



Westfield Group

Diversity Policy

Westfield Holdings Limited

(ABN 66 001 671 496)

Westfield Management Limited

(ABN 41 001 670 579)

Westfield America Management Limited

(ABN 66 072 780 619)

1. Approach to diversity

The Westfield Group has a strong commitment to diversity and seeks to promote an inclusive culture where people are encouraged to succeed to the best of their ability.

Westfield recognises that diversity contributes to its business success and aspires to a workforce reflective of the communities in which the Group operates.

Westfield's commitment to diversity means that the Group continuously works to ensure an environment that is supportive of equal opportunity and equal access to career development, remuneration and benefits through the implementation of practices, procedures and policies which support, among other matters, diversity.

Diversity is about recognising and valuing the contribution of people from different backgrounds, with different perspectives and experiences. Diversity includes but is not limited to gender, age, disability, ethnicity, religion and cultural background.

2. Policies and practices

The Westfield Group, in its efforts to support diversity, has programs, practices and policies covering:

- recruitment, selection and promotion
- career development and performance
- talent and succession management
- mentoring
- flexible work practices including parental leave
- employee consultation
- sponsorships

These programs, practices and policies supplement other human resources policies including Westfield Staff Code of Conduct which include policies on prevention of discrimination and harassment.

3. Measurable objectives

Gender diversity is integral to the Group's overall diversity strategy. Increasing the representation of women at senior levels is one of the Group's ongoing priorities.

Diversity related measurable objectives for the Group will be reviewed on an annual basis.

The Managing Director of each country in which the Group operates will be responsible, on an annual basis, for developing a three year plan to address diversity initiatives and measures for personnel in the country for which they are Managing Director.

The plans will incorporate the Group's measurable objectives having regard to key metrics including:

- representation by gender within each band within the Group, including senior management
- representation by gender in development and leadership programs
- representation, by gender, in talent and succession planning



- salary comparison by gender and role level
- employee turnover rates by gender
- employee survey results.

The Managing Directors (in conjunction with the regional director of Human Resources) will be responsible for monitoring and evaluating implementation of the three year plan and the various initiatives contemplated by the plan.

The Global Executive Committee will receive reports from the Managing Directors on the Group's diversity related initiatives and facilitate periodic reporting to the Board.

4. Role of the Board

The Board of the Westfield Group will review the progress of the Group's diversity strategy on at least an annual basis including the Group's objectives for achieving gender diversity and the Group's progress in achieving those objectives.

Any amendments to this policy must be approved by the Board of the Westfield Group.

