encouraged to share in team meetings, local town halls, emails to their networks, via intranet channels and in general conversations.
- We are now in the process of communicating the value of this cohort through business unit leadership teams and will look to run training of additional responders when possible.
- Employee Assistance Program services are also offered to all employees