

PEOPLE DATA

DIVERSITY AND INCLUSION



Parental leave	FY18*				FY17		
	Total	Male	Female	Prefer not to say	Total	Male	Female
Entitled to Paid Parental Leave	474	216	257	1	409	200	209
Commenced Primary Parental Leave	16	1	15	0	14	1	13
Still on Primary Parental Leave	11	0	11	0	11	0	11
Returned to Work	4	1	3	0	4	1	3
No longer employed or did not return	1	1	0	0	1	-	-

*FY18 now includes fixed-terms.

Return to work rate FY17 parental leavers	FY17
Took primary parental leave in FY17	14
Returned to Work and still employed (30 June 2018)	14
No longer employed or did not return	0
Still on Primary Parental Leave	0
Total	100%

Board composition by gender (NED)	FY18*		FY17*		FY16*		FY15		FY14		FY13	
	Number	Rate %	Number	Rate %	Number	Rate %	Number	Rate %	Number	Rate %	Number	Rate %
Male	3	60	3	60	4	80	7	87.5	7	87.5	7	87.5
Female	2	40	2	40	1	20	1	12.5	1	12.5	1	12.5
Total	5	100%	5	100%	5	100%	8	100%	8	100%	8	100%

*Non Executive Directors only.

PEOPLE DATA

CONTINUED

Remuneration Ratio

Remuneration reported in terms of the ratio of female remuneration in relation to male remuneration within each defined job band.

Job bands consist of:

- Senior Management comprises Managing Director, Executive Committee and Heads of Divisions
- Management comprises Senior Managers
- Senior Professional comprises Managers, Senior Professionals and Experienced Professionals
- Professional comprises:
 - Mid-level Professionals, Team Leaders and Senior Support Staff
 - Professional and Experienced Support Staff
- Support comprises Support Staff

Metric boundary:

- Includes only full-time and part-time permanent and fixed-term contract employees
- Includes only fixed remuneration

Remuneration ratio	FY18		FY17		FY16		FY15		FY14	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Senior Management	0.69	1	0.75	1	0.59	1	0.40	1	0.49	1
Management	0.88	1	0.86	1	0.72	1	0.75	1	0.75	1
Senior Professional	1.03	1	1.01	1	0.77	1	0.71	1	0.78	1
Professional	0.90	1	0.94	1	0.88	1	0.77	1	0.79	1
Support	0.85	1	0.85	1	0.94	1	0.99	1	1.02	1
All company*	0.58	1	0.58	1	0.54	1	0.49	1	0.53	1

*Above is average of full-time fixed remuneration only and excluding employee 'prefer not to say to maintain confidentiality'.

Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing their career endings

Induction	<ul style="list-style-type: none"> • STARTER – mandatory online modules completed within the first month of employment which summarise our organisational structure, strategy, culture and way of working, and key components across the employee lifecycle • Fundamentals to know as a Charter Hall employee • IT Introduction – step-by-step introduction to our technology and how to use it both in the office and when working remotely • Environment tour – a guided tour of the workplace to raise awareness of different office spaces and better understand how to use each space to optimise performance • Induction day – an interactive, 1.5 day face-to-face program that shares insights into the foundations of the organisation, and explains how our divisions and assets operate and interact to reinforce the importance of collaboration and customer focus
Compliance	<ul style="list-style-type: none"> • Safetrac – annual online compliance modules which are mandatory for all employees and focus on areas such as work, health and safety, ethics, security and integrity • Bite Sized Learning – regular short, face-to-face sessions that focus on areas such as risk, bullying and harassment, and general compliance
Technical	<ul style="list-style-type: none"> • Lunch n Learn – regular short face-to-face sessions managed by each division to focus on specific technical requirements and better understanding the impacts of their operations on other parts of the business • External Short Courses and Conferences – on an as needs basis aligned to individual development plans. Examples of these courses include Essentials of Finance for Non Finance Managers, Property Valuation, Leasing Fundamentals, Asset Management, Real Estate Certificate Program
General	<ul style="list-style-type: none"> • Bite Sized Learning – regular short face-to-face sessions available to all employees to build important skills and capabilities such as networking, presentation skills, emotional intelligence, having critical conversations • MindTools – online elearning platform available to all employees to access a range of learning and development resources on an as needs basis, anywhere and at any time • Live Tuesday sessions – monthly breakfast learning sessions where we invite speakers to share their stories and challenge our thinking about a wide range of local and global issues. These sessions have included customers, market analysts, business leaders in renewable technologies, community entrepreneurs and health and wellbeing advocates
Management and Leadership	<ul style="list-style-type: none"> • Manager Success Series – a series of live, virtual workshops to provide frontline managers with knowledge and tools to enhance their people management effectiveness. Topics include making great hiring decisions, maximising on the job learning, everyday coaching and leading teams through change • Leadership Development Program – a circa 10 month coaching based program for new leaders that focuses on building self awareness (informed by 360 degree feedback) and developing personal, team and strategic leadership skills

PEOPLE DATA

CONTINUED

Percentage of employees receiving regular (annual) performance and career development reviews, by gender and employee category.

Percentage reported in terms of proportion of total employees by gender and employee category receiving annual performance and career development reviews.

Job bands consist of:

- Senior Management comprises Managing Director, Executive Committee and Heads of Divisions
- Management comprises Senior Managers
- Senior Professional comprises Managers, Senior Professionals and Experienced Professionals
- Professional comprises:
 - Mid-level Professionals, Team Leaders and Senior Support Staff
 - Professional and Experienced Support Staff
- Support comprises Support Staff

Employee Category	Gender	Percentage of Employees receiving regular performance and career development reviews %
Senior Management	Male	100%
	Female	100%
Management	Male	100%
	Female	100%
Senior Professional	Male	100%
	Female	100%
Professional or Experienced Support; Support	Male	100%
	Female	100%

The above table includes performance and career development reviews completed for permanent employees and a select number of fixed term employees where they have short-term incentives in place. Given that performance reviews are finalised in September of the following reporting period, the FY18 performance reviews completion rate only includes eligible employees that were still employed as at 3 September 2018. The performance review completion rate metric also excludes the following: employees that are still within their 3–6 month probationary period as at 30 June 2018; employees who have transitioned to a new role within the organisation within the FY18 period.

PEOPLE DATA

CONTINUED

Workforce Breakdown by Job Band, Age and Gender

Workforce reported in terms of:

- Number: Number of employees by age and gender within each defined job band
- Percentage: Proportion of employees by age and gender within each defined job band

Job bands consist of:

- Senior Management comprises Managing Director, Executive Committee and Heads of Divisions
- Management comprises Senior Managers
- Senior Professional comprises Managers, Senior Professionals and Experienced Professionals
- Professional comprises:
 - Mid-level Professionals, Team Leaders and Senior Support Staff
 - Professional and Experienced Support Staff
- Support comprises Support Staff

Metric boundary:

Includes only full-time and part-time permanent and fixed-term contract employees.

Workforce breakdown by job band, age and gender	Senior Management			Management			Senior Professional			Professional			Support		
	Male	Female	Prefer not to say	Male	Female	Prefer not to say	Male	Female	Prefer not to say	Male	Female	Prefer not to say	Male	Female	Prefer not to say
Under 30	0	0	0	1	0	0	5	0	0	21	37	0	3	11	0
30-50	20	6	0	50	15	0	37	34	0	43	92	1	2	41	0
50+ years	4	0	0	8	3	0	2	2	0	15	2	0	5	14	0
Total	24	6	0	59	18	0	44	36	0	79	131	1	10	66	0

Workforce breakdown by job band, age and gender	Senior Management			Management			Senior Professional			Professional			Support		
	Male %	Female %	Prefer not to say %	Male %	Female %	Prefer not to say %	Male %	Female %	Prefer not to say %	Male %	Female %	Prefer not to say %	Male %	Female %	Prefer not to say %
Under 30	0%	0%	0%	1%	0%	0%	6%	0%	0%	10%	18%	0%	4%	14%	0%
30-50	67%	20%	0%	65%	19%	0%	46%	42%	0%	20%	44%	0.2%	3%	54%	0%
50+ years	13%	0%	0%	11%	4%	0%	3%	3%	0%	7%	1%	0%	7%	18%	0%
Total	80%	20%	0%	77%	23%	0%	55%	45%	0%	37%	63%	0.2%	14%	86%	0%

PEOPLE DATA

CONTINUED

Percentage of women in the workforce and senior management

Data reported in terms of:

- Number: Number of employees by age and gender within each defined job band
- Percentage: Proportion of employees by age and gender within each defined job band

Job bands consist of:

- Senior Management comprises Managing Director, Executive Committee and Heads of Divisions
- Management comprises Senior Managers
- Senior Professional comprises Managers, Senior Professionals and Experienced Professionals
- Professional comprises:
 - Mid-level Professionals, Team Leaders and Senior Support Staff
 - Professional and Experienced Support Staff
- Support comprises Support Staff

Metric boundary:

Includes only full-time and part-time permanent and fixed-term contract employees.

Headcount by Job Band and Gender	Senior Management		Management		Senior Professional		Professional		Support	
	Number	%	Number	%	Number	%	Number	%	Number	%
Male	24	80%	59	77%	44	55%	79	37%	10	13%
Female	6	20%	18	23%	36	45%	131	62%	66	87%
Prefer not to say	0	0	0	0	0	0	1	0	0	0

This is showing same information as previous page; just in a different way.

PEOPLE DATA

CONTINUED

Our Workforce

Employee breakdown by contract type and gender:

Employee breakdown reported in terms of number of employees by gender within each contract type.

Contract type consists of:

- Permanent full-time
- Permanent part-time
- Fixed-term full-time
- Fixed-term part-time

Metric boundary:

Includes only full-time and part-time permanent and fixed-term contract employees.

Breakdown by contract type and gender	FY18				FY17				FY16			FY15			FY14			FY13		
	Total	Male	Female	Prefer not to say	Total	Male	Female	Prefer not to say	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female
Permanent full-time	406	201	204	1	380	197	182	1	352	188	164	312	166	146	289	162	127	245	140	105
Permanent part-time	40	3	37	0	30	3	27	0	26	3	23	28	3	25	27	2	25	21	1	20
Fixed-term full-time	24	11	13	0	20	4	16	0	17	9	8	17	10	7	2	0	2	3	0	3
Fixed-term part-time	4	1	3	0	4	1	3	0												
Total	474	216	257	1	434	205	228	1	395	200	195	357	179	178	318	164	154	269	141	128

Employee breakdown by region and gender:

Employee breakdown reported in terms of number of employees by gender within each contract type.

Regions consist of each state in which Charter Hall operates:

- New South Wales
- Queensland
- South Australia
- Victoria
- Western Australia

Breakdown by region and gender	FY18				FY17			
	Employees	Male	Female	Prefer not to say	Employees	Male	Female	Prefer not to say
NSW	363	173	189	1	324	156	167	1
QLD	37	15	22	0	35	14	21	0
SA	8	1	7	0	9	2	7	0
VIC	34	14	20	0	36	17	19	0
WA	32	13	19	0	30	16	14	0
Total	474	216	257	1	434	205	228	1

Metric boundary:

Includes only full-time and part-time permanent and fixed-term contract employees.

PEOPLE DATA

CONTINUED

Breakdown by age	FY18				FY17			
	Employees	Male	Female	Prefer not to say	Employees	Male	Female	Prefer not to say
Under 30	78	30	48	0	75	26	48	1
30 – 50	341	152	188	1	312	149	163	0
50+ years	55	34	21	0	47	30	17	0
Total	474	216	257	1	434	205	228	1

Employee changes by age	FY18		FY17	
	New Hires	Termination	New Hires	Termination
Under 30	29	16	46	30
30 – 50	67	59	83	67
50+ years	12	11	7	10
Total	108	86	136	107

Employee changes by region	FY18		FY17	
	New Hires	Termination	New Hires	Termination
NSW	90	67	108	85
QLD	7	4	8	9
SA	5	6	1	2
VIC	2	6	10	5
WA	4	3	9	6
Total	108	86	136	107

Employee changes by gender	FY18		FY17	
	New Hires	Termination	New Hires	Termination
Male	41	33	48	47
Female	67	53	87	60
Prefer not to say	0	0	1	0
Total	108	86	136	107

Turnover	FY18		FY17		FY16		FY15	
	Number	%	Number	%	Number	%	Number	%
Voluntary	52	11.90	66	16.40	49	12.90	66	19.90
Involuntary	18	4.10	22	5.50	20	5.30	31	9.30
Total	70	16.10	88	21.80	69	18.10	97	29.20

*FY18 & FY17 is done as per new turnover to board only includes permanent employees. Therefore numbers do not add up to Employee Changes