

# FY11 key performance and priorities

## LAST YEAR WE SAID WE WOULD

### Past

Improve how we communicate our approach to sustainability so that we **increase awareness** of our areas of focus, achievements and our position on key issues.

Deliver **training and awareness programs** across the organisation to ensure that we deliver on our commitments at both a corporate and project level.

Continue to take a **collaborative approach** in the annual review of our CR&S strategy and identification of material sustainability issues.

Focus on translating our group and business unit sustainability strategies into day-to-day business actions. Particular emphasis will be placed on **sustainability performance and innovation** at an asset level.

Complete the **transfer of responsibility** for greenhouse gas data collection from our sustainability teams to our group and business unit finance teams.

Continue to improve and broaden our greenhouse gas emission data **collection and reporting systems**.

Continue to improve the quality of **stakeholder engagement** at regional and asset level, and realise the benefits of this approach.

Launch aligned Retirement Living and Commercial Property community development toolkits. Refine our Commercial Property and Residential **Community development approach**, and realise tangible outcomes on our projects.

Deliver on our five-year **greenhouse gas emission and energy use intensity reduction targets**: reducing our greenhouse gas emissions and energy use intensity across our Commercial Property portfolio by 20 per cent from FY09 to FY14, attaining a 4.5 Star average NABERS Office Energy rating for our office portfolio by FY14.

Develop **greenhouse gas targets** for our Residential and Retirement Living business units.

Develop a **Distributed Energy** strategy setting out a pathway for low carbon and renewable energy (generation and supply) for our existing assets and development projects.

Assess **climate change risk** for our Commercial Property assets.

## THIS PAST YEAR WE HAVE

### Present

Development of our **refreshed purpose** through extensive involvement of employees and other stakeholders, aligned with our commitment to sustainability.

Increased awareness of our approach to sustainability through **integrating sustainability** modules into employee conferences and training programs and publishing a regular e-newsletter for internal and external stakeholders.

Consideration of **non-financial risks** in our group risk matrix.

Increased referencing of **material sustainability issues** in our group and business unit strategies.

Refreshed **business unit sustainability strategies** developed through extensive employee involvement targeting improved sustainability performance at a project and asset level.

**Transfer of responsibility** for Residential and Retirement Living greenhouse gas data collection to our finance teams.

Continued to expand our **greenhouse gas emissions data** collection and reporting systems and process. This has included integrating greenhouse gas emissions data collection from our recently acquired Aevum operations.

In addition to **stakeholder engagement plans** for all projects, we have developed stakeholder engagement plans for all state operations.

Delivered aligned Commercial Property and Residential **community development** toolkits. The Retirement Living toolkit is soon to be launched.

Increased **tangible community outcomes** on projects, supported by the increased proportion of projects and assets with community development plans in place.

Commenced **research into livability** with the goal of developing a series of metrics.

**Reduced emissions** by 7 per cent across our office portfolio, and reduced our emissions by 2 per cent across our retail portfolio.

Improved our **greenhouse gas emissions data systems** for Residential and Retirement Living businesses.

Commenced development of a **Distributed Energy strategy**.

Developed tools to support robust decision-making for **energy efficiency, low carbon and renewable energy initiatives** across our assets and projects.

Completed an **organisation-wide climate adaptation strategy**.

Increased our awareness of **our customers' interests**, views on our service and their evolving preferences.

Increased the percentage of **women in management** roles from 35 to 37 per cent. Established greater **awareness of unconscious bias** and its implications for business.

**Acquisition of the Aevum Retirement Living** business.

**Employee initiated turnover** at 14.5 per cent continues to be a challenge and requires an increased focus for the year ahead.

## RESULTS

ACHIEVED OUTCOME	★
FY12 PRIORITY	🚩
ACHIEVED OUTCOME	★
ACHIEVED OUTCOME	★
ACHIEVED OUTCOME	★
ACHIEVED OUTCOME	★
FY12 PRIORITY	🚩
ONGOING	🔄
ACHIEVED OUTCOME	★
FY12 PRIORITY	🚩
ACHIEVED OUTCOME	★
ACHIEVED OUTCOME	★
ONGOING	🔄
ACHIEVED OUTCOME	★
ONGOING	🔄

IN THE COMING YEAR OUR PRIORITIES ARE

# Future

Strengthen awareness of the **value of our approach** to sustainability.  
Continue to **embed sustainability** principles into our learning and development programs.  
Deliver a **refreshed brand architecture** that supports our organisational purpose.

Continue to integrate our **material sustainability issues into our group strategy and risk matrix** and progress towards more integrated corporate reporting.

Sharpen sustainability measures within our business unit plans and link these measures to **employee performance objectives**.  
Strengthen consistency across the **group and business unit sustainability strategies**.

Progress **the transfer of responsibility** for Commercial Property greenhouse gas data to our finance teams.

Test the effectiveness of our **stakeholder engagement plans**.

Communicate our approach to Community development, in particular our focus on **local employment and responsiveness to life stages** especially youth and ageing.  
Develop a **Community Partnership Strategy** that aligns our employee giving and volunteering activities with our business' community development programs.  
Pilot, confirm and roll out **Stockland livability metrics**.

Achieve a significant improvement in **emissions and energy use reductions**, particularly across our retail portfolio to ensure that we meet our FY14 target.

Develop and commence reporting against **greenhouse gas emissions targets** for our Residential and Retirement Living business units.

Engage and train our Development Managers in the use of tools to improve **decision-making on eco-efficiency projects**, including investment in cost-effective low carbon and renewable energy technology.

**Prepare adaptation plans** for those Commercial Property assets likely to be most at risk to impact from weather and a changing climate.

Develop an **Indigenous relations strategy** to better organise our activities, improve our understanding and build positive relationships with Indigenous communities.

Deepen our understanding of the relative **impacts and merits of greenfield development**.

Increase the percentage of women in management roles, in line with our target of 40 per cent by 2015.  
Broaden our **diversity policy** to reflect our commitment and initiatives beyond gender.

Engage with Aevum employees in **building a sense of belonging**.

Reduce **employee initiated turnover** to 10 per cent or below.