

Public report

2019-20

Submitted by

Legal Name:
Scentre Group Limited



Organisation and contact details

Submitting organisation details	Legal name	Scentre Group Limited
	ABN	66001671496
	ANZSIC	L Rental, Hiring and Real Estate Services 6712 Non-Residential Property Operators
	Business/trading name/s	
	ASX code (if applicable)	SCG
	Postal address	GPO Box 4004 SYDNEY NSW 2001 AUSTRALIA
	Organisation phone number	(02) 9358 7000
Reporting structure	Ultimate parent	Scentre Group Limited
	Number of employees covered by this report	2,361

All organisations covered by this report

Legal name	Business/trading name/s
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	1	1
		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	-1	Full-time permanent	3	10	13
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	6	19	25
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-3	Full-time permanent	21	54	75
		Full-time contract	0	0	0
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
Other managers	-4	Full-time permanent	37	73	110
		Full-time contract	0	1	1
		Part-time permanent	9	0	9
		Part-time contract	0	1	1
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
	-5	Full-time permanent	63	56	119
		Full-time contract	1	2	3
		Part-time permanent	12	0	12
		Part-time contract	0	0	0
		Casual	0	0	0
	-6	Full-time permanent	105	75	180
		Full-time contract	6	2	8
		Part-time permanent	18	2	20
		Part-time contract	3	0	3
		Casual	0	0	0
Grand total: all managers			286	297	583

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	226	289	0	0	0	0	515
	Full-time contract	12	14	0	0	0	0	26
	Part-time permanent	37	1	0	0	0	0	38
	Part-time contract	5	0	0	0	0	0	5
	Casual	5	7	0	0	0	0	12
Technicians and trade	Full-time permanent	10	98	0	0	0	0	108
	Full-time contract	0	2	0	0	0	0	2
	Part-time permanent	1	2	0	0	0	0	3
	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	32	42	0	0	0	0	74
	Full-time contract	2	0	0	0	0	0	2
	Part-time permanent	50	20	0	0	0	0	70
	Part-time contract	1	0	0	0	0	0	1
	Casual	420	249	0	0	0	0	669
Clerical and administrative	Full-time permanent	105	23	0	0	0	0	128
	Full-time contract	8	2	0	0	0	0	10
	Part-time permanent	21	0	0	0	0	0	21
	Part-time contract	4	0	0	0	0	0	4
	Casual	9	4	0	0	0	0	13
Sales	Full-time permanent	38	23	0	0	0	0	61
	Full-time contract	3	3	0	0	0	0	6
	Part-time permanent	1	0	0	0	0	0	1
	Part-time contract	2	0	0	0	0	0	2
	Casual	4	3	0	0	0	0	7
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	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
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		996	782	0	0	0	0	1,778

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 2019 to 31 March 2020. (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	37	48	41	32
Permanent/ongoing part-time employees	3	0	1	0
Fixed-term contract full-time employees	0	0	1	1
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	0

1.11 How many appointments in total were made to manager and non-manager roles (based on WGEA-defined managers/non-managers) during the reporting period (add the number of external appointments and internal promotions together)?

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	132	153
Number of appointments made to NON-MANAGER roles (including promotions)	510	374

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	20	30	57	65
Permanent/ongoing part-time employees	4	0	21	4
Fixed-term contract full-time employees	3	2	8	3
Fixed-term contract part-time employees	0	0	3	0
Casual employees	0	0	97	59

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

In 2019, we continued a major focus on Gender Equity by consolidating all projects and initiatives under one holistic strategy with governance by an Executive led Working Group to ensure we had a cohesive approach to gender representation. This combined focus enabled us to:

- Achieve 77/100 in our first measure by the Bloomberg Gender Equality Index which is a gender equality measure used by investors.
- Maintain recognition as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency (WGEA).
- Formalise our Pay Equity reviews to twice per year – prior to and post our annual Performance and Reward process. In 2019, we had no pay equity gap when comparing skills and performance for like roles.
- Grow average tenure for females at a greater rate than males. Since 2015, the average tenure for females has increased from 5.4 years to 6.4 years (males 6.1 years to 6.6 years). We are recruiting more women than are leaving the business and are retaining women for longer.
- At 31 December 2019, the percentage of females across all levels of management was 44% (2018: 41%).
- Last year we publicly committed ourselves to increase the representation of female executives from 26.5% to 30% by the end of 2021. By the end of 2019, we achieved 28% representation of females at the senior executive level (General Manager and above), within our target of 26 - 30%.
- Ensure 52% of new hires and 57% of all promotions were females.
- Increase our percentage of female senior managers to 25% (up from 22% in 2018) and junior managers to 50% (up from 46% 2018) thereby improving our pipeline of female talent for more senior leadership roles.
- Re-launch our Parental Leave Policy to reduce the qualifying service period from 12 to 6 months and provide Continued Service recognition for Long Service Leave for people on unpaid parental leave. We also extended

the policy to cover instances of Still Born, Premature Birth, IVF Treatment and Foster Care/ Adoption and now provide 4 weeks paid leave and access to our Parents @ Work support program for Secondary Carers.

- Continue our investment in female talent with:
 - representation at our Senior Executive Leadership Forums, focussed on our future business strategy and led by our CEO, being maintained at 30%
 - participation in our leadership development programs for 2019 was 36% of total attendees
 - a redesign of our Connect Program to a core listening strategy for our business on gender related topics. Male and female leaders being appointed to facilitate an inclusive approach to identifying and resolving barriers to gender equity in the workplace.
 - we continued our partnership with the Property Council of Australia by hosting 74 girls from Riverside Girls School, Asquith Girls High School and NBSC Mackellar Girls as part of the “Girls in Property” program. We also sponsored three female leaders through the 500 Women in Property Program, putting forward three female mentees in the Women in leadership program.

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 What gender is the Chair on this governing body (if the role of the Chair rotates, enter the gender of the Chair at your last meeting)?

	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 the final vote over these 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.

The Board is committed to ensuring that it continues to include directors with an appropriate mix of skills, knowledge, experience and diversity, including gender, and diversity of thought and approach. The Board currently comprises eight Directors, seven of whom are non-executive Directors. In terms of gender representation, we currently have three women on our Board representing 38%, which exceeds the 30% Club's target of 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 conduct regular pay equity reviews
1) leading into our annual remuneration cycle (Sept-Oct)
2) during the annual remuneration cycle (Nov-Dec)
3) post our annual remuneration cycle (Mar).

Remuneration data was for like for like roles and by Divisional/Team view.

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

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 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 to FY19.

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

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.

Currently, an employee is to have 6 months service to be eligible for employer funded paid parental leave.

Some benefits include:

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

* Provide Continued Service recognition for Long Service Leave for people on unpaid parental leave.

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

- (a) a reimbursement of childcare costs up to \$2,500 (net);
- (b) a one-off additional 5 days personal leave entitlement;
- (c) participation in the Parents@Work program - career coaching and education sessions; and
- (d) Parent Connect Forum - an 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%

5.3 Please indicate whether your employer funded paid parental leave for primary carers covers:

- Adoption
- Surrogacy
- Stillbirth

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:

20

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.

Currently, an employee is to have 6 months service to be eligible 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%

6.3 Please indicate whether your employer funded paid parental leave for secondary carers covers:

- Adoption
- Surrogacy
- Stillbirth

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	41	3	0	20

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	69	16	0	19

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	1	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	7	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:

Domestic and Family Violence:
 Scentre Group's work to address domestic and family violence is focused on creating a safe and secure workplace and supporting any team member who is experiencing abuse and needs help.

To help equip our people to better understand this challenging issue, during the year we developed and launched a short online training module. We also shared this module with the Property Council of Australia to assist other organisations in developing content for their people. Since launch, over 800 employees have completed the training module.

Supporting our working parents and carers:
 Our Keep in Touch program and Parents Connect forums are designed to support our working parents and carers balance work and family demands by openly talking about the sometimes competing demands on our time and providing them with the tools and resources they need.

We offer parental leave and have a specific Keep in Touch program designed to ensure the transition to parental leave and back to work again is as smooth and stress-free as possible. We liken our approach to maintaining an open conversation because it is different for each individual and is rarely a simple process that starts and stops.

Part of our Keep in Touch program includes our New Parents Lunches. All parents on parental leave – and their gorgeous children – are invited to lunch hosted by Peter Allen, our CEO. These lunches provide an opportunity for Peter to share what's been happening in the business as well as for our parents to tell us about their experiences of parental leave, so we remain connected.

While parental leave is an important aspect of supporting parents, one of the core features of our support program is that it is designed for parents and carers of children of any age and is ongoing – because the job of parenting never ends.

We host bi-monthly forums offering our parents and carers an opportunity to network, listen and learn from others.

We provide information about the full spectrum of support available, including buddy programs, toolkits, parents@work coaching and our flexible work policy, so they can make the most of it should they need to – recognising that it's a journey and needs change over time.

Each forum also focuses on a specific topic with expert speakers joining.

In 2019, we introduced 24/7 SMS counselling service via Scentre Group's Employee Assistance Program. In supporting our people to have balanced lives and healthy minds, on National R UOK? day in September 2019, we launched a new 24/7 SMS counselling service as part of our ongoing Employee Assistance Program (EAP). "This new service complements our existing offerings and makes sure that mental health support is more accessible than ever," says Scentre Group Human Resources Manager, Catherine Sherrington. "People can connect with a qualified psychologist in real-time via text for immediate, private, clinical support at any time of day or night." The Group's EAP offers four free-of-charge counselling sessions per case to all employees within Australia and New Zealand and their immediate family members. According to Catherine, choice has deliberately been built into the EAP model. "No matter the need, be it a parenting concern, domestic violence or a workplace issue etc, participants can choose from SMS, face-to-face, telephone or Skype sessions, or a mixture of all four. It's incredibly flexible."

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.

Workplace consultation with employees takes place through engagement with employee resource groups across the organisation – specifically the Gender Equity Working Group (GEWG) and our People Champs resource group. Our GEWG was formed in 2019 to support our leaders and Diversity and Inclusion council to ensure gender equity across our business and achieve 40:40:20 at all levels. GEWG members consult with their teams to provide insight and feedback on our gender equity deliverables outlined in our plan, endorsed by our CEO.

Our People Champs employee resource group supports our leaders, playing an integral role in embedding our people initiatives in the business (included gender equity) and reinforcing the principles of a leader-led model. Our people champs provide valuable feedback and insight on all deliverables outlined on the Culture and Capability Plan.

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:

Annually, employees complete the code of conduct online learning module which incorporates a section on sex-based harassment and discrimination. Furthermore, through our compliance training face to face education sessions.

In 2019, we commenced reporting monthly to our Executive Committee any incidents, if any, on sex-based harassment and discrimination.

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.)

Our aspiration is to create a workforce reflective of the communities in which we operate. We believe that a diverse and engaged workforce contributes to strong business performance and we seek to provide an inclusive and supportive working environment that recognises and celebrates all the ways we are different. Our commitment is to a workplace where everyone is comfortable to “bring their whole self to work”.

Diversity and inclusion: Our approach to diversity and inclusion includes our Board-endorsed Diversity and Inclusion Policy, an executive team endorsed Diversity and Inclusion strategy and an active Diversity and Inclusion Council driven by employee led working groups to assist in making recommendations, developing and implementing diversity and inclusion initiatives within the areas of their particular focus.

In 2019 we continued to further embed our diversity and inclusion initiatives, so they are part of how we do business.

During the year:

- > Our employee engagement was at 84% placing us in the top 2% of companies globally.
- > We formalised our pay equity reviews to twice per year to ensure equitable pay for like roles by gender.
- > We continued our advocacy for parental leave equality. Our revised Parental Leave Policy now provides more options for our employees to “share the care” including reducing the qualifying service period from 12 to 6 months and doubling the length of paid leave available to secondary carers from two to four weeks.
- > We continued to increase the proportion of women at all levels of management. As at 31 December 2019, women represented 44% of all people managers (2018: 41%) and 28% at senior executive level (General Manager and above) (2018: 26.5%).
- > We maintained recognition as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency.
- > 52% of new hires were women and 57% of promotions were women.

In January 2020, the Group was for the first time included as one of the 325 companies globally, and one of nine in Australia, in the 2020 Bloomberg Gender-Equality Index (GEI). The GEI showcases leadership on gender equality across multiple dimensions and tracks financial performance of public companies committed to supporting gender equality through policy development, representation, and transparency. The index measures gender equality across five pillars: female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture sexual harassment policies and pro-women brand. This demonstrates the Group’s multi-disciplined approach to addressing gender equity, encompassing pay equity, recruitment practices and culture, which aims to drive strong employee engagement and retention, and through this improve our productivity and business performance.

In 2020, we launched our our Gender Equity Strategy and relaunched our Connect network. The Connect network is the Company’s network that encourages female employees to share their experiences and realise their potential both personally and professionally.

Our Gender Equity strategy is focused on delivering initiatives aimed at growing the female talent pool and accelerating the advancement of women to leadership positions to ensure gender equity across our business.

A key initiative from this strategy is the relaunch of our Connected Leadership program creating opportunities for all of our people, not just females, to come together, network and be inspired by the stories of leaders within our business and externally.

The Connected Leadership program will also be supported with dedicated content on the Company intranet including useful information, regular updates from the Gender Equity Working Group and stories from our people at every stage of their career journey so that everyone can be actively involved.

Our CEO, Peter Allen remains committed to gender equity, Scentre Group has a clear plan to focus our efforts into 2020 and beyond as we continue to create the workplace where talent thrives.

Furthermore in 2019, we introduced an All Abilities working group. This group aims to ensure the inclusion within our business and our Westfield Living Centres of people living with a disability. The Group is supported by the Australian Network on Disability. During the year:

- We undertook a recruitment audit to identify bias in our recruitment practices that might prohibit people with disabilities applying for roles with us.
- To better serve our customers, Disability Awareness training was launched for all Cleaning and Security partners.
- Calm rooms and adult change rooms are now a standard in all specifications for developments following their introduction as part of the redevelopment of Westfield Newmarket.
- Westfield Sensitive Santa sessions were delivered in each of our centres in consultation with Autism Spectrum Australia to create a relaxed and sensoryfriendly Santa experience tailored to children with sensitive processing challenges, anxiety or disabilities.

We are very proud of the initiatives we have introduced that have resulted in improved gender equality. In completing our WGEA submission we have recognised an opportunity to offer our assistance to you to recognise non-binary gender classifications as part of your reporting. We introduced this in 2018 and it was well received by all our employees and demonstrated a commitment to inclusiveness and gender equality. We would be happy to share our approach if it can assist you to broaden the way you complete your public report.

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 54.3% females and 45.7% males.

Promotions

2. 50.6% of employees awarded promotions were women and 49.4% were men
 - i. 45.5% of all manager promotions were awarded to women
 - ii. 56.6% of all non-manager promotions were awarded to women.
3. 8.1% of your workforce was part-time and 2.4% of promotions were awarded to part-time employees.

Resignations

4. 56.6% of employees who resigned were women and 43.4% were men
 - i. 45.8% of all managers who resigned were women
 - ii. 58.7% of all non-managers who resigned were women.
5. 8.1% of your workforce was part-time and 8.5% of resignations were part-time employees.

Employees who ceased employment before returning to work from parental leave

- i. 7.3% 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. 100.0% of all 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:

ANTONIA FARTHING

Date:

30 JULY 2020

