

# Public report

2017-18

Submitted by

Legal Name:  
**Scentre Group Limited**



## Organisation and contact details

<b>Submitting organisation details</b>	<b>Legal name</b>	Scentre Group Limited
	<b>ABN</b>	66001671496
	<b>ANZSIC</b>	L Rental, Hiring and Real Estate Services 6712 Non-Residential Property Operators
	<b>Business/trading name/s</b>	
	<b>ASX code (if applicable)</b>	SCG
	<b>Postal address</b>	GPO Box 4004 SYDNEY NSW 2001 AUSTRALIA
	<b>Organisation phone number</b>	(02) 9358 7000
<b>Reporting structure</b>	<b>Ultimate parent</b>	Scentre Group Limited
	<b>Number of employees covered by this report</b>	2,482

## All organisations covered by this report

<b>Legal name</b>	<b>Business/trading name/s</b>
Scentre Group Limited	
Scentre Ltd	
Scentre Design and Construction Pty Ltd	
Scentre Shopping Centre Management (WA) Pty Ltd	

# 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	0	2	2
		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	3	13	16
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	7	24	31
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-2	Full-time permanent	2	0	2
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	3	11	14
		Full-time contract	1	0	1
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-4	Full-time permanent	13	44	57
		Full-time contract	0	1	1
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	2	5	7
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-2	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
	-3	Full-time permanent	5	7	12
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	11	32	43
		Full-time contract	0	0	0
		Part-time permanent	7	0	7
		Part-time contract	0	1	1
		Casual	1	0	1
	-5	Full-time permanent	49	108	157
		Full-time contract	1	1	2
		Part-time permanent	12	1	13
		Part-time contract	0	0	0
		Casual	0	0	0
-6	Full-time permanent	99	92	191	
	Full-time contract	2	3	5	
	Part-time permanent	19	1	20	
	Part-time contract	0	0	0	
	Casual	0	0	0	
-7	Full-time permanent	12	3	15	

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			253	351	604

# Workplace profile

## 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	260	390	0	0	0	0	650
	Full-time contract	16	17	0	0	0	0	33
	Part-time permanent	36	4	0	0	0	0	40
	Part-time contract	3	0	0	0	0	0	3
	Casual	3	3	0	0	0	0	6
Technicians and trade	Full-time permanent	4	68	0	0	0	0	72
	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	2	0	0	0	0	2
Community and personal service	Full-time permanent	36	50	0	0	0	0	86
	Full-time contract	2	2	0	0	0	0	4
	Part-time permanent	50	10	0	0	0	0	60
	Part-time contract	1	0	0	0	0	0	1
	Casual	368	209	0	0	0	0	577
Clerical and administrative	Full-time permanent	145	34	0	0	0	0	179
	Full-time contract	25	2	0	0	0	0	27
	Part-time permanent	28	0	0	0	0	0	28
	Part-time contract	2	1	0	0	0	0	3
	Casual	14	5	0	0	0	0	19
Sales	Full-time permanent	33	12	0	0	0	0	45
	Full-time contract	2	2	0	0	0	0	4
	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	0	0	0	0	0	0	0
	Casual	5	1	0	0	0	0	6
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

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	
Labourers	Full-time permanent	0	23	0	0	0	0	23
	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
Others	Full-time permanent	2	7	0	0	0	0	9
	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		1,036	842	0	0	0	0	1,878



# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

**NB. IMPORTANT:**

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2017 to 31 March 2018. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

**1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?**

**1.1 Recruitment**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.2 Retention**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.3 Performance management processes**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.4 Promotions

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

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

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.6 Succession planning

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.7 Training and development

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.8 Key performance indicators for managers relating to gender equality

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

#### 1.9 Gender equality overall

- Yes (select all applicable answers)  
 Policy  
 Strategy
- No (you may specify why no formal policy or formal strategy is in place)  
 Currently under development, please enter date this is due to be completed  
 Insufficient resources/expertise  
 Not a priority

**1.10 How many employees were promoted during the reporting period against each category below?**

**IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	36	62	20	37
Permanent/ongoing part-time employees	7	0	0	0
Fixed-term contract full-time employees	0	0	2	0
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

**1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?**

**IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.**

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	141	188
Number of appointments made to NON-MANAGER roles (including promotions)	482	404

**1.12 How many employees resigned during the reporting period against each category below?**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	13	48	60	88
Permanent/ongoing part-time employees	1	1	17	2
Fixed-term contract full-time employees	0	0	9	3
Fixed-term contract part-time employees	0	0	0	1
Casual employees	0	0	77	56

**1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.**

Our strategic priorities are underpinned by our people and our vision is to “be the place that talent can thrive”.

We are committed to fostering a diverse and inclusive workplace. Gender remains a strong focus and during the year we increased women in senior executive roles to 22% from 16%. The increase of female employees overall reflects the Group’s efforts and focus on female recruitment and retention, while the increase of females within the senior management group reflects our focus on female professional development.

Continuing this year’s progress, in 2018 we will seek to achieve 25% – 27 % representation of females at the senior executive level (general manager and above) to further diversify our executive leadership in the organisation.

Commitment:

Achieving 22% representation of females at the senior executive level (General Manager and above). Increased female representation at the senior level formed part of the key performance indicators in 2017 for the senior executive team.

Achieved:

2017 saw significant focus on improving female representation at all levels.

During the year:

- We increased female representation at the senior executive level (General Manager and above) to 22%, an increase of 6% from 2016 (this includes the recent appointment of Cynthia Whelan who commenced in February 2018 as Chief Strategy and Business Development Officer).
- Senior female talent continued to be represented at strategic business forums. Executive and high potential females comprise 33% of our Senior Executive Leadership Forum (SELF) participants, up from 30% in 2016.
- The representation of females in all manager positions across the business increased to 42% (41% in 2016). This continues to provide us with strong pool of females from which we can select future executives.
- We continued to ensure that our female talent pool remains strong. During 2017, 49% of new hires and of our total candidate pool were female.
- There was a decrease in the turnover of women from 41% in 2016 to 40% in 2017.
- Following changes to our Parental Leave Policy in 2015, the number of employees taking parental leave increased from 46 in 2015 to 64 in 2017 including seven men.
- Female tenure increased to an average of 6 years up from 5.7 in 2016 with average male tenure remaining static at 6.2 years.

Commitment:

The development of team specific diversity and inclusion action plans as part of people planning. In 2017 Divisional Directors and General Managers were required to identify team specific targets that as part of their key performance indicators for the year to accelerate the Group's commitment to meet its target for female representation at a senior level.

Achieved:

All business teams developed an action plan as part of their strategic business plan to help target areas for improvement at a local level.

Commitment:

Implementing recruitment practices and partnerships to reduce bias and ensure balanced shortlists of high quality candidates.

Achieved:

493 employees attended an Inclusive Management Program, 366 of which were people managers (representing 66% of all people managers). Those managers who did not attend in 2017 are scheduled to attend the program in 2018, along with any new people managers to the organisation.

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

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term "governing body" in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

2. **The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as "the board of directors, trustees, committee of management, council or other governing authority of the employer". This question relates to the highest governing body for your Australian entity, even if it is located overseas.**

2.1 **Please answer the following questions relating to each governing body covered in this report.**

**Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.**

**If your organisation's governing body is the same as your parent entity's, you will need to add your organisation's name BUT the numerical details of your parent entity's governing body.**

2.1a.1 **Organisation name?**

Scentre Group Limited

**2.1b.1 How many Chairs on this governing body?**

	Female	Male
Number	0	1

**2.1c.1 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	3	4

**2.1d.1 Has a target been set to increase the representation of women on this governing body?**

- Yes
- No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):  
We do not have control over the governing body/board appointments as the Shareholders have final vote over appointments
  - Not a priority
  - Other (provide details):

**2.1g.1 Are you reporting on any other organisations in this report?**

- Yes
- No

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal selection policy or formal selection strategy is in place)
- In place for some governing bodies
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body appointments (provide details why)
  - Not a priority
  - Other (provide details):

**2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an “incorporated” entity - Pty Ltd, Ltd or Inc; or an “unincorporated” entity)?**

- Yes
- No

**2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.**

Gender remains a strong focus for the Group. In terms of gender representation, Scentre Group currently has three women on its Board (37.5%) which in line with the Group’s FY15 commitment, meets the 30% Club’s target (30% female representation on a board).

## Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women's economic security and progressing gender equality.

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries set by awards/industrial or workplace agreements
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

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

- Yes (provide details in question 3.2 below)
- No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)
- Currently under development, please enter date this is due to be completed
  - Salaries set by awards/industrial or workplace agreements
  - Insufficient resources/expertise
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

#### 3.2 Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?

- 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 (provide details):

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

- Yes - the most recent gender remuneration gap analysis was 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 (you may specify why you have not analysed your payroll for gender remuneration gaps)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - 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)
  - 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)
  - Non-award employees paid market rate
  - Not a priority
  - Other (provide details):

**4.01 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).**

We conducted a pay equity review leading into our annual remuneration cycle and during the annual remuneration cycle.

Remuneration data as at 1 November 2017 and it was for:

- \* like for like roles; and
- \* by Divisional / Team view;

During the annual remuneration review, gender pay equity analysis was conducted by performance rating for both salary increases and Short Term Incentive rewards.

Gender analysis reports are available real time for managers to make informed decisions when reward is allocated amongst employees during the annual remuneration cycle.

**4.1 Did you take any actions as a result of your gender remuneration gap analysis?**

- Yes – indicate what actions were taken (select all applicable answers)
- 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
  - 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 (you may specify why no actions were taken resulting from your remuneration gap analysis)
- No unexplainable or unjustifiable gaps identified
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries set by awards/industrial or workplace agreements
  - Non-award employees are paid market rate
  - Unable to address cause/s of gaps (provide details why):
  - Not a priority
  - Other (provide details):

**4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:**

Pay equity remains under constant review by the Group.

Following targeted reviews in 2013/2014 a total business review of all roles was undertaken in FY15, FY16 and FY17.

We are committed to conduct annual pay equity reviews for like for like roles.

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

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements

supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

**5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.**

**Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, 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, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
    - 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, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
    - 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, not available (you may specify why this leave is not provided)
    - Currently under development, please enter date this is due to be completed
    - Insufficient resources/expertise
    - Government scheme is sufficient
    - Not a priority
    - Other (provide details):

**5.1 How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:**

18

**5a. If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.**

12 months service eligibility for employer funded paid parental leave.

During unpaid parental leave for the primary carer we continue to pay superannuation payments into the employee's superannuation fund.

Return to work entitlements are noted below for when a primary carer returns to work in a permanent capacity:

- a. a reimbursement of childcare costs up to \$2,500 (net)
- b. a one-off additional 5 days personal leave entitlement; and
- c. participate in the Parents@Work program – career coaching and education sessions.
- d. Parent Connect - internal networking group for parents, primary and secondary carers are invited

Furthermore, whilst on Parental leave the employee and their new addition are invited to attend a CEO lunch.

**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.

- <10%
- 10-20%



- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.

Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

6.1 How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:

10

6a. If your organisation would like to provide additional information on your paid parental leave for SECONDARY CARERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.

12 months service eligibility for employer funded paid parental leave for the secondary carer.

6.2 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.

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	34	3	0	9

**7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	74	3	0	26

**8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	0	0

**8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	5	0

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Don't offer flexible arrangements
  - Not a priority
  - 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

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?**

- Yes
- No (you may specify why non-leave based measures are not in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**11.1 Please select what support mechanisms are in place and if they are available at all worksites.**

- **Where only one worksite exists, for example a head-office, 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

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreements
  - Not aware of the need
  - Not a priority
  - Other (please provide details):

**13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
- 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
  - Provision of 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 (you may specify why no other support mechanisms are in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not aware of the need
  - Not a priority
  - Other (provide details):

**14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?**

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- carer's leave
- purchased leave
- unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- Yes, the option/s in place are available to both women and men.
- No, some/all options are not available to both women AND men.

**14.1 Which options from the list below are available? Please tick the related checkboxes.**

- Unticked checkboxes mean this option is NOT available to your employees.

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

**14.3 You may specify why any of the above options are NOT available to your employees.**

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

**14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:**

Scentre Group's diversity and inclusion (D&I) agenda expanded in 2017 to raise awareness of the prevalence of domestic and family violence internally, and to support groups in our communities committed to preventing domestic and family violence.

In support of Domestic and Family Violence Prevention Month in May we also provided staff with the answers to some frequently asked questions about domestic and family violence, to raise awareness and understanding of what is a very complex issue.

We also reminded staff of the Domestic and Family Violence Guidelines we released on White Ribbon Day in 2016, which provide a framework of support for anyone dealing with family or domestic violence, whether directly or indirectly. The guidelines include the stated intent to create a safe work environment where our people are comfortable in seeking support and requesting access to company-provided assistance.

Guidelines were also issued for managers to assist them in understanding the issues, how to respond and how to engage the appropriate help.

In the lead up to the 2017 White Ribbon Day on 25 November, the Group's community experience team ran a volunteer program across the business in support of people affected by domestic and family violence.

"As a business, we strongly uphold the values of diversity and inclusion. As Scentre Group's executive sponsor for domestic and family violence, I am proud of our company's focus to support team members who are personally impacted," says Director of Customer Experience, Phil McAveety.

"Our Westfield centres are the hearts of our communities and I believe we can play a role in supporting those groups in our local areas who work with people personally impacted by domestic and family violence. In this way, we can amplify those values that we strongly uphold externally."

The community experience team developed the program of volunteering opportunities in support of those affected across Australia and New Zealand, and encouraged team members to use their volunteer leave to take one up. Most of the opportunities were for groups, providing an ideal team-building activity for employees.

Staff support for the initiative was overwhelming, with the first initiative of the program kicking off in New Zealand in support of Dress for Success.

Employee Survey data for 2017 showed that across the business an overall increase in scores for work/life balance and inclusion and diversity scores.

**Commitment:**

Achieving a score of 80% or greater against each of our flexibility (FY16: 79%) and inclusion (FY16: 74%) measures in the 2017 Employee Survey.

Supporting employees to bring their whole selves to work, through the development of 2017 plan, in connection with:

- Domestic and Family Violence
- LGBTI
- Mental Health

**Achieved:**

Since the establishment of our Diversity and Inclusion Council in 2015, we have been committed to developing, promoting and implementing diversity and inclusion initiatives across the business.

Our 2017 Employee Survey saw strong results in diversity and inclusion. Our overall scores for:

- flexibility increased to 86% favourable (up from 79%); and
- diversity and inclusion increased to 84% favourable (up from 74%).

We also saw an increase to 80% favourable (66% in 2016) to the question: “I feel free to bring my whole self to work without fear of negative consequence”.

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

This gender equality indicator seeks information on what consultation occurs between employers and 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 (you may specify why you have not consulted with employees on gender equality)
- Not needed (provide details why):
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

#### 15.1 How did you consult with employees on issues concerning gender equality in your workplace?

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

#### 15.2 Who did you consult?

- 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 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.**

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

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

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

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

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

- Yes
- No (you may specify why a grievance process is not included)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**17. Do you provide training for all managers on sex-based harassment and discrimination prevention?**

- Yes - please indicate how often this training is provided:
- At induction
  - At least annually
  - Every one-to-two years
  - Every three years or more
  - Varies across business units
  - Other (provide details):
- No (you may specify why this training is not provided)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:**

## Other

**18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.**

**(As with all questions in this questionnaire, information you provide here will appear in your public report.)**

During 2017, we continued to demonstrate our ongoing commitment to diversity and inclusion by developing targeted initiatives aimed at attracting, developing and retaining a diverse workforce to help fulfil our vision of “being the place that talent can thrive”.

Diversity and inclusion is a key corporate strategy. Diversity in the workforce is a key contributor to the success of our business and we seek to create an inclusive culture that supports employees at all stages of their career and encourage them to succeed to the best of their ability. Inclusion is about recognising and valuing the contribution of people from different backgrounds, with different perspectives and experiences.

During the year, our CEO, Peter Allen continued in his role as a Property Male Champion of Change, an initiative of the Property Council of Australia. He was also invited by the Workplace Gender Equality Agency (WGEA) to be a pay equity adviser. The Group was invited by the WGEA to be cited as an employer of choice.

Gender remains a strong focus. We currently have three women on our Board. During the year, we actively promoted three senior females to General Manager roles and appointed a new female General Manager in Design and Construction.

In terms of our workforce, the representation of men and women is 47% and 53% respectively.

Our senior executives are those executives who are General Manager level and above (CEO – 3). At the date of the Scentre Group 2017 Annual Report, at the senior executive level, 77% are male and 23% are female.

The Diversity & Inclusion Council continued to identify areas needed to create a safe and inclusive environment including in connection with domestic and family violence, LGBTI and mental health.

Other achievements include:

- An employee engagement score of 88% (up from 85%) which puts the Group in the top 2% of surveyed high performing organisations.
- Voted the no 13 place to work globally in a LinkedIn study.
- 100% retention of key executive talent.



## 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 51.9% females and 48.1% males.

#### Promotions

2. 39.6% of employees awarded promotions were women and 60.4% were men
  - i. 41.0% of all manager promotions were awarded to women
  - ii. 37.3% of all non-manager promotions were awarded to women.
3. 7.3% of your workforce was part-time and 4.3% of promotions were awarded to part-time employees.

#### Resignations

4. 47.1% of employees who resigned were women and 52.9% were men
  - i. 22.2% of all managers who resigned were women
  - ii. 52.1% of all non-managers who resigned were women.
5. 7.3% of your workforce was part-time and 5.9% of resignations were part-time employees.

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

- i. 4.6% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
- iii. N/A - managers who utilised parental leave and ceased employment before returning to work were women
- iv. 100.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

## Notification and access

### List of employee organisations:

- CFMEU, Construction & General
- Communications, Electrical, Plumbing Union - Electrical Trades Union
- Plumbing Trades Employees Union
- Australian Manufacturing Workers' Union

## CEO sign off confirmation

### Name of CEO or equivalent:

Peter Allen

### CEO signature:

### Confirmation CEO has signed the report:

### Date: