



SCENTRE  
GROUP

# 2018 SUSTAINABILITY REPORT

Supplementary Information



# About this Report

This document is supplementary to Scentre Group's (the Group) [2018 Sustainability Report](#) and provides additional information to support our sustainability performance from 1 January 2018 to 31 December 2018.

This supplementary document is in alignment with the scope and coverage of the 2018 Sustainability Report.

It includes information about our approach to:

- [Disclosing our management approach \(DMAs\)](#)
- [Global Reporting Initiative \(GRI\) Content Index](#)

Visit [our website](#) to read more about our:

- Sustainable Business Framework
- 2018 Sustainability Report
- Sustainability Performance Data Pack
- Sustainability Stories
- Stakeholder Engagement
- Defining Material Issues
- Past Reporting



Westfield Newmarket (NZ), render

# Investor Engagement and Financial Resilience

## Why it is important

Scentre Group has a clear strategic direction for growing its business, through owning, managing and developing the best retail assets in Australia and New Zealand. To continue to grow, our focus needs to be on a sustainable business model that creates genuine value for all our stakeholders. Every Westfield living centre stimulates economic activity and investment opportunities, as well as providing direct and indirect employment — through normal operations and major redevelopments. Scentre Group recognises that its economic performance may be impacted by various risk factors associated with property ownership, property management and development, construction of living centres, financing and general economic conditions.

## Our engagement with stakeholders

We engage with co-owners and our investor community to understand the sustainability benchmarks and surveys of significance to them. Annually, we provide our stakeholders with transparent disclosure of our strategies, management systems and performance through benchmarking surveys and our reporting on annual results.

## Our management approach

**Objective:** Deliver long-term financial sustainability by balancing short-term financial imperatives with longer-term financial performance.

**Management:** Sustainable economic value creation is managed through the development of feasibility studies for our development projects and business cases for investment in new, or alternative, technologies.

**Measurement:** Global Real Estate Sustainability Benchmark (GRESB) and Carbon Disclosure Project (CDP) scores; the inclusion of minimum sustainability requirements in all development feasibility studies; and the inclusion of whole-of-life measures within all business cases for plant, equipment or technology.

# Community Engagement

## Why it is important

Scentre Group's purpose is to create extraordinary places, connecting and enriching communities. Our portfolio of living centres is an essential part of the community's social and economic fabric, with millions of customers visiting our Westfield living centres every year. Investments in our portfolio and innovation are underpinned by meaningful engagement with the communities in which our centres operate.

## Our engagement with stakeholders

Scentre Group engages with the community as part of development projects to understand community expectations. Our centres engage with their local community groups and provide space within the centres to facilitate further community connections. Centres have ongoing relationships with local schools, councils and emergency services and regularly partner with them to collaborate, share information and work on specific initiatives.

## Our management approach

**Objective:** Maintain and grow meaningful engagement with the communities in which our centres operate.

**Management:** The Scentre Group Board approves significant community initiatives. Our centre management and design teams undertake community engagement for development projects and ensure that community feedback is reflected in the design of our assets. Development teams are responsible for delivering development assets as per design specifications. Our centre teams maintain relationships with local community groups and engage with them to help them reach out to the community.

**Measurement:** We measure our performance through the implementation of our centre's community plans and by undertaking community engagement initiatives to gain meaningful feedback during development projects. 'WestfieldIQ' — a panel comprising over 10,000 people — provides feedback on our community initiatives and suggestions regarding other community-based activities. 'CX-Loop' picks up hundreds of thousands of reviews of our centres and retail partners; from this we are able to discern and act upon themes regarding individual centres and our brand as a whole.

## Employee Engagement and Volunteering

### Why it is important

At Scentre Group, we are committed to our people spending two work days each year supporting our community. Our people are generous in their support, be it through donations, volunteering or in-kind support. Their goodwill is helping us to enrich our local communities and leave a positive legacy.

### Our engagement with stakeholders

Scentre Group supports employees to use their paid volunteering leave to contribute to the community and work in partnership with our community partners. Scentre Group's Workplace Giving Program facilitates employees to donate to their charity of choice and the company matches any employee donation dollar-for-dollar.

### Our management approach

**Objectives:** Maintain and grow meaningful engagement with the communities in which our centres operate.

**Management:** Our community team maintains relationships with our community partners and manages employee volunteering days to support these partners. The community team also promotes and monitors employee salary sacrifice contributions to their charities of choice. Our centre teams maintain relationships with local community groups and engage with them to help our employees volunteer within their direct community.

**Measurement:** We measure our performance through the number of volunteering days used by employees and the dollar value of salary sacrifice contributions from employees to their charities of choice.

## Employment and Labour

### Why it is important

At Scentre Group we aspire to be the place where talent can thrive by providing an employee experience that makes it easy for our people to do their work. We aim to have the right people, in the right place, doing the right things at the right time. Our DNA are our behavioural standards for the organisation and they guide how every employee needs to act at Scentre Group.

### Our engagement with stakeholders

We engage our employees from the time they sign their employment contract, through their induction and onboarding and, when on the job, through training and development. At all points along this process, we focus on building their capability in understanding our DNA, our Diversity and Inclusion agenda and, if they are people managers, their leadership. We continue to monitor our employee engagement through surveys and use this feedback to identify opportunities for improvement and further development.

### Our management approach

**Objectives:** Develop and enable leaders to attract, develop and retain the best people; and optimise systems, processes and technologies.

**Target:** Employee engagement — Maintain greater than 85 per cent (last measured in 2017 and was 88 per cent)

**Management:** The Human Resources Committee of our Board oversees the human resources policies and remuneration practices of the Group. The Human Resources Committee is also responsible for oversight of policies that promote and support equal opportunity and diversity within the Group. The Group HR function manages the human resources programs to enhance employee engagement, and productivity, such as leadership training and personal development programs.

**Measurement:** Cultural performance — Employee Engagement scores; compass collaboration and decision-making scores. Attraction and retention — retention in first three months and one year; voluntary turnover per year; total employee turnover; ready now successor for key roles; and retention of key talent year-on-year.

# Diversity and Equal Opportunity

## Why it is important

We are committed to creating a diverse and inclusive workplace, where people from different backgrounds, perspectives and experiences are recognised and valued.

For Scentre Group, diversity includes, but is not limited to, gender, age, disability, sexual orientation, ethnicity, religion and cultural background. Inclusion is about developing a culture where all employees can thrive and feel supported to bring their whole selves to work.

## Our engagement with stakeholders

We engage with our people across the organisation by raising awareness of diversity on days of significance aligned to our Diversity and Inclusion agenda, executive/team meetings, training of managers, provision of toolkits/resources and ongoing communication of success stories.

We engage with our female employees through our Connect Network, and with our parents through our Parents Connect program.

Feedback from the Connect Network helps Scentre Group understand any potential career barriers and identify solutions to improve work/life balance.

## Our management approach

**Objectives:** Increase attraction and retention of a diverse workforce; provide a supportive work environment for everyone; and raise awareness.

**Target:** Employee retention - Maintain greater than 90 per cent

**Management:** The Board Human Resources Committee assists the Board by overseeing the human resources policies, including policies that promote and support equal opportunity and diversity within the Group. The Diversity and Inclusion Council - chaired by the Director of Design and Construction - includes management representatives from across the organisation and assists the Executive to implement the Diversity and Inclusion plan.

**Measurement:** We measure diversity through various gender and ethnicity people diversity metrics. We measure inclusion through our employee survey and people metrics, including workplace flexibility. We measure retention in first three months and one year; voluntary turnover per year; total employee turnover; ready now successor for key roles; and retention of key talent year-on-year.



# Health and Safety

## Why it is important

We are committed to extraordinary places being safe places. With millions of customers visiting Westfield living centres every year, our assets must be designed to operate safely. Our Design and Construction (D&C) business unit includes high risk activities. Mental health is a major social issue that has the potential to significantly impact the livelihood of our people and therefore has become a key part of our health and safety agenda.

## Our engagement with stakeholders

All employees undertake a fundamental safety training module. Specific functions in centres, and on construction sites, are engaged in tailored and relevant safety training and workshops.

On construction sites, both Scentre Group employees and contractors are exposed to our new '5-in, 5-out' safety sign campaign as well as site toolbox meetings where they can share ideas, identify risks or opportunities. We engage regularly with construction contractors on safety and include key performance indicators in contracts. We openly discuss centre safety matters in forums with cleaning and security contractors. Site toolbox talks are held in centres to discuss safety policies and procedures with employees and contractors. Our Mental Health and Wellbeing program engages employees through awareness, support, partnerships, prevention and recovery. We partner with MATES in Construction to gain access to their expertise. We regularly practise our emergency plans with our people, retail partners and response agencies.

## Our management approach

**Objectives:** Continue implementing our 'People Protecting People' safety cultural change program; and enhancing our industry leading WHS management system.

**Management:** The Audit and Risk Committee is established by the Board to review and oversee management compliance with risk management policies and procedures, the adequacy of internal controls and the Group's legal compliance. The Group Risk function is responsible for developing and setting up the Work Health and Safety framework at corporate level. The WHS Committee is tasked with developing a clear path to align our WHS attitudes and behaviours towards a more generative culture. Our National Risk and Security Manager implements our Work Health and Safety framework in the operating centres to adequately address health and safety risks in collaboration with our asset teams. WHS accountabilities and responsibilities are identified in job descriptions to ensure personal accountabilities are clarified for all our people.

**Measurement:** We measure our health and safety performance through various leading and lagging performance indicators, including WHS cultural alignment survey results, training hours and lost time injuries and near miss incidents.

# Energy and Emissions

## Why it is important

Scentre Group owns, designs, develops, constructs, operates and manages a significant portfolio of living centres and commercial assets. This breadth of functions means that our environmental impacts and considerations span the complete asset lifecycle — from concept design and construction, through to ongoing operations and management. Our electricity usage is the most important contributor to our total greenhouse gas emissions, therefore our efforts focus on improving energy efficiency. Purchased energy is the single largest source of emissions for Scentre Group (around 95 per cent of Scope 1 and 2 emissions). Nearly 65 per cent of all energy used in our centres is used for heating, ventilation and air-conditioning (HVAC).

## Our engagement with stakeholders

We engage with our key contractors providing HVAC and building management systems to deliver energy efficiency. Key strategies include the integration of advanced analytics into our BMS and energy network that are dynamic and assist in identifying, prioritising and implementing initiatives that will improve our energy and emissions performance, demonstrating our commitment to the more efficient operations of assets within our portfolio.

## Our management approach

**Objectives:** Reduce the energy intensity of our portfolio.

**Management:** We have an appointed electricity committee to assist the Executive in making decisions around the procurement of electricity and our investment in solar that fulfil our obligations as a large energy user. Our Engineering team is focussed on short, medium and long-term upgrades to existing systems. The National Facilities team is focussed on maximising efficiency of existing systems. Our facilities managers engage directly with HVAC and BMS contractors in their centres to ensure the assets operate to their optimum efficiency and meet our electricity usage targets, reset each year.

**Measurement:** We measure energy (electricity and gas) usage and intensity. We also use benchmarking ratings such as NABERS on eligible sites and measure our assets performance over time through online platforms and energy audits.

# Materials

## Why it is important

Materials purchased for our construction projects have a considerable environmental and social impact. We need to understand our supply chain better before we can manage the impacts of materials used on our construction projects.

## Our engagement with stakeholders

We engage with suppliers of construction materials on a regular basis through general supply chain relations. Our focus continues to understand and manage our supply chain impacts better and engage meaningfully with our suppliers of construction materials to source products and services responsibly. We engage with our retail partners on a regular basis on their construction activities to understand their focus on sustainable materials.

## Our management approach

**Objectives:** Source products and services responsibly.

**Management:** Our Director of Design and Construction oversees procurement of materials for construction activities. Our Director of Leasing and Retail Solutions oversees retail design and shop openings.

**Measurement:** Product categories that are considered for sustainable procurement.



Westfield Stirling (WA), render



# Waste

## Why it is important

Construction and operational waste are significant aspects of our environmental impact. Operational waste to landfill is the largest contributor to Scentre Group's indirect emissions. Across our portfolio and development program, we generate substantial amounts of demolition and construction waste materials.

## Our engagement with stakeholders

We engage retail partners through on-boarding training, awareness programs, training on infrastructure available in centres and waste assessments to achieve reductions in waste and improvements in recycling. We engage with environmental authorities to access programs of benefit to our retail partners. We work in collaboration with our waste services providers to deliver improved outcomes in waste management and recycling. Our facilities managers meet on a regular basis with our waste service providers to identify efficiencies and potential operational improvements. We engage with our cleaning providers to help achieve recycling targets for each asset.

## Our management approach

**Objectives:** Increase the amount of waste diverted from landfill, and increase recycling.

### Targets:

- Increase waste recovery from operations to 75 per cent by 2025
- Increase waste recovery from operations to 90 per cent by 2030
- Maintain a waste recovery rate above 95 per cent for all developments

**Management:** Our National Facilities team develops the waste and recycling strategy for operating assets in collaboration with our national service provider. The National Facilities team assists our facilities managers at centres with the implementation of our waste strategy and monitoring of waste performance. The National Facilities team monitors and reports waste performance and provides monthly reports to senior management. Our facilities managers and cleaning contractors engage with tenants to ensure the assets meet waste and recycling targets. In our construction activities, contractors are expected to be able to report on recycling of construction waste, which is monitored by the project contract administrator.

**Measurement:** Organisational targets have been developed and we continue to set asset-specific targets with regard to operational waste to incentivise facilities teams to improve their performance. We measure overall performance through the amount of waste diverted from landfill.

# GRI Content Index

1. Organisational profile		
Indicator		Page number (or link)
102-1	Report the name of the organisation.	<a href="#">About this Report (pg.2)</a>
102-2	Report the primary brands, products, and services.	<a href="#">Message from the CEO (pg.3)</a>
102-3	Report the location of the organisation's headquarters.	<a href="#">Scentre Group at a glance (pg.6)</a> , <a href="#">Contact (pg.45)</a>
102-4	Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.	<a href="#">Scentre Group at a glance (pg.6)</a>
102-5	Report the nature of ownership and legal form.	<a href="#">Message from the CEO (pg.3)</a>
102-6	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	<a href="#">Scentre Group at a glance (pg.6)</a>
102-7	Report the scale of the organisation, including: <ul style="list-style-type: none"> <li>• Total number of employees</li> <li>• Total number of operations</li> <li>• Net sales (for private sector organisations) or net revenues (for public sector organisations)</li> <li>• Total capitalization broken down in terms of debt and equity (for private sector organisations)</li> <li>• Quantity of products or services provided</li> </ul>	<a href="#">Scentre Group 2018 Full Year Results — Presentation</a>
102-8	<ul style="list-style-type: none"> <li>• Report the total number of employees by employment contract and gender.</li> <li>• Report the total number of permanent employees by employment type and gender.</li> <li>• Report the total workforce by employees and supervised workers and by gender.</li> <li>• Report the total workforce by region and gender.</li> <li>• Report whether a substantial portion of the organisation's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors.</li> <li>• Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).</li> </ul>	<a href="#">Performance Data (pg.29)</a>
102-9	Describe the organisation's supply chain.	<a href="#">Disclosures of Management Approach - Materials</a>
102-10	Report any significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain, including: <ul style="list-style-type: none"> <li>• Changes in the location of, or changes in, operations, including facility openings, closings, and expansions</li> <li>• Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organisations)</li> <li>• Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination</li> </ul>	<a href="#">Message from our CEO (pg.3)</a>
102-11	Report whether and how the precautionary approach or principle is addressed by the organisation. (approach to risk management in operational planning or new product development)	<a href="#">Scentre Group 2018 Annual Financial Report - Directors' Report/Risks (pg.8)</a> <a href="#">Ethics and Compliance</a>
102-12	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	<a href="#">Ethics and Compliance</a>
102-13	List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation: <ul style="list-style-type: none"> <li>• Holds a position on the governance body</li> <li>• Participates in projects or committees</li> <li>• Provides substantive funding beyond routine membership dues</li> <li>• Views membership as strategic</li> </ul>	Property Council of Australia New Zealand Property Council Shopping Centre Council of Australia Business Council of Australia

## 2. Strategy and analysis

Indicator	Page number (or link)
102-14	<p>Provide a statement from the most senior decision-maker of the organisation (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability. Refer to framework, materiality process, material issues, link issues to values.</p> <p><a href="#">Message from our CEO (pg.3)</a> <a href="#">Our Approach as a Responsible, Sustainable Business (pg.9)</a></p>
102-15	<p>Provide a description of key impacts, risks, and opportunities.</p> <p><a href="#">Message from our CEO (pg.3)</a> <a href="#">Scentre Group 2018 Annual Financial Report – Directors' Report/Risks (pg.8)</a></p>

## 3. Ethics and integrity

Indicator	Page number (or link)
102-16	<p>Describe the organisation's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.</p> <p><a href="#">Our DNA (pg.2)</a> <a href="#">Governance</a> <a href="#">Scentre Group 2018 Annual Financial Report – Employee Handbook (pg.81)</a> <a href="#">Ethics and Compliance</a></p>
102-17	<p>Report the internal and external mechanisms for seeking advice and reporting concerns about ethical and lawful behavior, and matters related to organisational integrity, such as helplines or advice lines, whistleblowing mechanisms.</p> <p><a href="#">Governance</a></p>

## 4. Governance

Indicator	Page number (or link)
102-18	<p>Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.</p> <p><a href="#">Governance</a> <a href="#">Scentre Group 2018 Annual Financial Report – Corporate Governance Statement (pg.74)</a></p>
102-19	<p>Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.</p> <p><a href="#">Governance</a> <a href="#">Scentre Group 2018 Annual Financial Report – Corporate Governance Statement (pg.74)</a></p>
102-20	<p>Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.</p> <p><a href="#">Governance</a> <a href="#">Scentre Group 2018 Annual Financial Report – Corporate Governance Statement (pg.74)</a></p>
102-21	<p>Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.</p> <p><a href="#">Our Approach to Stakeholder Engagement</a></p>
102-22	<p>Report the composition of the highest governance body and its committees by:</p> <ul style="list-style-type: none"> <li>• Executive or non-executive</li> <li>• Independence</li> <li>• Tenure on the governance body</li> <li>• Number of each individual's other significant positions and commitments, and the nature of the commitments</li> <li>• Gender</li> <li>• Membership of under-represented social groups</li> <li>• Competences relating to economic, environmental and social impacts</li> <li>• Stakeholder representation</li> </ul> <p><a href="#">Governance</a> <a href="#">Scentre Group 2018 Annual Financial Report – Corporate Governance Statement (pg.74)</a></p>



#### 4. Governance continued

Indicator	Page number (or link)
<b>102-23</b> Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organisation's management and the reasons for this arrangement).	<a href="#">Governance</a> <a href="#">Scentre Group 2018 Annual Financial Report — Corporate Governance Statement (pg.74)</a>
<b>102-24</b> Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members, including: <ul style="list-style-type: none"> <li>• Whether and how diversity is considered</li> <li>• Whether and how independence is considered</li> <li>• Whether and how expertise and experience relating to economic, environmental and social topics are considered</li> <li>• Whether and how stakeholders (including shareholders) are involved</li> </ul>	<a href="#">Scentre Group 2018 Annual Financial Report — Corporate Governance Statement (pg.77)</a>
<b>102-25</b> Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum: <ul style="list-style-type: none"> <li>• Cross-board membership</li> <li>• Cross-shareholding with suppliers and other stakeholders</li> <li>• Existence of controlling shareholder</li> <li>• Related party disclosures</li> </ul>	<a href="#">Governance</a>
<b>102-26</b> Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	<a href="#">Disclosures of Management Approach</a>
<b>102-27</b> Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	<a href="#">Scentre Group 2018 Annual Financial Report — Corporate Governance Statement (pg.80)</a>
<b>102-28</b> <ul style="list-style-type: none"> <li>• Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics. Report whether such evaluation is independent or not, and its frequency. Report whether such evaluation is a self-assessment.</li> <li>• Report actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organisational practice.</li> </ul>	<a href="#">Scentre Group 2018 Annual Financial Report — Corporate Governance Statement (pg.79)</a>
<b>102-29</b> <ul style="list-style-type: none"> <li>• Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes.</li> <li>• Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.</li> </ul>	<a href="#">Governance</a> <a href="#">Scentre Group 2018 Annual Financial Report — Corporate Governance Statement (pg.74)</a> <a href="#">Our Approach to Stakeholder Engagement</a>
<b>102-30</b> Report the highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	<a href="#">Scentre Group 2018 Annual Financial Report — Corporate Governance Statement (pg.74)</a>
<b>102-31</b> Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	Annual review
<b>102-32</b> Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered.	Executive Committee
<b>102-33</b> Report the process for communicating critical concerns to the highest governance body.	<a href="#">Scentre Group 2018 Annual Financial Report — Corporate Governance Statement (pg.74)</a>

#### 4. Governance continued

Indicator	Page number (or link)
<b>102-34</b> Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	Partially reported <a href="#">Scentre Group 2018 Annual Financial Report – Corporate Governance Statement (pg.79)</a>
<b>102-35</b> <ul style="list-style-type: none"> <li>• Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration:               <ul style="list-style-type: none"> <li>– Fixed pay and variable pay:                   <ul style="list-style-type: none"> <li>&gt;Performance-based pay</li> <li>&gt;Equity-based pay</li> <li>&gt;Bonuses</li> <li>&gt;Deferred or vested shares</li> </ul> </li> <li>– Sign-on bonuses or recruitment incentive payments</li> <li>– Termination payments</li> <li>– Clawbacks</li> <li>– Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees</li> </ul> </li> <li>• Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.</li> </ul>	<a href="#">Scentre Group 2018 Annual Financial Report – Director's Report (pg.12)</a>
<b>102-36</b> Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organisation.	<a href="#">Scentre Group 2018 Annual Financial Report – Director's Report (pg.12)</a> <a href="#">Disclosures of Management Approach – Employment and Labour</a>
<b>102-38</b> Report the ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Not reported
<b>102-39</b> Report the ratio of percentage increase in annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Not reported

#### Stakeholder engagement

Indicator	Page number (or link)
<b>102-40</b> Provide a list of stakeholder groups engaged by the organisation.	<a href="#">Our approach to stakeholder engagement</a>
<b>102-41</b> Collective bargaining agreements.	This indicator is not material to Scentre Group's permanent workforce.
<b>102-42</b> Report the basis for identification and selection of stakeholders with whom to engage.	<a href="#">Our approach to stakeholder engagement</a>
<b>102-43</b> Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	<a href="#">Our approach to stakeholder engagement</a>
<b>102-44</b> Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	<a href="#">Our materiality approach</a> <a href="#">Disclosures of Management Approach</a>

Identified material aspects and boundaries		
Indicator		Page number (or link)
102-45	<ul style="list-style-type: none"> <li>List all entities included in the organisation's consolidated financial statements or equivalent documents.</li> <li>Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.</li> </ul>	<a href="#">Performance Data (pg.24)</a>
102-46	<ul style="list-style-type: none"> <li>Explain the process for defining the report content and the Aspect Boundaries. (methodologies, assumptions, decisions)</li> <li>Explain how the organisation has implemented the Reporting Principles for Defining Report Content.</li> </ul>	<a href="#">Our materiality approach</a>
102-47	List all the material Aspects identified in the process for defining report content.	<a href="#">Our materiality approach</a>
102-48	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	<a href="#">Performance Data (pg.23)</a>
102-49	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	No significant changes

Report profile		
Indicator		Page number (or link)
102-50	Reporting period (such as fiscal or calendar year) for information provided.	<a href="#">About this Report (pg.2)</a>
102-51	Date of most recent previous report (if any).	<a href="#">About this Report (pg.2)</a>
102-52	Reporting cycle (such as annual, biennial).	<a href="#">About this Report (pg.2)</a>
102-53	Provide the contact point for questions regarding the report or its contents.	<a href="#">Scentre Group Corporate Affairs (pg.45)</a>
102-54	Report the 'in accordance' option the organisation has chosen.	<a href="#">About this Report (pg.2)</a>
102-55	Report the GRI Content Index for the chosen option.	<a href="#">About this Report (pg.2)</a>
102-56	<ul style="list-style-type: none"> <li>Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines.</li> <li>Report the organisation's policy and current practice with regard to seeking external assurance for the report.</li> <li>If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided.</li> <li>Report the relationship between the organisation and the assurance providers.</li> <li>Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report.</li> </ul>	<a href="#">About this Report (pg.2)</a> <a href="#">Performance Data (pg.43)</a>

Disclosures on management approach		
Indicator		Page number (or link)
103-1	For each material topic, the reporting organisation shall report the following information: a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organisation's involvement with the impacts. For example, whether the organisation has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	<a href="#">Disclosures of management approach</a>
103-2	For each material topic, the reporting organisation shall report the following information: a. An explanation of how the organisation manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives.	<a href="#">Disclosures of management approach</a>
103-3	For each material topic, the reporting organisation shall report the following information: a. An explanation of how the organisation evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	<a href="#">Disclosures of management approach</a>



Economic		
Indicator		Page number (or link)
201-1	Direct economic value generated and distributed	<a href="#">Performance Data (pg.35)</a>
201-2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	<a href="#">Environment: Climate Resilience (pg.19)</a> <a href="#">Scentre Group 2018 Annual Financial Report - Directors' Report/Risks (pg.8)</a>

Environmental		
Indicator		Page number (or link)
302-1	Energy consumption within the organisation	<a href="#">Performance Data (pg.36)</a>
302-3	Energy intensity	<a href="#">Performance Data (pg.42)</a>
302-4	Reduction of energy consumption	<a href="#">Performance Data (pg.36)</a>
303-1	Water withdrawal by source	<a href="#">Performance Data (pg.41)</a>
305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	<a href="#">Performance Data (pg.38)</a>
305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	<a href="#">Performance Data (pg.38)</a>
305-3	Other indirect greenhouse gas (GHG) emissions (Scope 3)	<a href="#">Performance Data (pg.39)</a>
305-4	Greenhouse gas (GHG) emissions intensity	<a href="#">Performance Data (pg.42)</a>
305-5	Reduction of greenhouse gas (GHG) emissions	<a href="#">Performance Data (pg.38)</a>
306-2	Total weight of waste by type and disposal method	<a href="#">Performance Data (pg.40)</a>
306-4	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	<a href="#">Performance Data (pg.40)</a>
307-1	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	No significant fines

Social		
Indicator		Page number (or link)
401-1	Total number and rates of new employee hires and employee turnover by age group, gender and region	<a href="#">Performance Data (pg.29)</a>
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	<a href="#">Performance Data (pg.30)</a>
401-3	Return to work and retention rates after parental leave, by gender	<a href="#">Performance Data (pg.31)</a>
403-1	Workers representation in formal joint management-worker health and safety committees	<a href="#">Performance Data (pg.34)</a>
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<a href="#">Performance Data (pg.34)</a>
404-1	Average hours of training per year per employee by gender, and by employee category	<a href="#">Performance Data (pg.32)</a>
404-3	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	<a href="#">Performance Data (pg.33)</a>
405-1	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	<a href="#">Performance Data (pg.30)</a> <a href="#">Message from the CEO (pg.3)</a> <a href="#">Timeline (pg.8)</a>
406-1	Total number of incidents of discrimination and corrective actions taken	<a href="#">Performance Data (pg.33)</a>
411-1	Total number of incidents of violations involving rights of indigenous peoples and actions taken	No incidents
413-1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	<a href="#">Community (pg.28)</a>

CRESS Indicators		
Indicator		Page number (or link)
CRE-1	Building Energy Intensity	<a href="#">Performance Data (pg.42)</a>
CRE-8	Type and number of sustainability certification, rating and labelling schemes for new construction, management, occupation and redevelopment	<a href="#">Our Targets (pg.5)</a>
CRE-3	Building greenhouse gas emissions intensity	<a href="#">Performance Data (pg.42)</a>
CRE-2	Building Water Intensity	<a href="#">Performance Data (pg.42)</a>
CRE-6	Percentage of the organisation operating in verified compliance with an internationally recognised health and safety management system	We are in the process of transitioning our WHS System from AS4801 (2001) to align to ISO45001 (2018).

# Contact

## **Scentre Group**

Scentre Group Limited  
ABN 66 001 671 496

## **Scentre Group Trust 1**

ARSN 090 849 746  
(Responsible Entity: Scentre  
Management Limited  
ABN 41 001 670 579,  
AFS Licence No 230329)

## **Scentre Group Trust 2**

ARSN 146 934 536  
(Responsible Entity: RE1 Limited  
ABN 80 145 743 862,  
AFS Licence No 380202)

## **Scentre Group Trust 3**

ARSN 146 934 652  
(Responsible Entity: RE2 Limited  
ABN 41 145 744 065,  
AFS Licence No 380203)

## **Registered Head Office**

Level 30  
85 Castlereagh Street  
Sydney NSW 2000  
Telephone: +61 2 9358 7000  
Facsimile: +61 2 9358 7241

## **New Zealand Office**

Level 2, Office Tower  
277 Broadway  
Newmarket, Auckland 1023  
Telephone: +64 9 978 5050  
Facsimile: +64 9 978 5070

## **Secretaries**

Maureen T McGrath  
Paul F Giugni

## **Investor Information**

Scentre Group  
Level 30  
85 Castlereagh Street  
Sydney NSW 2000  
Telephone: +61 2 9358 7877  
Facsimile: +61 2 9358 7881  
Email: [investor@scentregroup.com](mailto:investor@scentregroup.com)  
Website: [scentregroup.com](http://scentregroup.com)

## **Principal Share Registry**

Computershare Investor  
Services Pty Limited  
Level 4, 60 Carrington Street  
Sydney NSW 2000  
GPO Box 2000  
Melbourne VIC 3001  
Telephone: +61 3 9946 4471  
Enquiries: 1300 730 458  
Facsimile: +61 3 9415 2500  
Email: [web.queries@computershare.com.au](mailto:web.queries@computershare.com.au)  
Website: [computershare.com](http://computershare.com)

## **Auditors**

Ernst & Young  
The Ernst & Young Centre  
680 George Street  
Sydney NSW 2000

## **ADR Registry**

BNY Mellon Shareowner Services  
PO Box 505000  
Louisville, KY 40233-5000  
USA  
US Domestic Calls (toll free):  
1 888 BNY ADRS or 1888 269 2377  
International Calls: +1 201 680 6825  
Email: [shrrelations@bnymellon.com](mailto:shrrelations@bnymellon.com)  
Website: [www.mybnymdr.com](http://www.mybnymdr.com)  
Code: SCTRY

## **Listing**

Australian Securities Exchange — SCG

## **Website**

[scentregroup.com](http://scentregroup.com)

## **Scentre Group Corporate Affairs**

Telephone: +61 2 9358 7000  
[corporateaffairs@scentregroup.com](mailto:corporateaffairs@scentregroup.com)