SCENTRE GROUP

ASX ANNOUNCEMENT
17 March 2022

Scentre Group (ASX: SCG)
Scentre Group 2021 Responsible Business Report and 2021 Modern Slavery Statement

Scentre Group today released its 2021 Responsible Business Report and 2021 Modern Slavery Statement.

These documents are attached and are available at: scentregroup.com/sustainability

This announcement has been authorised for release by the Company Secretary.

Further information:

Company Secretary	Investor Relations	Corporate Affairs/Media
Maureen McGrath	Andrew Clarke	Alexis Lindsay
+61 2 9358 7439	+61 2 9358 7612	+61 2 9358 7739

2021 Responsible Business Report

SCENTRE GROUP

Creating extraordinary places, connecting and enriching communities

A message from our Chief Executive Officer

Responsible business is core business. It's fundamental to Our Purpose: *creating extraordinary places, connecting and enriching communities.*

During 2021 all 42 Westfield Living Centres across Australia and New Zealand remained open, providing essential services to our local communities through a COVID-19 interrupted year. This is important when you consider the direct and indirect economic impact of our supply chain and our centres. On average, Westfield Living Centres contribute more than half of retail employment within their immediate community.

During the year we had 413 million customer visits, despite experiencing more government restrictions and lockdown days than the previous year. When restrictions eased, customers returned to our Living Centres – reinforcing the trusted role we play in our communities and their eagerness to gather in our destinations.

We maintained momentum on a number of key community engagement initiatives including the delivery of our fourth consecutive Westfield Local Heroes program. Since 2018, we've donated $4.88 million to the organisations represented by our successful Local Heroes.

Our operating culture is an important indicator of the health of our business. During the year we conducted our Employee Survey and were very pleased with our engagement score of 85% which places us in the top 5% of companies globally. We identified areas of improvement for our leaders which include a greater focus on career development and pathways for our people.

Our approach to Diversity, Equity and Inclusion is a key contributor to our culture and one of the ways we fulfil our people vision to be the place where talent can thrive. We are making progress on our 40:40:20 by 2025 target and are increasing the representation of women at all levels of management. Feeling safe to speak up is an important part of the culture we seek to foster. We have zero tolerance for sexual harassment, consistent with our Code of Conduct. We have enhanced our disclosure of potential discriminatory conduct from employees/contractors this year to include the number of matters that related to alleged conduct of a sexual nature in the workplace. We will continue our training and advocacy to eradicate sexual harassment.

Playing our role in decarbonising the economy and improving our energy efficiency continued to be a significant focus for our business. We are making progress on our net zero emissions by 2030 target and have committed to achieve a 50% reduction in emissions by 2025.

Our team has been proactive and decisive in supporting our customers, communities, business partners, people and investors throughout the year.

We will continue to focus on how we integrate responsible business objectives further into our business strategy to drive performance which creates value for all of our stakeholders.

Thank you for your interest in our performance and progress.

Peter Allen | Chief Executive Officer
17 March 2022

CONTENTS

A message from our Chief Executive Officer 2
2021 highlights 3
Our targets 4
Benchmarking and external recognition 5
Scentre Group overview 6
Our strategic locations 7
Our approach as a responsible, sustainable business 8

Our Community 9
Our community 10
Supporting local opportunities and challenges 11
Connecting communities 13
Westfield Local Heroes 15
Engaging and listening 18
Customer driven future developments 19
Safe and secure places are welcoming places 20

Our People 22
Our people 23
Attracting and retaining talent 24
A diverse workforce to reflect our communities 27
People protecting people 29

Our Environmental Impact 32
Our environmental impact 33
Our net zero emissions progress 34
Waste recovery and recycling 36
Water 38
Climate resilience 39
Alignment to Task Force on Climate-Related Financial Disclosures 43

Our Economic Performance 44
Economic performance 45
Creating economic value for our communities 46
Growth and investing in our platform 47
Supply chain management 48

About this report 50
Contact 51

2021 highlights

Our Community

Improved customer advocacy to 38, +2pts

$4.88 million recognising 489 Westfield Local Heroes since 2018

Facilitated access to COVID-19 vaccinations

Our People

85% Engaged & Inspired score

94% key talent retained

15.7 training hours average per team member

Our Environmental Impact

30% reduction in total portfolio Scope 1 and 2 emissions since 2014*

54% of operational waste diverted from landfill

A Climate Change 'A' list with CDP - only company in AU or NZ

** We are using 2014 as our emissions reduction baseline, the year Scentre Group was established.*

Our Economic Performance

$738.7 million distribution for the year ahead of guidance

Contributed to the economic recovery by providing cash flow support to SMEs

$12 million our largest commitment to an Indigenous business to date

Our targets

Our Community

Community plan

Impactful delivery of 100% of the agreed priority community initiatives that each centre sets in its Community Plan

Achieved
100% agreed priority initiatives delivered in 2021

Customer advocacy – Westfield Local Heroes

Maintain customer advocacy greater than 70% for Westfield's ability to connect and enrich the community

Achieved
72% of customers agreed Westfield Local Heroes 'connects and enriches the community' in 2021

Our People

Employee engagement

Maintain engagement greater than 85%

Achieved
85% Engaged & Inspired score as measured in our 2021 employee survey

Employee retention

Key talent retention greater than 90%

Achieved
94% of key talent retained in 2021

Gender

Representation of 40% female, 40% male and 20% either gender across all levels of management by 2025

In Progress
45% female representation across all levels of management in 2021

Our Environmental Impact

Energy and emissions

Achieve net zero carbon emissions by 2030 for our wholly-owned Westfield Living Centres from a 2014 baseline*

In Progress
30% reduction in emissions across our total portfolio since 2014

Scentre Group portfolio to reach an average Retail NABERS rating of 4.5 stars by 2025

In Progress
Portfolio average 4.47 stars

Buildings

All new developments and designs to incorporate 5 star Green Star design guidelines as a minimum by 2025

In Progress

** We are using 2014 as our emissions reduction baseline, the year Scentre Group was established.*

Recycling and waste management

Increase waste recovery from operations to 90% by 2030

In Progress
54% waste recovered in 2021

Maintain waste recovery rate above 95% for all major developments

In Progress
Average 95% waste recovery from three major developments in progress across 2021

Benchmarking and external recognition

Benchmarking

CARINDALE FOR DESIGN AND AS BUILT

DONCASTER FOR DESIGN AND AS BUILT

SYDNEY FOR DESIGN AND AS BUILT

Citations and awards

Stakeholder initiatives

Our Purpose

Creating extraordinary places, connecting and enriching communities

Our Plan

We will create the places more people choose to come, more often, for longer

Our Ambition

To grow the business by becoming essential to people, their communities and businesses that interact with them

We will expand and enhance our three growth pillars

- **Businesses**
- **Our Platform**
- **People & Communities**

We are a responsible, sustainable business

- **Community**
- **People**
- **Environmental Impact**
- **Economic Performance**

Our DNA

- We put our customers **first**
- We act with **integrity**
- We strive for **excellence**
- We succeed **together**
- We are constantly **curious**
- We create a **positive legacy**

Our strategic locations

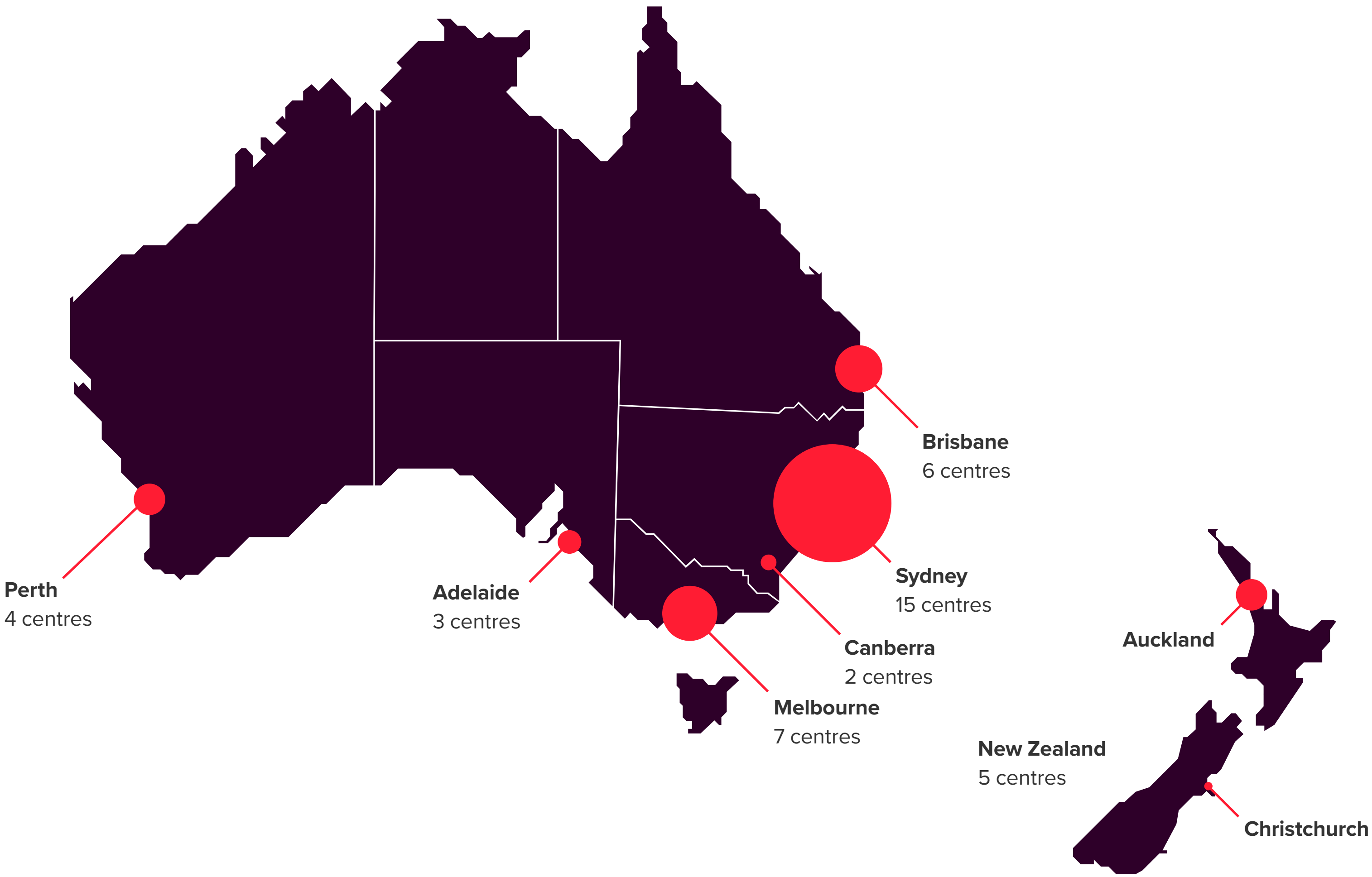
Scentre Group owns and operates a leading platform of 42 Westfield Living Centres across Australia and New Zealand encompassing approximately 12,000 outlets. The strategic locations of our portfolio enables businesses to efficiently connect with more customers.

20 million
people live within close proximity to a Westfield Living Centre.

Australia & New Zealand portfolio

42
Westfield Living Centres

413m
customer visits in 2021



Our approach as a responsible, sustainable business

Our strategy is to operate as a responsible, sustainable business including initiatives that address the four pillars of our approach – our community, people, environmental impact and economic performance.

The issues that matter

During the year, we completed a materiality review and the areas of focus considered to have a 'high' influence and impact for our business and our stakeholders have remained consistent – energy and greenhouse gas (GHG) emissions; water; health, safety and security and employment and labour practices.

This year we have aligned relevant UN Sustainable Development Goals into our reporting approach aligned to the four pillars of our responsible business approach.

Our 2021 report content is informed by these issues as well as our company's response to COVID-19.

Our stakeholders

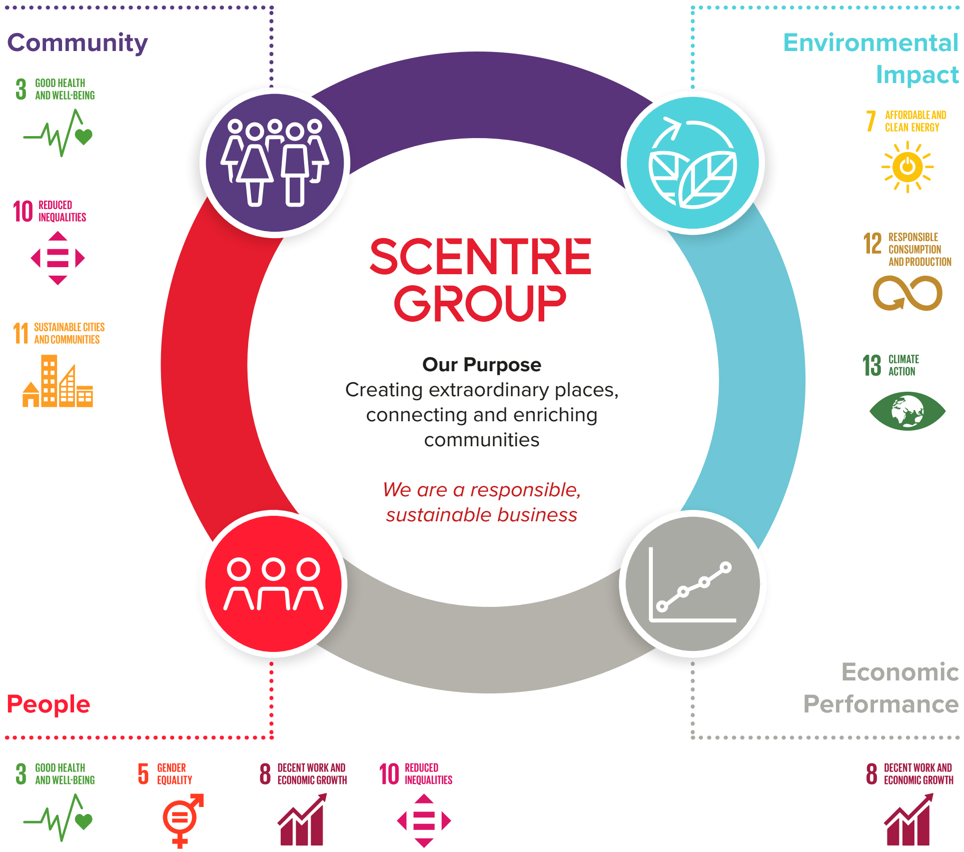
Engaging with internal and external stakeholders supports our understanding of the Group's most significant responsible business issues.

A number of internal and external stakeholders have an interest in Scentre Group's business and these are summarised in Our Plan:

- Our customers
- Our business partners
- Our investors
- Our people.

Other stakeholders include suppliers, government, industry bodies, joint venture partners, community partners and the communities in which we operate. We have established communication channels and feedback loops to maintain awareness and are responsive to our stakeholders' issues and concerns. An overview of how we engage with our stakeholders is provided in more detail in the Disclosures of Management Approach (DMA) for each of the four pillars of our Sustainable Business Framework (our community, our people, our environmental impact and our economic performance).

See our Data Pack with DMAs.



Our Community

Joanne Beedie Westfield Innaloo Local Hero 2018 & 2021

> Data Pack

Improved
customer advocacy to 38, +2pts

$4.88m
recognising 489 Westfield Local Heroes since 2018

Facilitated
access to COVID-19 vaccinations

Community engagement
to realise the vision for Westfield Knox

Aligned to Sustainable Development Goals

3 GOOD HEALTH AND WELL-BEING
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES

Our community

Our Westfield Living Centres create meaningful human connections that help build thriving and inclusive communities.

We strive to be the place people choose to spend their time because we offer experiences tailored to our communities with vibrant local celebrations, easy ways to give back and feel connected, and convenient access to everyday essentials.

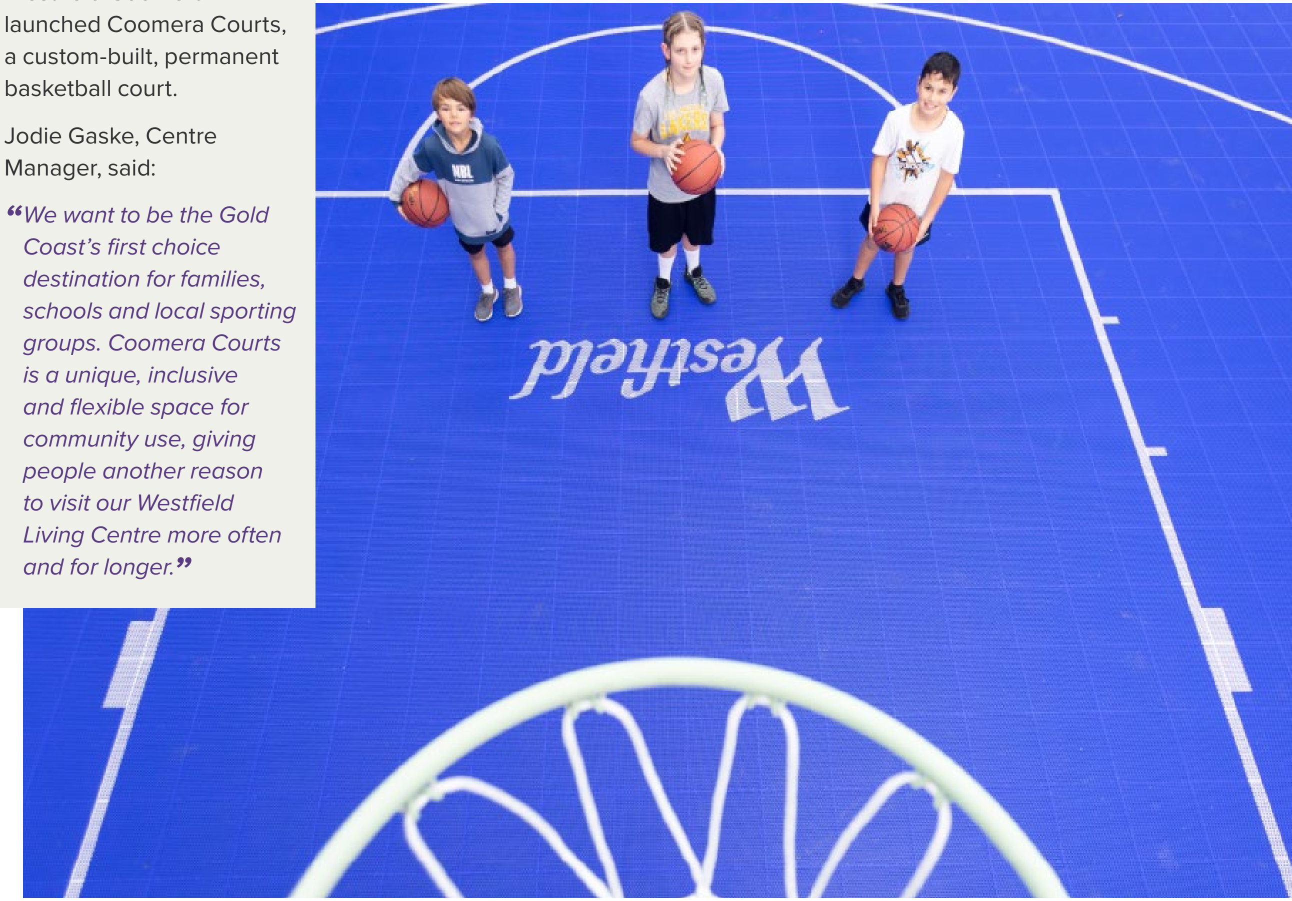
Our destinations are inclusive, safe and accessible, strategically located close to 20 million people across Australia and New Zealand. In 2021, we honoured our community engagement programs in response to community needs, leveraging our Westfield Living Centres as trusted and convenient destinations.

Through our 2022–2025 Community Engagement Strategy, we commit to further deepening our connections with the communities we serve by amplifying existing engagement programs, implementing new ones and further embedding our customer-centric focus across all areas of our business.

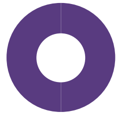
Westfield Coomera launched Coomera Courts, a custom-built, permanent basketball court.

Jodie Gaske, Centre Manager, said:

"We want to be the Gold Coast's first choice destination for families, schools and local sporting groups. Coomera Courts is a unique, inclusive and flexible space for community use, giving people another reason to visit our Westfield Living Centre more often and for longer."



Supporting local opportunities and challenges



100%

agreed priority initiatives delivered

Every Westfield Living Centre has a local Community Plan to deliver relevant and meaningful experiences that support and raise awareness of local opportunities and challenges.

Our Centre teams delivered 100% of their agreed priority initiatives in 2021, creating meaningful connections and genuine community engagement.

Centre teams seek feedback, outcomes and learnings from their community partners so that the activations and initiatives deliver on shared goals.

"We would like to say a HUGE thank you (to Westfield Innaloo) for all your recent support in making Christmas a truly magical time for families that are going through one of the hardest challenges in their lives. The presents, the food, arranging Santa and his elf to attend our children's Christmas party. Your support will allow us to continue assisting the families we support to move forward in their journey to live a life free of violence."

Stirling Women's Centre, Westfield Innaloo community partner.

Highlights included:

Hosting more than 790 community engagement initiatives including cultural activations, community volunteering by our teams, charity donation appeals, community pop-up stores in vacant sites and youth support initiatives.

$430,742 of in-kind support provided to more than 530 organisations through access to free-of-charge community sites in our centres. Our charity and community partners raised $331,930 offering Christmas gift wrapping using these sites.

Seven centres partnered with the K-Mart Christmas Wishing Tree Appeal Australia's largest and longest running gift collection undertaken in partnership with The Salvation Army. Centres offered customers gift wrapping services and raised $5,736.

In partnership with Queensland Police Service and City Care Youth, the Westfield Garden City team hosted a Youth Safe Space program providing an opportunity for young people to connect with each other and positive adult role models, as well as providing youth recruitment education with retail partners.

Read more about our youth program

CASE STUDY

Westfield Tuggerah sensory wall opening.
From left: Tina Rice – Aspect Autism School Central Coast, Melanie Smith – Centre Manager Westfield Tuggerah, Emma McBride – Local MP

Westfield Tuggerah installed a permanent sensory wall to create a sensory-friendly and welcoming Living Centre environment for their local community.

Melanie Smith, Westfield Tuggerah Centre Manager, said: "Sensory walls give tactile, visual and auditory input and are an invitation for people who live with sensory sensitivities to explore, discover and enjoy their sensory preferences.

"Introducing a sensory wall alongside our existing inclusion programs of Quiet Time, sensory headphones hire and dementia friendly amenities, makes our Living Centre that much more accessible, comfortable and enjoyable for people who live with sensory sensitivities.

"This initiative supports Our Ambition: to become essential to people, communities and the businesses that interact with them.

"A father with an eight-year-old autistic son walked past the opening ceremony and stopped to thank us for the space, explaining the challenges of visiting a shopping centre for his family. It was special to have that immediate community feedback."

"Inclusion has many dimensions and this is just one of the ways Westfield Tuggerah aspires to be our community's third place after home and work, their first-choice destination."

Read more stories about delivering as a responsible sustainable business

Connecting communities

$16M
direct and indirect community investment over three years

We connect the communities we serve with support and services that address opportunities and the challenges they face.

Fulfilling our role as essential, social infrastructure

Our Westfield Living Centres are conveniently located in the heart of our communities. We leveraged this proximity and our role as social infrastructure to support the national COVID-19 vaccine roll out.

We partnered with health providers to open vaccination clinics in our Westfield Living Centres targeting the broad spectrum of our communities; from aged-care and disability workers and residents to young people and families. We also supported existing business partners, including General Practitioners and pharmacies, to provide walk-in COVID-19 vaccinations onsite.

In New Zealand, through our relationship with Life Pharmacy, we facilitated vaccinations at all five of our Westfield Living Centres, which included a standalone clinic at Westfield Newmarket, in Auckland.

We also provide shared and donated space in many of our Living Centres to improve community access to important local services such as libraries, council-run facilities and wellbeing services. In the past three years, this has been valued at over $9 million in revenue foregone.

Welcoming more customers and business partners back to our destinations

All Westfield Living Centres remained open every day during 2021, reinforcing how essential we are to our communities.

Our people remained agile and adapted to the changing government and health advice across different jurisdictions, upholding COVID Safe protocols across all of our centres.

New South Wales, Victoria, the Australian Capital Territory and Auckland in New Zealand were among the four regions impacted most by lockdowns and restrictions to non-essential retail.

Customer confidence in our ability to deliver COVID Safe experiences remained high throughout 2021. Customers told us they felt safe and confident to return to our Living Centres when restrictions eased to enjoy the experiences they had missed.

Our centre teams celebrated the return of more businesses and customers to our Living Centres. Each centre hosted a weekend-long schedule of festivities, from live music to spin and win wheels, giveaways and other family-friendly activities.

We had 413 million customers visits across our portfolio in 2021.

Westfield Hurstville partnered with South Eastern Sydney Local Health District to open a walk-in pop-up vaccination clinic during December 2021 and January 2022. At its peak, the clinic was vaccinating over 100 people a day.

169

frontline team members received Mental Health First Aid Training

$20,000

donated to Lifeline Australia

$146,969

workplace giving contributions

Addressing the challenge of mental health

Mental health and wellbeing was identified as an important and growing issue within our communities, heightened by the pandemic and highlighted through our Westfield Local Heroes program. In response we rolled out bespoke Mental Health First Aid Training for people across our portfolio and continued supporting Lifeline Australia.

The Mental Health First Aid Training equipped 169 frontline team members with the confidence and skills to engage and support people in our Westfield Living Centres who may be in crisis.

In a survey of participants, 98% rated their confidence to approach a customer or retailer who may be experiencing distress as high or very high after the training.

While the training is grounded in our Youth Resilience Plan to engage youth and nurture resilience, the approach and skills learnt can be applied to all relevant situations. Given how the COVID-19 pandemic has impacted our customers, business partners and teams, this capability is more important than ever.

To raise community awareness of Lifeline's essential services we screened the national charity's **Pause.Call.BeHeard** campaign in five Westfield Living Centres on our SmartScreen Network, enabling Lifeline to evaluate the visibility and traction of the messaging with our customers and business partners.

We also supported their important work by donating $2 for every order placed through Westfield Direct between 1 – 24 of December.

Bringing our customers on our sustainable journey

We strive to be a responsible, sustainable business and to create a positive legacy. We want our customers to come on this journey with us.

We shared our energy, water and waste achievements across in-centre screens, digital and social channels. We know from customer research and surveys that those who saw these communications are significantly more likely to enjoy visiting their local Westfield and agree that Westfield is relevant to them.

Listening to and understanding what our customers care about is important to us. The insights from this research will inform our in-centre communications and activations in 2022 and beyond.

Our people's contributions

We provide two volunteer days per year and match charitable contributions made by our people through our workplace giving program dollar-for-dollar.

As an essential service that supports people in need across Australia, we introduced the opportunity for our people to use their volunteer hours to donate blood, plasma or platelets. Donation takes one hour and can save up to three lives.

Our combined staff and company workplace giving contributions totalled $146,969. Our people donated 90 volunteer activities for 32 different charities and organisations in 2021. In 2021 we were able to offer group volunteering opportunities once again, resulting in a 43% increase in volunteer activities from 2020, although this remains below pre-pandemic levels.

Westfield Local Heroes

Customer and community engagement in the Westfield Local Heroes program continued to grow for the fourth consecutive year.

Westfield Local Heroes is our primary community program where we shine the spotlight on local individuals and organisations who work hard to drive positive impacts for their communities and the environment.

In 2021, local heroes were nominated and voted for by their communities, with the three successful heroes at each Westfield Living Centre being awarded $10,000 for the organisations they represent.

Throughout the four years of the program, the Group has recognised and celebrated 489 individuals who make a positive impact to their local community and environment and provided $4.88 million in community grants.

Program scale

$1.26M
in community grants

126
Westfield Local Heroes

42
Westfield Living Centres across Australia and New Zealand

Community engagement

1,400+
nominations

140,000+
community votes

90%
of 2021 participants said they would participate again

To understand the impact of Westfield Local Heroes for our communities, we assess the program to look at how it meets our goals and see how we can continue to improve and grow the program.

Our goals are to:

- **Raise awareness of local people and organisations whose work benefits the community or environment:** helping to increase their community connections, the number of people accessing their services and further support.
- **Increase local heroes' and their organisations' capability to continue their work and reach their community goals:** through financial support, increased motivation and recognition, new resources and a raised profile.
- **Identify more ways to help local heroes and their organisations reach their goals:** through additional opportunities, bespoke relationships and partnerships and by expanding their networks.

Through engagement and promotional measures, partnership outcomes and surveys with program participants, customers and communities, we know the positive impact of the program for our communities is far-reaching.

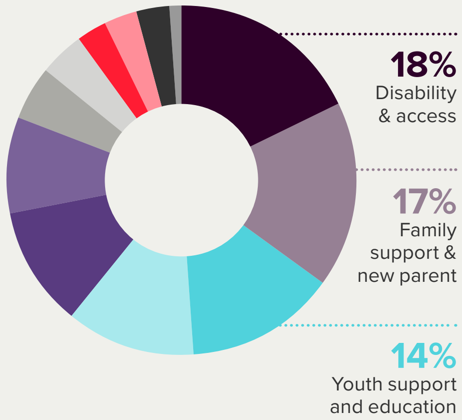
- **100% of successful heroes** and **98% of finalists** say they experienced positive outcomes from being a part of the program. Many say they were motivated to take on more challenges and volunteer more hours, while others said they achieved their goals faster.
- **265 alumni** (finalists and successful heroes) had an ongoing partnership or engagement with their local Westfield Living Centre in 2021 (eg event and program activation, gift wrapping stations, community site access, knowledge-sharing).
- **75% of Westfield customers*** and **86% of program participants^** agree the program helps community organisations to grow.
- **75% of Westfield IQ members*** and **72% of customers^** agree the program 'connects and enriches the community'.

** Westfield Community Engagement IQ Survey 2021*
^ Westfield Local Heroes Participant Survey 2021

The program is also a powerful listening tool that provides insights into opportunities and issues in our communities.

In 2020 and 2021 the number of nominations and community votes in support of services dedicated to domestic and family violence and mental health grew. This is in line with the growing support realised in the broader community to address these issues during the COVID-19 pandemic.

For a full breakdown of the investment and impact measures of the program, please see the Westfield Local Heroes Impact Social Report 2021.



$4.88 million

recognising 489 Westfield Local Heroes since 2018

Disability and access	$885K	18%
Family support and new parents	$840K	17%
Youth support and education	$685K	14%
Domestic violence & child protection	$590K	12%
Welfare services and homelessness	$550K	11%
Mental health and wellbeing	$420K	9%
Health and medical	$250K	5%
Positive ageing	$200K	4%
Cultural recognition and inclusion	$160K	3%
Emergency and community services	$130K	3%
Environment and sustainability	$120K	3%
Equality and diversity	$50K	1%

ReNew Property Maintenance team members

CASE STUDY

In 2018, Todd Meyn was a Westfield Carousel Local Hero for his volunteer work with BikeRescue, the flagship mentoring program of Dismantle youth organisation.

Dismantle later founded ReNew Property Maintenance and in 2021 reached out to see if we could support them to expand the program.

ReNew is a commercial landscaping and property maintenance enterprise that employs at-risk young people to gain paid employment, training, support, and that all important first step into the workforce.

Our Regional Facilities Manager in WA & SA, Matt Holmes said: "Our local community nominated and voted Dismantle as their Westfield Local Hero, highlighting the importance of their youth work. Our focus on serving the community in which we operate meant we were immediately interested in exploring how we could support ReNew."

During the year ReNew has been engaged to undertake projects restoring outdoor areas and enhancing the gardens and extended grounds at Westfield Carousel and Westfield Innaloo.

Dismantle CEO, Pat Ryan, said he is thrilled to be partnering with Scentre Group again:

"It's fantastic to continue and expand our working relationship with Scentre Group; they are wonderful champions of community and that is evident here."

"ReNew is currently providing award-wage employment for close to 80 disadvantaged young people a year. For our young people, the challenges and barriers they face are significant and often debilitating. Employment is one of the most effective tools in breaking the cycle of disadvantage and giving these young people a better shot at a future. Working with community-minded clients like Scentre Group helps us to help more vulnerable young people into their most important job; their first one."

Read more stories about delivering as a responsible sustainable business

Engaging and listening

We build listening and engagement into how we operate. Our goal is to continuously improve customer advocacy, in line with Our Purpose, Plan and Ambition.

Improved
customer advocacy to 38, +2pts

267
new brands welcomed to Westfield portfolio

CX Loop is our Net Promoter System that allows us to listen to customers and act on their feedback. We gather public reviews and score them to generate our Net Promoter Score (NPS).

Each Living Centre team reviews and responds to each review, considering how to adjust their operations and plans in response to the feedback. We respond to over 100,000 reviews in a typical year. We also survey customers directly.

During 2021, we piloted a Partner Loop Net Promoter System, asking our business partners' store managers and support office teams for feedback to understand how we can better support them. This system will be rolled out across 2022.

We support our business partners by providing customer behaviour data and insights that they could not discern on their own. To support this, we piloted a self-service insights portal that includes business partners' sales and category benchmarks. This will also be rolled out in 2022.

Customers told us they felt safe and confident to return to our Westfield Living Centres to enjoy the experiences they had missed. Our centre teams celebrated the return of more businesses and customers with a weekend long schedule of festivities.

Customer driven future developments

Our focus on customers is integral to our development pipeline and creating destinations that meet the future needs of people and communities.

In 2021, we commenced a $355 million investment in Westfield Knox, to open in stages from 2022 to 2023. The vision for this project was created in consultation with the local community.

Initially, we looked at CX Loop data, reached out to our Westfield iQ community and connected with local councils, to ask: *what is it the community wants but doesn't have?*

That research identified that our Westfield Knox customers value living and working close to nature, embracing culture, diversity and education, and living healthy, happy and well. Our vision meets these needs, expectations and desires.

We opened a dedicated kiosk in centre for customers to learn more about our strategic investment and vision. Over 1,500 customers provided feedback either in centre or online that validated our vision.

Upon completion, Westfield Knox will be the destination of choice for the community. It will include a range of new retailers, including Woolworths and Aldi, as well as a new fresh food market, the new Knox public library, an elevated retail offer with a diverse mix of premium fashion and lifestyle brands, and other community uses.

We maintained momentum on our $55 million investment in Westfield Mt Druitt, which opened in March 2022. The upgrades include a new rooftop dining, entertainment and leisure precinct, featuring 15 restaurants, a large-scale entertainment offer and indoor-outdoor spaces.

Works progressed on behalf of Cbus Property to design and construct 101 Castlereagh Street in Sydney. Completion of the commercial and residential tower adjacent to Westfield Sydney is expected in 2023.

We commenced a $33 million investment at Westfield Penrith. The project will see a new Coles supermarket, a large-format entertainment offer and upgrades and additions to the centre's vertical transport systems.

Acknowledging the importance of listening to our community during our predevelopment planning, we invited Westfield Booragoon customers to provide feedback about our development plan via survey.

Pre-development works on future developments, including Westfield Parramatta and Westfield Liverpool, remain underway. We have a customer driven future development pipeline in excess of $4.5 billion.

Our redevelopment projects feature sustainability initiatives that align to our responsible business strategy. These initiatives seek to improve the centre's energy, water and emissions intensity. As we continue to focus on building sustainability into our centre designs, in 2021 we appointed a permanent Sustainability Engineer to embed and manage sustainable design into our pre-construction and live building projects.

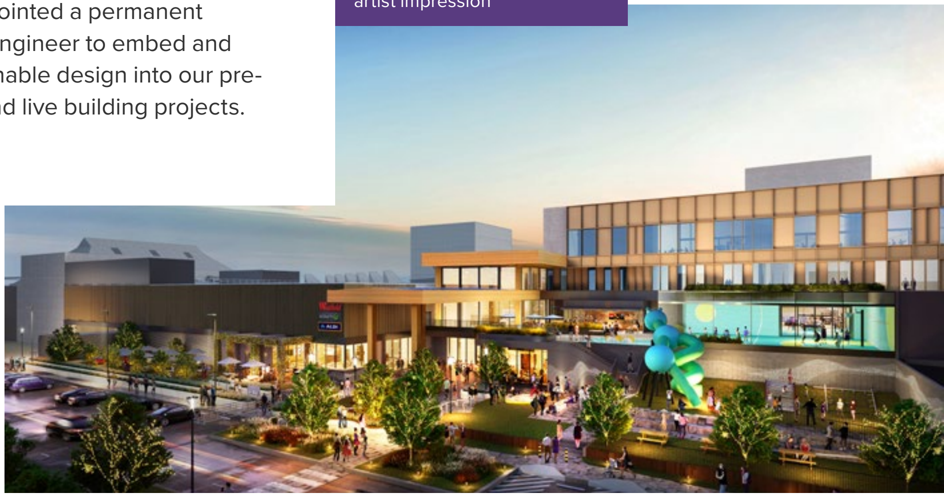
Community engagement

to realise the vision for Westfield Knox

>$4.5B

future development pipeline

Westfield Knox development artist impression



Safe and secure places are welcoming places

Ensuring the safety and security of customers, partners and people in our Westfield Living Centres, offices and online spaces is at the heart of our People Protecting People culture.

In 2021 security continued to play a central role in our COVID-19 operational response. In guiding teams' responses to changing government health advice and providing them with intelligence-driven advice, we empowered our people to keep safety and security front of mind each day.

With 413 million customer visits annually, it is important for us to focus on preventing safety and security events, but also how we respond should an incident occur.

Our approach to safety and security is based on the key principles of:

- **Preventing an incident taking place** – this ranges from incorporating preventative measures in design through better lighting and CCTV coverage, to being guided by the latest intelligence and changes in our operational environment to help avert unnecessary events.
- **Protecting our assets** – we closely follow and adopt Australia and New Zealand's (respective) Crowded Places Strategy. At a senior level, we hold executive positions on Federal and State police-led committees developing policy in this area.
- **Partnerships** – building collaborative relationships with Police, government agencies, industry bodies and community partners at local, national, and international levels is vital. It means all parties feel confident to share information when appropriate, as well as understand specific roles and responsibilities if an incident does take place. Our Director of Security chairs the Forum of Australasian Security Executives (FASE) and is viewed as the single senior liaison point for the public sector and government on business engagement.
- **Training and readiness** – management and our people's readiness in the event of an incident is given the highest priority. Our national training program supports ongoing compliance with Australian Standards (AS3745). We exercise our plans regularly at both a local and company level and we support and work with emergency services to jointly exercise their response plans at our centres out of hours. We encourage our business partners to participate in these exercises.
- **Communication and collaboration** across our organisation enables us to continually enhance our security practices. In 2021 we embedded a Security Contractor Management Framework to provide a consistent approach in the way our centre teams are managing our security partners, addressing the risk of modern slavery and complying with relevant legislation.
- **Prioritise safety** – we train our people and partner with industry experts to develop systems and processes to identify and mitigate safety concerns.

Tevita Mahe, our Risk & Security Manager at Westfield Parramatta, along with two other colleagues, received the prestigious Group Bravery Award from the Australian Governor-General.

Our Director Customer Experience, Lillian Fadel said: "The safety and security of our customers, people and community is our highest priority. On behalf of the team at Scentre Group, I congratulate Tevita Mahe and the assisting security guards; Mathew Saba and Sam Saraya on being recognised in the Group Bravery Citation by the Governor-General. It was a very proud day for Tevita, his family and colleagues. The actions taken by Tevita and his team mates were courageous and we commend him on this well-deserved honour and recognition."

Photo: Her Excellency, Margaret Beazley AC QC, and Tevita Mahe at Government House NSW following the investiture.

Cybersecurity and privacy

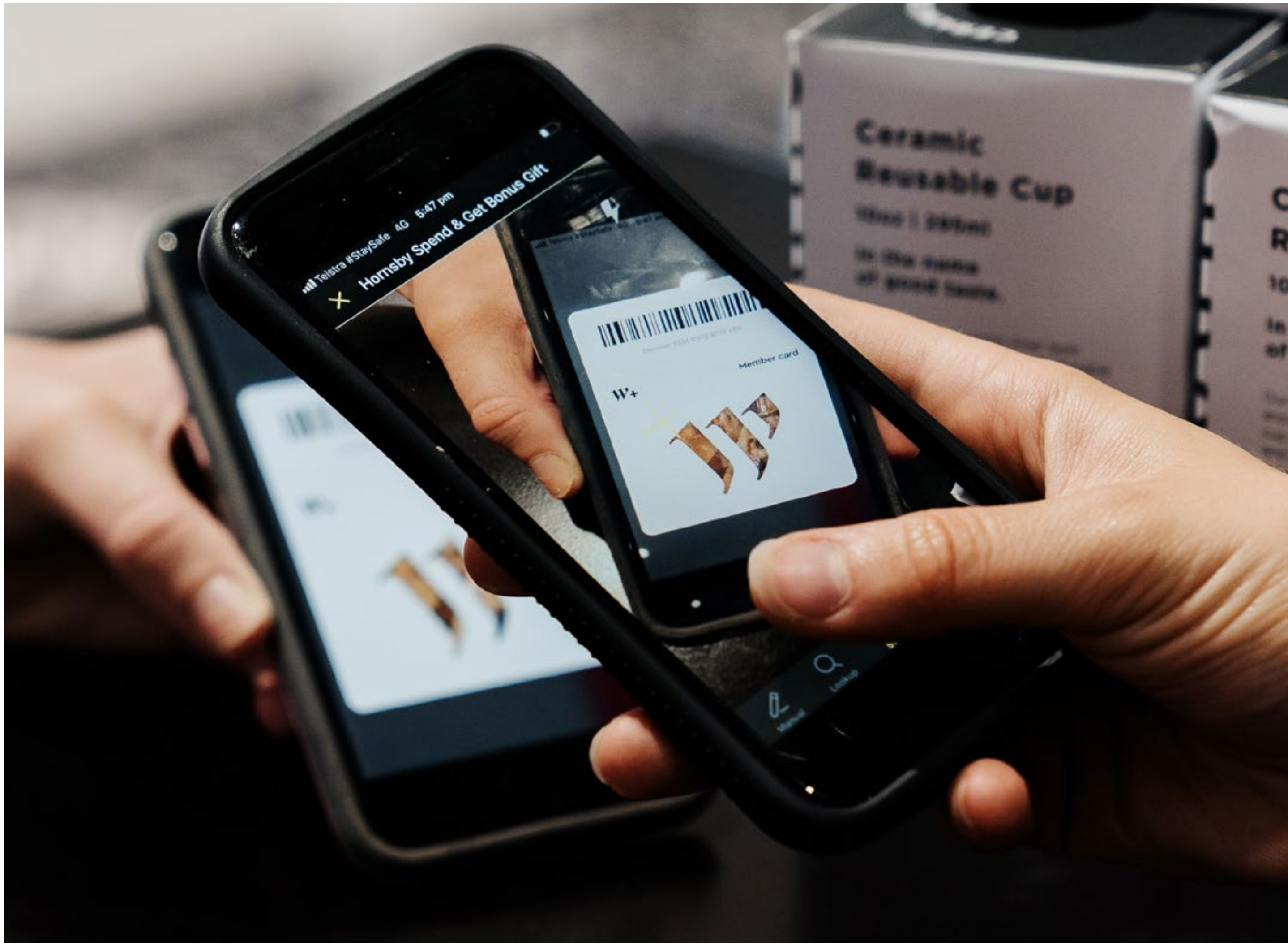
We are focused on expanding our digital product offerings to complement our physical locations and strengthen customer advocacy.

Following our Westfield Plus membership program app launch in 2020, we launched Westfield Direct, our aggregated click and collect platform. Expansion into digital product offerings increases the need for us to effectively protect our customers' data from both cyber-attacks and data breaches.

Cyber threats targeting our industry, systems and business partners are increasing in scale and sophistication and have accelerated throughout the pandemic. To meet the increased risk of cyber-attack, we invest heavily in cybersecurity technologies and services, learning and development programs and have standards, policies, systems and processes in place across the organisation.

We continue to enhance our approach to cyber and privacy risk management, adopting global best practice standards and frameworks including those from the Australian Cyber Security Centre.

Recognising that cyber safety is an issue effecting our community, we communicate and provide support where appropriate to our customers and business partners.



Our People

Diversity, Equity and Inclusion Council
From left back row: Sheridan Joel, Alex Berentsen, Clint Kann, Chris Zerial, Aidan Coleman, Karen Skinner, Andrew Hulls, Maria Stamoulis, Sia Tsoutsas
From left front row: Andrew Clarke (Chair), Alexis Lindsay, Karen Homarwijaya, Pam Wilson, Max Roberts

> Data Pack

85%
Engaged & Inspired score

94%
of our key talent retained

15.7
training hours
average per team member

86
candidate NPS,
+6pts from 2020

Aligned to Sustainable Development Goals

3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES

Our people

We seek to provide an inclusive and supportive working environment that recognises and celebrates all the ways we are different.

In 2021, we conducted an Employee Survey to understand if we are ready to fulfil Our Ambition to grow the business by becoming essential to people, their communities and businesses that interact with them.

An engaged and inspired workforce

We received the strongest employee survey results since Scentre Group was established in 2014. Our Engaged and Inspired score of 85% places us in the top 5% of companies globally.

In addition to our Engaged and Inspired score, our Alignment scores were in the 90th percentile and scores on Agility were 86% favourable. Overall, five of the eight categories we measured in the survey were rated by our people as "major strengths".

These results tell us that our people are aligned on what is most important to the business and feel able to adapt to changing circumstances and priorities.

Experiencing our culture

Our peoples' experience of our culture, which is underpinned by our approach to Diversity, Equity and Inclusion, scored 90% favourable in our Employee Survey. Views on the quality and ease of achieving Life Balance improved to 86% favourable, up 2% from 2019. Our people rated almost all of the questions we asked about our operating culture as a "major strength" or a "strength", meeting or exceeding a global high performing benchmark.

These results demonstrate how our culture is creating sustained engagement and inspiration over time. Our people also said our leaders could more consistently and frequently show interest in their growth and development (78% favourable) and have conversations about future career goals (68% favourable).

This opportunity is also reflected in our exit data where people tell us that greater growth and development, and career progression are reasons for them leaving the business.

Our People Vision:

To be the place where talent can thrive.

Built on having a culture where everyone feels safe to bring their whole self to work.

Our leaders support their people to succeed to the best of their ability.

Attracting and retaining talent

Our talent strategy focuses on attracting and retaining the best talent to enable us to achieve Our Purpose, Plan and Ambition.

Attracting talent in 2021 was challenging. Competition was fierce across our markets impacted by border restrictions and a lack of immigration due to COVID-19.

16%

of successful applicants for permanent roles were Scentre Group Alumni

86

candidate NPS, +6pts from 2020

94%

of our key talent retained

With rigorous strategies in place we retained 94% of our key talent. Despite this, we had multiple vacancies in core technical roles as well as new roles due to our growth in digital customer services and products.

Throughout the year we steadily and strategically increased our permanent workforce to meet talent requirements across the business. This followed a period throughout 2020 where we had decreased our permanent workforce in response to the early phases of COVID-19.

Our exit data shows that irrespective of why people leave, 91% would recommend us as a place to work. This means our Alumni is a valuable source of talent.

We have consistently rehired one or two employee alumni per month and in 2021 we implemented an Alumni sourcing approach. During 2021, 16% of all successful applicants for permanent roles were Scentre Group Alumni, up 1% from 2020 and up 8.2% from 2019.

Considering the external market and operational conditions, we have made solid progress on our talent strategy. Our referral process, refreshed in 2020, resulted in 14% of all new hires coming from internal referrals, an increase of 3% from 2020.

We follow candidate feedback on two external channels, as well as having our own net promoter score (NPS) candidate measure and seeking feedback from people leaving us.

- According to SEEK 68% of candidates would recommend us to their friends and 91% of candidates believe our salary levels are favourable.
- Glassdoor shows that our CEO's approval rating remains stable at 91% favourable.
- Our candidate NPS was 86 at year end, continuing to exceed our benchmark of 80.

"I had a great experience with my application even though it was not successful. I was given a detailed explanation as to why it was not successful which helped me to understand how I can work towards my goal from a recruiter's perspective. I will definitely keep an eye on Scentre Group's other opportunities and thank you to the Talent Acquisition Team."

"Hats off to the recruitment team. The Talent Partner was an absolute pleasure to work with and smoothly facilitated me through the entire process. So proud to now be a Scentre Group employee. Thank you for the opportunity to contribute and add value to the company."

Candidate feedback via NPS survey

We invested in our leadership

We designed a leadership development approach specific to our needs called the Thrive Leadership Pathway. Led by our CEO, the Pathway was designed to build three core enterprise leadership capabilities:

1. Strategy and innovation
2. Alignment and delivery
3. Coaching and development

The aim was to ensure we had leaders who could create, lead and role model a work environment where our people could thrive.

The Pathway has four approaches for different levels of leader in our business:

1. **Executive Leadership:** strategic leadership forums aligned to Our Ambition, Our Plan and Our DNA.
2. **Thrive Leadership:** toolkit sessions for our executive leaders where they become the coach of their leaders and people on how to be an enterprise leader.
3. **Thrive People Conversations:** an evolution of our former Inclusive Management Program, the focus was on coaching and development capabilities to lead the "whole person" within the context of growth and development and its relationship to retention, engagement, performance and potential.
4. **New Leader Onboarding:** for leaders new to Scentre Group, those recently promoted or those who aspire to be leaders with an aim to build the fundamentals of people leadership.

Thrive Leadership toolkit sessions were linked to the introduction of Our Ambition, expanding our Diversity and Inclusion program to include Equity, our peoples' response to COVID-19 lockdowns and our Employee Survey results.

15.7

training hours average per team member

CASE STUDY

To tell the story of what it is like to work with us we developed a new Employee Promise.

To make sure it was a true representation of our people's experiences we sought input from employee representation groups, including our People Champions and Diversity, Equity and Inclusion Working Groups, as well as our customer-facing teams, executive leaders and recent successful candidates.

We are currently exploring ways to bring the Employee Promise to life with our existing and potential workforce throughout 2022.

We promise to:

Respect and embrace your whole self.

Inspire you to deliver your best.

Develop your potential, growing with the best.

Do work that matters to businesses and communities.

We supported our people's growth and development

"Whole of Self" scorecards

In addition to using scorecards to set business goals and aligned deliverables and to track individual performance, leaders began using scorecards to capture individual team member's personal, career and development needs.

People planning

The frequency of our leader-led people planning forums was increased to help identify our high potential team members and agree development plans and solutions. Following each forum, leaders held follow up development conversations with their people.

Employee survey action plans

With "Growth and Development" identified as an opportunity for most teams and a key driver of retention, executive leaders developed action plans based on their team data. Actions were included in team people plans and scorecards.

A new Learning Management System

Designed to improve the employee experience of our online learning offer, the new Learning Management System (LMS) provided an enhanced look and feel, navigation, dashboard and reporting for leaders and the organisation. The new LMS increased business appetite for online learning programs to make capability building more easily accessible.

Listening and engagement

We leveraged Microsoft Teams to engage, listen and respond across the organisation. Using a mix of virtual forum styles we provided support on topics such as parenting and mental health and wellbeing during COVID-19 lockdowns. We also created connections and shared knowledge on days of significance aligned to our Diversity, Equity and Inclusion program.

We increased the frequency and accessibility of leadership engagement for our people through our CEO-led "You CAN ask that" open agenda forum and "Team Talk" sessions designed to connect all of our people to the current business priorities aligned to Our Plan and Ambition.

Developing role-based skills

Our Capability Managers within the Leasing and Retail Solutions and Customer Experience teams created bespoke development plans and training programs to build specific role-based skills.

Training

Our focus on growth and development resulted in average training hours per person increasing from 8.3 hours in 2020 to 15.7 hours in 2021.

People in support roles, such as frontline customer services, have increased average training hours from 6.4 in 2020 to 13.2 in 2021, building capability through the organisation supported by many of the initiatives we commenced in 2021 as part of their growth and development when working with us.

Ben Cole, Security Guard at Westfield Mount Druitt.

A diverse workforce to reflect our communities

We believe that a diverse and engaged workforce contributes to strong business performance which will enable us to deliver on Our Ambition.

In late 2021, we extended our approach to diversity and inclusion to include "equity".

2,780
total workforce

92.0% / **8.0%**
based in Australia/New Zealand

56.7% / **43.1%** / **0.2%**
female / male / non-binary total workforce

91.4% / **8.6%** / **0.0%**
female / male / non-binary parental leave participation

58.0% / **42.0%**
of our workforce identify with Australian or New Zealand /other cultural heritage

For us, diversity means recognising and valuing the contribution of people with different backgrounds, different perspectives and experiences. Equity means we support our people to recognise their unique circumstances, and help them overcome any personal challenges or barriers so they can realise their unique potential. Inclusion means that all of our people's differences are welcomed and respected regardless of gender, age, ability, sexual orientation, gender identity, marital or family status, ethnicity, religious beliefs, or cultural background.

Our people are key drivers of our Diversity, Equity and Inclusion (DE&I) progress. We have a dedicated DE&I Council, sponsored by a member of our executive leadership team. We have seven employee-led working groups that continue to challenge and improve our policies and practices. Our DE&I approach is a key factor in our people retention.

We piloted an Emerging Female Leaders program to further build our pipeline of female talent as we work towards our target of 40% female, 40% male and 20% either gender represented across all levels of management. The program simultaneously supported skill development, including building confidence and developing self-belief, and removed barriers which prevent talent from progressing.

From left: Alison Brown, Katharine Rowles, Kate Cutler, Danii Ashton, Christina Tsolakki, Olivia Gazzard

Read more about Emerging Female Leader program

We report on our Diversity, Equity and Inclusion approach in our Corporate Governance Statement and Annual Report.

Highlights from 2021 include:

Gender Equity

Achieved 30% female representation in senior executive positions.

58% of promotions during the year were female.

No pay equity gaps for like roles by gender.

Emerging female leadership program piloted.

Multicultural Capability

Launched second multicultural capability training module: Cross Cultural Communications.

29% of our total workforce have completed this module.

48% of our total workforce have completed the first module of multicultural capability training.

Reconciliation Action Plan

Preparing our third Reconciliation Action Plan for 2022-2024.

Awarded ARA Indigenous Services a $12 million contract over five years which is our largest financial commitment to an Aboriginal and Torres Strait Islander business to date.

45% of our total workforce have completed our cultural awareness training.

Mental Health and Wellbeing

Continued to support our people during COVID-19 lockdowns and restrictions by hosting several online education forms.

Recognised R U OK? Day with a live virtual event featuring guest speaker Osher Gunsberg who shared his story to help raise awareness and remove the stigma of mental health.

48% of our total workforce have completed our mental health general awareness training.

LGBTI+

Achieved Gold Employer Status in the Australian Workplace Equality Index 2021 Australian LGBTQ Inclusion Awards.

LGBTI+ Ally network grew to 10.3% of our total workforce.

58% of our total workforce have completed our LGBTI+ training.

Domestic and Family Violence

59% of our total workforce have completed our domestic and family violence training.

Achieved White Ribbon Accreditation in November 2021.

All Abilities

Launched Workplace Adjustment Guidelines creating a nationally benchmarked standard for how our work practices and physical work environment can be modified to enable people with disabilities to have the equipment and tools they need to perform in their roles.

Completed accessibility works in our Sydney Support Office installing new automated door systems, an inclusive kitchen upgrade, accessible meeting room technology and office wayfinding.

People protecting people

We are committed to ensuring the health, safety and psychological welfare of everyone who works in or visits our Westfield Living Centres. Central to our "people protecting people" culture is a genuine care for our people, contractors, business partners and communities.

A continued focus on safety

Our 'people protecting people' culture is a key component of our safety system. Every leader recognises their role in promoting safety.

Each month, operational teams were involved in workshops, training programs and safety reviews to continually reinforce our organisational focus of people protecting people.

Our incident management processes have increased operational team engagement. Centralised alerts, bulletins and lessons learned communications consistently and rapidly deliver safety actions and messages. We also introduced monthly cross team safety calls and training, which are regularly attended by senior management, to reinforce our safety culture.

Twice a year we present SCG Safety Hero Awards to recognise team members' actions and encourage a continued focus on safety as a high priority in everything we do.

In 2021 we recognised Caitlin Lye, Centre Manager Westfield Newmarket for her role in coordinating lifesaving first aid and then personal support to a cleaning team member who suffered a heart attack. We also recognised Leonie Hatfield, Senior Brand Experience Manager, for her role in identifying a safety issue with Christmas decoration installation and swiftly addressing the risk with our suppliers and installers at each centre.

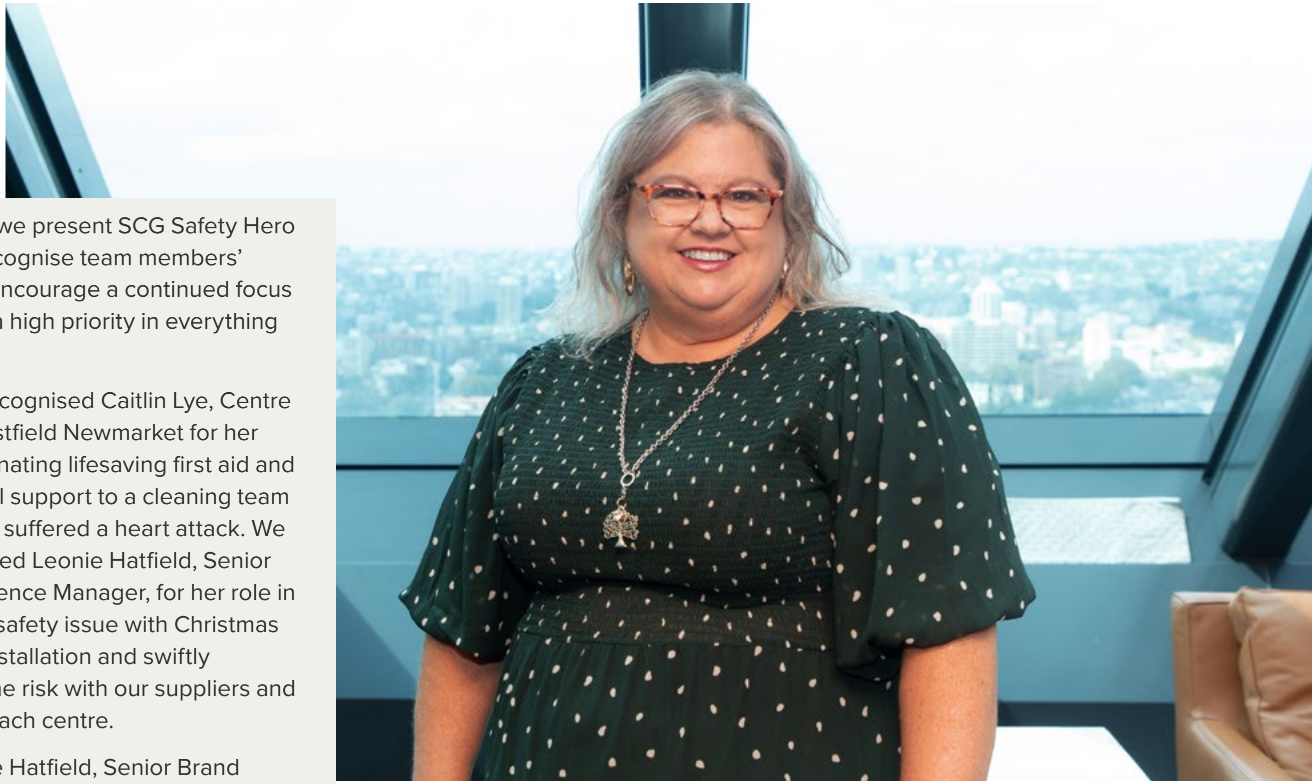


Photo: Leonie Hatfield, Senior Brand Experience Manager

Read more stories about delivering as a responsible sustainable business

Our safety performance

During 2021, we enhanced our capability to monitor our safety performance, particularly in relation to incident management, contractor management, online inductions, site check in/out and risk/hazard identification.

To monitor safety performance, we use TRIFR (total recordable injury frequency rate) which shows injuries per million hours worked by our people, as well as SafeWork Australia's recommended safety metrics which focus on injury consequence.

In 2021, we again had no high consequence injuries (Class 1 Injuries) to our employees or contractors across our portfolio, however we had 6 moderate consequence injuries (Class 2a injuries) to our contractors, with a frequency rate of 1 per million hours worked. This has decreased from 3 in 2019 to 1 in 2021.

The TRIFR for our employees has continued to fall from 8, in 2019, to 7 in 2021.

We expanded our operational risk register review to support asset teams in addressing known risks and high rated risks, as well as monitoring overdue actions/tasks.

We have a program of identifying, investigating and monitoring notable near miss incidents to develop controls and mitigate the risk of people being injured.

Focusing on mental health and wellbeing

Throughout 2021, we implemented a range of programs designed to support the mental health and wellbeing of our people.

To address continued impacts from COVID-19 we focused on the wellbeing and resilience of our people. Initiatives included training for our leaders, a series of seminars accessible to all our people supporting wellbeing and resilience, promotion and awareness of the importance of mental health during R U OK? Day and SafeWork Month and promoting access to our Employee Assistance Program for all our people and their families.

We have zero tolerance

Bullying, discrimination, harassment and sexual assault are recognised workplace hazards that cause psychological and physical harm. Our position on these is clear. We will not tolerate them within the workplace, they are contrary to our DNA and our Code of Conduct.

We have policies and education programs in place and an Employee Assistance Program available to our people and their families.

Our CEO, Peter Allen, has been a member of the Property Council of Australia's Champions of Change Coalition (CCC) since 2015. The CCC works to accelerate change and advance women's leadership and gender equality. Peter's participation and advocacy is a public statement of support for gender equity and change in the property industry.

As a Member of the CCC, Peter Allen has endorsed public reports including:

- Disrupting the System – Preventing and responding to sexual harassment in the workplace
- Playing Our Part: a framework for Workplace Action on Domestic and Family Violence
- 2021 Impact Report

As a direct result of learnings from the Champions of Change Coalition report Disrupting the System and ahead of government changes, we added an anti-sexual harassment clause to employment contracts.

Feeling safe to speak up is an important part of the culture we seek to foster. We have zero tolerance for sexual harassment, consistent with our Code of Conduct.

During the year we reviewed 11 matters from our employees or contractors relating to potential discriminatory conduct with 10 determined as involving conduct which breached our codes of conduct relating to behavioural standards, and of those matters, 6 related to alleged conduct of a sexual nature in the workplace. Three of these matters related to conduct by our employees and three related to third party contractors engaged by the Group.

All these matters were investigated, relevant disciplinary actions taken and have now been closed. We will continue our training and advocacy to eradicate sexual harassment.

Contractor injuries

We recognise that workers in the cleaning and security industries are more likely to have a workplace injury. We have actively engaged with their employers, our contractors, around having repetitive strain and manual handling initiatives in place to reduce the likelihood of a lost time injury. The average number of lost days per injury has fallen from 8 in 2019 to 4 in 2021.

Following COVID Safe protocols

Our COVID Safe protocols responded to changes in government guidance, complying with social distancing, mask wearing rules and contact tracing. Where possible our people were able to work from home with programs in place to support them do so safely and effectively. We continued to support our business partners safely provide essential services to local communities.

Safety initiatives

- We commenced transitioning our Life Safety Framework, Safety Management Systems and Health and Safety Plans to meet the requirements for Federal Safety Commission certification.
- We continued to focus on the resilience of our buildings to seismic risks, risks associated with objects falling from height and risks associated with electrical safety.
- We revised and relaunched the "Westfield Fitout Requirements" for Australia and New Zealand with updates addressing a heightened focus on structural requirements, electrical safety and flammable materials.
- We commenced works to develop an electronic permit to work system which will be introduced during 2022.

Key risks and critical controls

With a focus on creating a safe workplace, we identified minimum safety standards and critical controls to address key safety risks. Our operational teams' focus, training and awareness of these risks, alongside our suite of safety metrics and assurance reporting allow us to assess the effectiveness of these critical risk controls.

All of this contributes to making our Westfield Living Centres a safer place for our customers, business partners and people.

Our Environmental Impact

Westfield Coomera

> Data Pack

30%
reduction in total portfolio Scope 1 and 2 emissions since 2014

54%
of operational waste diverted from landfill

'A' list
Climate Change with CDP – only company in Australia or New Zealand

100%
renewable electricity in New Zealand from 2022

Aligned to Sustainable Development Goals

7 AFFORDABLE AND CLEAN ENERGY

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Our environmental impact

We are committed to having efficient and resilient assets. We have a target to achieve net zero (Scope 1 and Scope 2) emissions by 2030 across our wholly-owned Westfield Living Centres, with an interim target to achieve a 50% reduction by 2025.

We are committed to keeping our customers informed of the actions we are taking to reduce our environmental impact and leave a positive legacy in our communities.

We are focused on working with our business partners to help them achieve their environmental objectives as we recognise the supportive role we can play in the value chain.

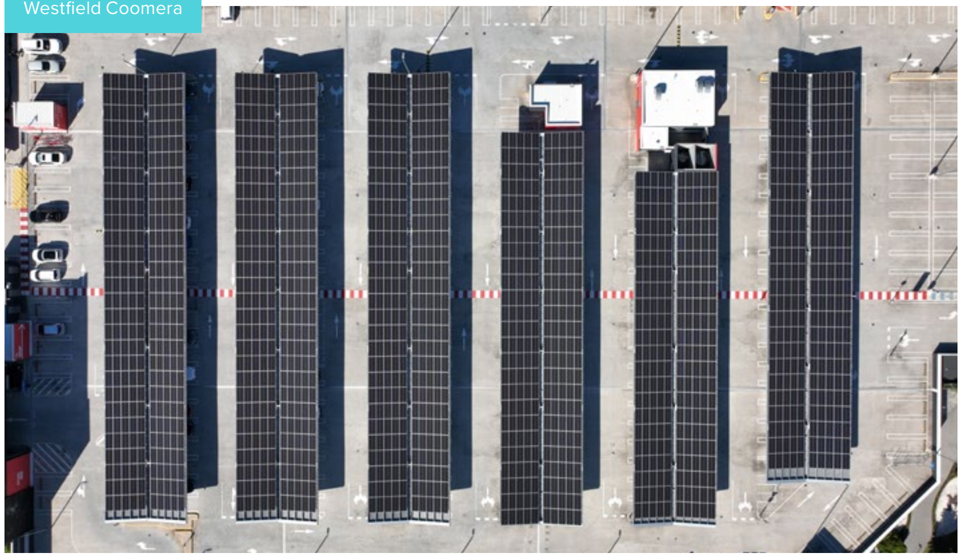
Our CEO is a member of the Climate Leaders Coalition, a group founded in 2020 with the aim of helping Australia's largest companies to accelerate their decarbonisation work.

The Climate Leaders Coalition commitment states:

> *For the viability of our businesses, for the generations after us and for the country we love, we are ambitious for action on climate change. If we act now, we can forge a path to create a future that is low-emissions, positive for our businesses and economy, and inclusive for all Australians. We are committed to playing our part to make that future real. If we don't, our competitiveness is at risk*

Read the "Roadmap to 2030 Shifting to a Low Carbon Future" report.

Westfield Coomera



GRESB REAL ESTATE sector leader 2021

CDP DISCLOSURE INSIGHT ACTION A LIST 2021 CLIMATE

Our net zero emissions progress

We are committed to achieving net zero (Scope 1 and 2) emissions by 2030 across our wholly-owned Westfield Living Centres, with a 50% reduction by 2025.

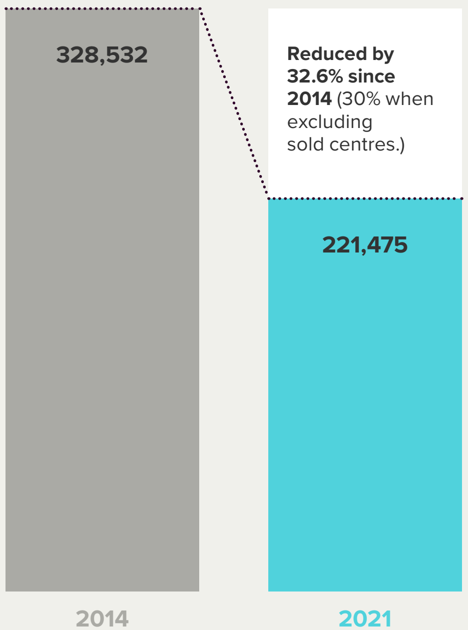
We have achieved a 30% reduction in carbon emissions across our portfolio of Westfield Living Centres since 2014*.

This reduction has been primarily driven by our focus on energy efficiency. In 2021, we developed an energy optimisation roadmap outlining the key energy efficiency projects that will deliver our net zero target by 2030.

While our current commitments relate to Scope 1 and 2 emissions from our wholly-owned Westfield Living Centres, our focus on asset optimisation and renewable generation applies to our entire portfolio. We continue to engage with our joint venture asset owners to align on pathways to net zero. We are focused on identifying opportunities to engage with our stakeholders to reduce our Scope 3 emissions.

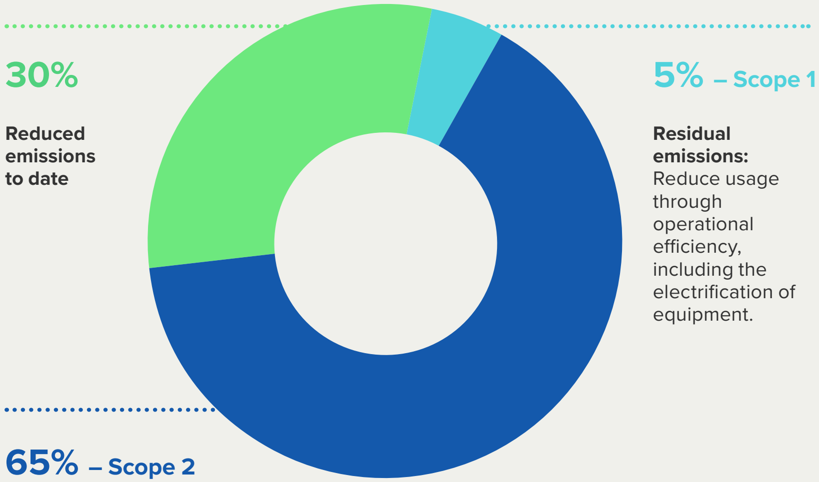
We are using 2014, the year Scentre Group was established, as our emissions reduction baseline.

Total Portfolio Scope 1 and 2 emissions



Measurements in tonnes of carbon dioxide equivalent

Total Scope 1 and 2 emissions (2014 baseline)^



Optimising asset efficiency:
We are focused on reducing energy usage through various innovation and initiatives, including investing in Building Management System, analytics platforms, centralised monitoring, LED lighting and plant and equipment replacements.

Renewable energy generation:
Continue to roll out onsite solar generation and procurement of renewable energy.

^Scope 1 and Scope 2 emissions represents amounts required to be reduced by 2030.

By 2030, the majority of emissions (95%) associated with our operations will be from electricity for air conditioning, lighting and vertical transport (Scope 2). Our Scope 2 emissions will be addressed through optimising asset efficiency and renewable energy generation.

Optimising asset efficiency

In 2021 we reduced our electricity use by 3.5% excluding COVID impacts from 2020. This was primarily driven by our LED lighting and Building Management System (BMS) analytics projects, and supported by local centre efficiencies.

When combined with renewable solar generation these asset efficiencies have delivered 30% emissions reduction across our portfolio since inception of Scentre Group in 2014 including COVID impacts.

Our BMS analytics project was implemented across an additional seven centres in 2021.

We remotely connected and now centrally support Building Management Systems across 12 centres from our Customer Care Centre.

This has delivered an estimated 7,500 MWh of savings in 2021. We will implement this project across the remaining Australian centre portfolio in 2022.

We continued upgrading light fixtures to LEDs in car parks, back of house areas and loading docks. Replacements were completed in 12 centres.

To effectively measure our performance, we continued tracking our energy emissions reduction and intensity performance through NABERs Energy ratings. In 2021, over 67% of our Australian Westfield Living Centres achieved a NABERS rating of 4.5 stars and above.

In 2022 we will continue to focus on the optimisation of our assets via continued lighting efficiency, building management system analytics and chiller replacement projects.

This is a net zero pathway priority for asset efficiency.

Renewable generation sources

In 2021 we generated 7,931 MWh from solar installations at Westfield Carousel, Westfield Coomera, Westfield Kotara, Westfield Marion and Westfield Plenty Valley.

As part of our investment in Westfield Knox and Westfield Fountain Gate we have commenced new onsite solar projects which together will generate an additional 6,200 MWh. This will increase our total portfolio solar generation capacity by over 75%.

We committed to procuring 100% renewable energy for our New Zealand Living Centres from January 2022.

We are focused on working with our business partners to help them achieve their environmental objectives and net zero targets as we recognise the supportive role we can play across the value chain. Our Energy and Renewables team work directly with business partners to understand and support their energy goals.

As an example, we have worked with MJ Bale to offer them 100% renewable electricity which has enabled them to move all 12 of their stores within our Westfield Living Centre portfolio to a renewable product.

Residual emissions

Residual emissions to be reduced by 2030 account for 5% of total portfolio emissions.

We will continue to seek opportunities to reduce Scope 1 emissions through the replacement of equipment and advances in technology.

Scope 3 emissions

In 2021, Scope 3 emissions were 66,651 t-CO2e, with the majority relating to emissions from mixed waste to landfill. During the year, we continued to improve the amount of waste we are diverting from landfill, in line with our waste and recycling targets. Our operational teams remain focused on continuous improvement in this area.

Westfield Coomera

Waste recovery and recycling

Our approach to waste minimisation focuses on design principles for circularity, operational efficiency, and connecting with business partners and customers to support their waste minimisation goals. As we continue working towards our interim target of 75% waste recovery from operations by 2025, we recovered 54% of waste from operations in 2021.

In South Australia, where an industry ecosystem to recover dry general waste exists, we recovered upwards of 70% of waste from operations.

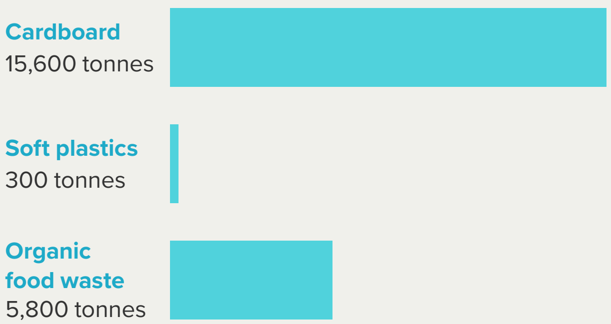
In our centres, we continue to work with business partners, customers and communities on waste minimisation. This includes introducing enhanced recycling options for a wide range of waste products.

As part of our convenience offer for communities, we provided a platform for our customers to recycle over 32 million containers across eight NSW centres in line with the State government return to earn scheme. In 2022 we will be expanding this platform into QLD. Communities also donated 3,000 tonnes of clothing for charity and recycling across 35 centres.

To support our business partners achieve their environmental goals, we facilitate the recovery of compostable bags used to protect clothing during transit. These bags are combined with our organic waste and taken to a commercial composting facility where they decompose.

In 2021, we had three major construction projects underway, including Westfield Knox, Westfield Mount Druitt and 101 Castlereagh Street in Sydney. We achieved an average of 95% waste recovery across our 2021 works.

Recovered from operations



54%
of operational waste diverted from landfill

3.5%
increase in organics recovery

95%
average waste recovery across our major development projects in 2021

32 million containers
recycled by our communities via the NSW container deposit scheme

CASE STUDY

"Through engaging and re-educating our business partners on waste management and establishing a Dock Master position in 2020, we achieved a continuous focus on waste management within Westfield Doncaster," said our Group Manager Operations, Oliver Madden.

"By the end of 2020 the organic waste collection had increased to a scale that was no longer sustainable with the recycling methods we had."

In early 2021 the team installed an organics dehydrator.

Business partners now collect their organic waste in specific organic bins provided by the centre and at the end of trade, take their bin to the dock where our cleaning team manages the loading and processing of waste into the dehydrator.

Oliver continued: "It's changed what we can achieve at Westfield Doncaster.

"Where we were once limited due to the size of the docks and twice weekly organic waste collections, we can now process the bulk of our organic waste onsite within 24 hours and we create a sustainable fertiliser by-product in the process.

"The fertiliser produced by the dehydrator is distributed to multiple vegetable farms in Gippsland as well as to a fertiliser processing plant for further refining. In addition, having the dehydrator has reduced the Co2 emissions that were generated by twice-weekly organic waste pick-ups and creates a cleaner, safer dock space for our people and business partners."

This year Westfield Doncaster has collected and processed over 530 tonnes of organic waste.

Read more stories about delivering as a responsible sustainable business

Westfield Doncaster organics team from left: Zachariah Pavlou, Millennium – Dock Master, George Rosario, Millennium – Cleaning Supervisor, Dirk Phillips, Scentre Group – Facilities Coordinator

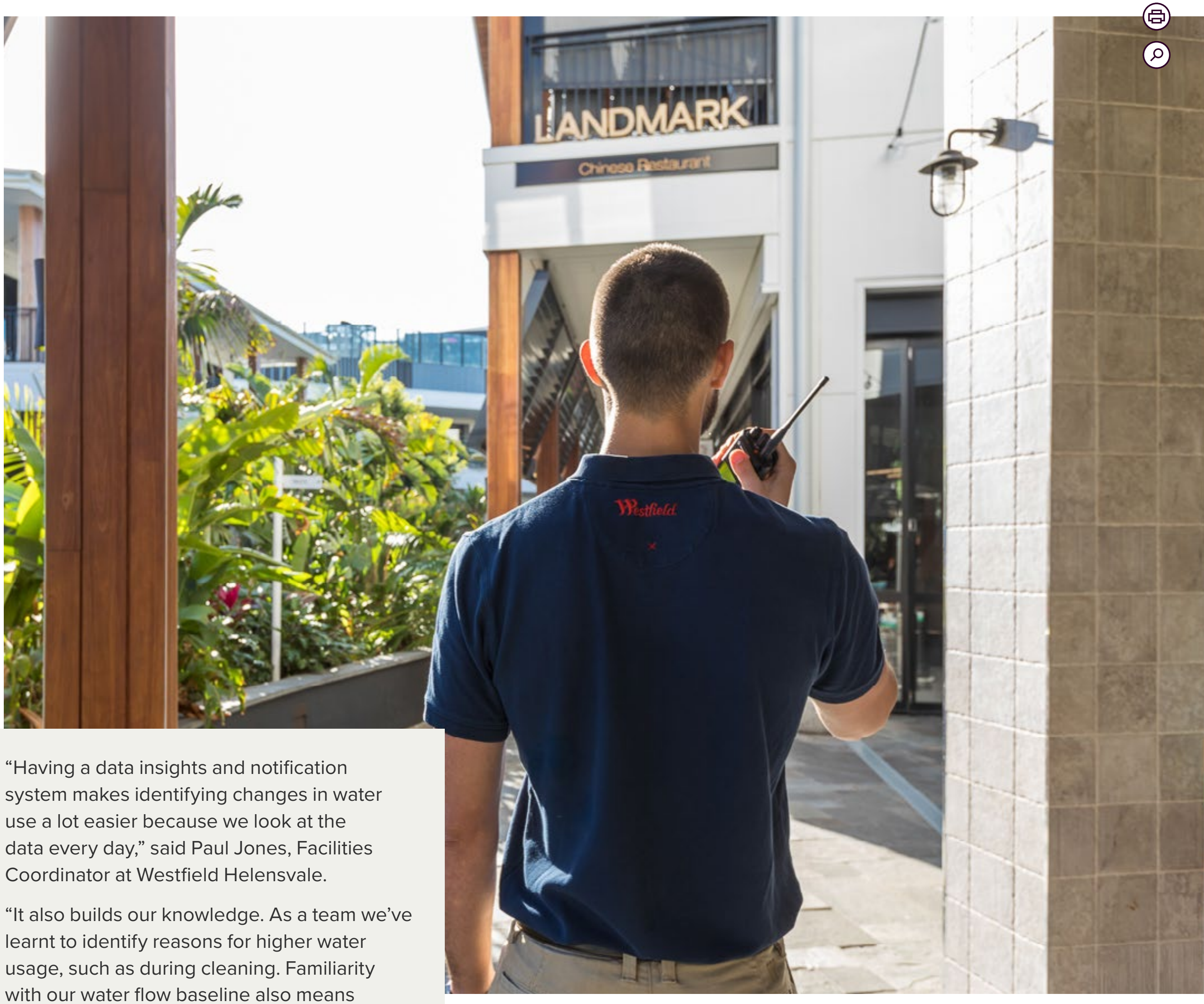
Water

In 2021, we reduced our water use by 2% and our Westfield Australian Living Centre portfolio now has automatic meter reads on all incoming water mains.

Reducing water intensity across our portfolio continues to be a long-term strategic focus. Each Westfield Living Centre has an onsite Facilities team responsible for monitoring and managing water use.

Following a 2020 pilot of a data insights and notification system, we improved our water management approach. Our implementation of water management support platforms, including a daily reporting portal, weekly reports and increased human connection, has meant our Facilities team members are more engaged and motivated. They are identifying and rectifying leaks with support from our smart water meter providers earlier.

In 2022 we will develop and commence implementation of a water reduction plan. This plan will focus on efficiency in design, deeper analysis of our high-water use zones and how we can support our business partners reduce their water consumption.



"Having a data insights and notification system makes identifying changes in water use a lot easier because we look at the data every day," said Paul Jones, Facilities Coordinator at Westfield Helensvale.

"It also builds our knowledge. As a team we've learnt to identify reasons for higher water usage, such as during cleaning. Familiarity with our water flow baseline also means unexplained changes quickly stand out."

Climate resilience

In 2021 we developed signposts for monitoring our climate-related risks and opportunities, gained a deeper understanding of climate risks currently impacting our business and continued to embed climate-related considerations into business strategy and centre operations.

During the year we:

- Increased active governance of climate-related impacts on broader business strategy with Board engagement on climate related issues throughout year.
- Finalised our Net Zero Pathway and Asset Optimisation roadmap outlining our continued approach to reduce energy and emissions by 2030.
- Executed 100% renewable electricity in New Zealand from 2022.
- Committed to achieving 50% reduction of our carbon emissions by 2025 for our wholly-owned Westfield Living Centres.
- Began our transition from a reliance on gas for base building heating with the selection of electric heat pumps to replace gas boilers in our Westfield Knox Stage 1 and 2 development.
- Prepared climate adaptation plans for higher-risk assets with an aim to progressively complete plans for all centres.
- Included climate-related risk and opportunity management in our centre operational environmental actions plans.

We also undertook a review and update of our potential material climate-related risks and opportunities which are presented on pages 40-42.

Our achievements to date and ongoing focus areas are presented on page 43.

30% reduction

in total portfolio Scope 1 and 2 emissions since 2014

3.5% reduction

in total portfolio electricity use (excluding COVID-related impacts)

100% renewable

electricity commitment for our New Zealand portfolio from January 2022

4.47 stars

portfolio average NABERS Energy rating; an increase from our 2020 rating of 4.4 stars

Climate-related risks and opportunities

RISK OR OPPORTUNITY TYPE	RELEVANT SCENARIO	TIME HORIZONS Short term: <1 year Medium term: 1-5 years Long term: 5-30 years	RISK OR OPPORTUNITY DESCRIPTION	APPROACH TO RISK MANAGEMENT AND BUSINESS STRATEGY INTEGRATION	CURRENT ASSESSMENT OF RESIDUAL RISK AND POSITIONING OF OPPORTUNITY
RISK - Emerging regulation - Carbon pricing mechanisms - Increased indirect (operating) costs	Transitional	Medium to Long Term	While a legislated carbon price for Australia is now considered unlikely in the short to medium term, we consider that government and business commitments to net zero emissions could result in the future cost of energy for the operation of our Living Centres increasing. The cost of carbon intensive building materials is also likely to increase the cost associated with the design and construction of our assets, which in turn may directly impact our Design and Construction business.	Maximising the energy efficiency of our assets is embedded in our business culture. This has been demonstrated by reducing our Scope 1 and Scope 2 emissions by 30% since 2014. Our continued deployment of on-site solar and procurement of renewable energy has and will continue to reduce our dependence on grid electricity and therefore reduce Scope 2 emissions and exposure to increased future energy costs.	Impact considered to be low
RISK - Market Changing customer behaviour - Decreased revenues due to reduced demand for products and services	Transitional	Long Term	In 2021 we had 413 million customer visits to our Westfield Living Centres. We continue to acknowledge the need to be receptive to new consumer preferences driven by sustainability and / or climate related matters.	Core to our strategy is business partner and customer engagement, and accessing market insights so we stay relevant for customer needs. Our Strategic Analytics team provide research and insights to inform changes in customer and businesses preferences. In 2021 we continued to support our business partners seeking their own sustainability related certifications (eg Green Star fit outs). Our centres continue to offer opportunities for our communities to recycle more with increased container and clothing recycling units.	Impact considered to be low

Climate-related risks and opportunities cont.

RISK OR OPPORTUNITY TYPE	RELEVANT SCENARIO	TIME HORIZONS Short term: <1 year Medium term: 1-5 years Long term: 5-30 years	RISK OR OPPORTUNITY DESCRIPTION	APPROACH TO RISK MANAGEMENT AND BUSINESS STRATEGY INTEGRATION	CURRENT ASSESSMENT OF RESIDUAL RISK AND POSITIONING OF OPPORTUNITY
RISK - Acute physical climate change impacts - Increased severity and frequency of extreme weather events such as cyclones and floods impacting assets and increasing insurance premiums	Physical	Medium to Long Term	Physical damage to buildings and components of buildings, loss of income and potential harm to building occupiers is a risk we insure against. We acknowledge that extreme weather events and climate change can increase these risks to our assets over time and hence the insurable costs.	Assessment of all 42 Living Centres to climate risk vulnerability. Development of physical climate risk rating tool for our centre portfolio. Climate adaptation plans for 'at higher risk' centres with other centres to have plans developed in 2022 and beyond.	Impact considered to be low
RISK - Reputation - Shifts in investment decisions	Transitional	Medium Term	Investor preferences driven by ESG and / or climate-related matters. Future ESG risk premiums on our share price by equity investors. Of our top 45 investors, over 55% are committed to TCFD disclosures.	Our strategy is to deliver relevant information to help stakeholders, and particularly investors, make informed decisions about the Group's management of climate-related financial risks and opportunities. We do this through: • Direct investor engagement • Benchmark ESG performance surveys • Annual reporting suites • Disclosure of our climate-related risk in accordance with the TCFD recommendations. In 2021 we achieved an A leadership rating in CDP, the only organisation in Australia and New Zealand to achieve this.	Impact considered to be low
OPPORTUNITY - Shift toward decentralized energy generation	Transitional	Short to Medium Term	A shift toward decentralised energy generation has been seen across the markets in which we operate. We saw this as an opportunity to focus on and invest in new renewable energy technologies such as on-site photovoltaic solar and have five centres with solar arrays.	Renewable energy is a key pillar of our net zero emissions pathway. In 2022 we will commence installation of two additional solar installations at Westfield Knox and Westfield Fountain Gate. We will also procure 100% renewable electricity for our NZ operations from January 2022.	Opportunity already embedded into strategy

Climate-related risks and opportunities cont.

RISK OR OPPORTUNITY TYPE	RELEVANT SCENARIO	TIME HORIZONS Short term: <1 year Medium term: 1-5 years Long term: 5-30 years	RISK OR OPPORTUNITY DESCRIPTION	APPROACH TO RISK MANAGEMENT AND BUSINESS STRATEGY INTEGRATION	CURRENT ASSESSMENT OF RESIDUAL RISK AND POSITIONING OF OPPORTUNITY
OPPORTUNITY - Access to new markets with increased access to capital	Transitional	Medium Term	A capital investment plan has been developed as part of our net zero emissions pathway which creates the opportunity to engage investors and other stakeholders on green/climate bonds and other sustainability linked debt options.	Our track record of emission intensity reduction and forward looking net zero targets place us in a strong position to evaluate green finance opportunities for our carbon reduction capital initiatives by 2030 to meet our net zero emissions target.	Access considered available into markets for future finance if required
OPPORTUNITY - Use of lower-emission sources of energy - Progressive procurement of renewable energy	Transitional	Short to Medium Term	The development of a pathway to achieve our net zero emissions target has identified the opportunity to procure renewable energy to facilitate a smooth transition to net zero for our wholly-owned portfolio and to support our business partners to procure renewable energy in the future.	We have continued to tailor our procurement approach to manage the potential volatility in renewable energy and emissions abatement costs which we consider are likely to become more expensive due to the increase in demand for net zero solutions. This procurement strategy allows us to manage changing needs, which could be due to the inclusion of joint venture partners into our net zero strategy, asset transactions or the impact of future energy efficiency initiatives. This strategy also allows flexibility to manage future changes in government policy and stakeholder expectations.	Opportunity embedded into strategy
OPPORTUNITY Use of lower-emission sources of energy – Building Management System analytics and LED lighting	Transitional	Short to Medium Term	We identified an opportunity to improve energy efficiency across selected centres in our portfolio by implementing a Business Management System analytics and alerting model with centralised 24/7 energy monitoring.	Asset efficiency optimisation is the first pillar of our Net Zero Emissions strategy. We delivered Phase 2 implementation of our Building Management System analytics initiative and have now delivered 15 LED projects. Combined, these projects will save approximately of 21,000 MWh.	Opportunity embedded into strategy

Alignment to Task Force on Climate-Related Financial Disclosures

In 2021 we reviewed current disclosures against the TCFD recommendations, created signposts to monitor for changes in our climate-related impacts and continued to integrate climate-related considerations into strategic decision making.

Our focus in 2022 is on developing additional indicators, metrics and, where relevant, targets for continued assessment of risks and opportunities.

- G Governance
- R Risk Management
- S Strategy
- M Metrics and Targets

2018

- R Climate risks considered as part of broader Enterprise Risk Management
- S Climate adaptation plans completed for at higher risk assets

2019

- G Established Responsible Business Working Group
- S Scenario analysis completed to identify transition risks

2020

- M Set our net zero by 2030 target to reduce our environmental impact and exposure to transition risks
- G Assessed the impact of risks and opportunities defined across time horizons

2021

- G Considered climate related risk and opportunities in annual operational risk reviews
- G Increased active governance of climate-related impacts on broader business strategy
- S Enhanced our CDP reporting to disclose climate-related impacts on financial planning, including long-term consideration of risk controls and mitigation measures
- S Climate related impacts considered in broader business strategy
- R Developed signpost for risks and opportunities and continue to monitor via annual risk workshops
- R Continued development of climate adaptation plans for centres based on risk rating assessments
- M Commenced evaluation of additional metrics and targets related to our climate related risks and opportunities

2022 →

- M Establish relevant indicators to measure performance in controlling or mitigating short-term and medium-term risks
- M Finalise additional metrics and targets that are best aligned to our broader business strategy
- R Identify climate-related risks and opportunities which may impact both operations and supply chain
- R Continue integration of climate related impacts to business risks
- S Analyse climate risk where updates to reference scenarios are made or new trends and factors emerge
- G Evaluate climate-related impact management processes

Our Economic Performance

> Data Pack

$738.7 million
distribution for the year ahead of guidance

Contributed to economic recovery
via SME retailer cash flow support

$12 million
contract our largest commitment to an Aboriginal owned business to date

On average Westfield Living Centres **contribute more than half of retail employment within their immediate community**

Aligned to Sustainable Development Goals

8 DECENT WORK AND ECONOMIC GROWTH

Economic performance

Our financial results, operational performance and progress on strategic initiatives demonstrate our commitment to sustainable long-term growth.

Financial performance

We delivered better results in 2021 than 2020 even with more COVID-19 restrictions.

Operating Profit was $845.8 million up 10.9% per security and Net Operating Cash Flow was up 24.8% per security on 2020.

The strength of our cash flow is reflected in our distribution of $738.7 million for the year, equivalent to 14.25 cents per security, exceeding guidance and representing growth of 103.6% on 2020.

We focused on the customer, leveraging the strengths of our leading platform and pursuing our ambition to grow by becoming essential to people, communities and the businesses that interact with them.

We continued to drive strong demand for space in our Westfield Living Centres from existing and new businesses who are focused on growing their customer engagement and optimising their most productive stores with us.

During the year, we completed 2,497 lease deals, including 1,090 new merchant deals. We welcomed 267 new brands to the portfolio. As a result, occupancy has increased to 98.7%.

Capital management

The Group has available liquidity of $5.6 billion, sufficient to cover all debt maturities to early 2024.

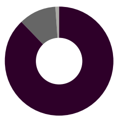
Interest cover for the period was 4.0 times and balance sheet gearing at 31 December 2021 was 27.5%.

The Group retained its single A, or equivalent credit ratings from S&P, Fitch and Moody's. During the year S&P, Fitch and Moody's upgraded the Group's rating outlook to Stable.

As soon as restrictions eased in Auckland, Westfield Newmarket welcomed customers back to celebrate the grand opening of new luxury brands including Louis Vuitton.

Creating economic value for our communities

Our Westfield Living Centres are hubs of local economic activity which contribute to local jobs, suppliers and support local businesses.



Expenditure
AU 88%
NZ 11%
Other 1%

$7.7m
of payments to Aboriginal and Torres Strait Islander owned businesses

Scentre Group top 5 categories by spend in 2021	
1	Construction / Maintenance
2	Government / Regulatory
3	Labour Services (Cleaning and Security)
4	Utilities (Water / Energy / Waste / Telecommunications)
5	Professional Services (Technology / Marketing / Management)

Contributing to local employment

With 42 Westfield Living Centres across Australia and New Zealand with approximately 12,000 outlets, we contribute to job creation within the communities we serve.

More than 4% of people employed in retail in Australia and New Zealand work for businesses that operate within our Westfield Living Centres.

On average, Westfield Living Centres contribute more than half of retail employment within their immediate community.

Supporting local businesses

During 2021, we engaged with over 2,000 local Australian businesses and over 500 local New Zealand local businesses which provided goods and services to the value at over $1.3 billion.

More than 95% of our business suppliers are locally-based Australian and New Zealand businesses, and over 50% are Australian small to medium-sized businesses (SMEs).

70% of our procurement expenditure at Living Centres is with their immediate locally-based Australian and New Zealand businesses.

We made $7.7 million of payments to Supply Nation-accredited Aboriginal and Torres Strait Islander owned businesses in 2021.

Supporting the economic recovery

SMEs make up approximately 30% of our business partners. We value our SME partners because they help us to deliver what our local customers want, contributing to making each Living Centre unique.

We continue to support our SME business partners to mitigate the short-term cash flow impact on their business caused by the pandemic through appropriate rent deferral and support. We have a mutual interest in seeing them succeed.

During 2021, we continued to support our SME retail partners to mitigate the short-term cash flow impact of the COVID-19 restrictions on their business through rental abatement and support.

We have provided ongoing and significant support to our SME retail partners to mitigate the short-term cash flow impact of the restrictions on their business. Over the past two years we have provided $472.7 million in rental support.

Throughout the COVID-19 pandemic, the property industry has provided more than $3 billion in direct rental relief to SMEs, a responsibility no other industry has been asked to bear.

The launch of Westfield Direct this year also provided a growth opportunity for some of our SMEs, particularly those with one or two stores within our portfolio and no online presence. Westfield Direct connects these businesses with more customers whilst alleviating the time-intensive and costly process of fulfilling and delivering orders.

We piloted a Business Partner Support Program, focussing on our SMEs. The program was designed to support the development of their customer strategy to further scale their businesses and accelerate growth. Over 100 SME retail partners attended an online seminar about setting up a digital-footprint and organising back-end technology for click and collect and online sales with positive feedback received from participating businesses.

Read more about this pilot program.

Growth and investing in our platform

Our operating performance reflects the strength and resilience of the Westfield platform and the decisions we made to keep our centres open during the period.

We leveraged the strengths of our core business to deliver on Our Purpose, Our Plan and Our Ambition to grow to become more essential to people, communities and the businesses that interact with them.

We maintained momentum on our membership platform Westfield Plus to provide more value to the customer. Our membership platform grew its membership to 2.2 million, an increase of 1.6 million in 2021.

In October, we extended the Westfield ecosystem and launched Westfield Direct.

Westfield Direct connects into, and is powered by, our market-leading physical destination platform, offering aggregated click and collect and home delivery services to customers. It provides more customers access to more Westfield brands and businesses.

We have more than 150 business partners on Westfield Direct. Westfield Direct is a driver of visitation to our centres. Over 50% of orders are taking advantage of click and collect from their local Westfield centre.

Future investment

Our focus on customers is integral to our future development pipeline of over $4.5 billion.

For more detail about our strategic investments please refer to page 19.

Supply chain management

We are committed to developing and operating our Westfield Living Centre portfolio in such a way as to respect the dignity, wellbeing and human rights of our people, contractors and the communities in which we operate. This is reflected in our approach to managing our supply chain.

Supplier Code of Conduct

Our Supplier Code of Conduct is part of our commitment to high standards of ethical conduct and promoting and supporting a culture of ethical behaviour and good corporate governance. Through it, we seek to encourage and, where appropriate, mandate requirements to help us and our suppliers conduct business in a safe, accountable and equitable manner. It sets out Scentre Group's expectations as to how our suppliers will address:

- diversity and inclusion
- workplace health and safety
- the environment
- labour and employment practices, including the risk of modern slavery in a supplier's operations and supply chain
- risk management
- supply chain management.

Our suppliers are required to observe this code in delivering products or services to us.

Supply chain transparency

We approach supply chain transparency through our approach to supplier selection, contracting and onboarding, as well as through ongoing engagement with our suppliers and their staff. This is integrated with our risk management framework, our approach to supplier due diligence and the way we conduct our operations day to day.

As part of our approach to supplier selection and contracting, we expect our suppliers to commit to our Supplier Code of Conduct. For suppliers in high-risk areas such as cleaning and security, we conduct due diligence on their approach to employee conditions and modern slavery risk.

Audit rights are embedded in a number of our high-risk or high-spend supplier relationships, so we have the ability to understand the detail of our suppliers' activities if necessary. Our supplier onboarding processes include supplier pre-qualification which addresses work health and safety practices and modern slavery risk.

We regularly engage with our suppliers and their employees who perform work on our sites, through contract management meetings and team briefings.

Our Whistleblower Protection Policy encourages the reporting of instances of unethical, unlawful or improper conduct. This policy applies to our suppliers and employees of those suppliers. It provides an avenue for our suppliers and their employees to raise concerns about unethical, unlawful or improper conduct potentially involving Scentre Group, including through Scentre Whistleblower – a confidential and anonymous online portal.

In 2021, we put a Supplier Grievance Management Policy in place. This policy sets out our approach to managing grievances raised by suppliers and their employees.

Australian supplier payment code

We are a signatory to the Australian Supplier Payment Code, committing to paying eligible Australian small business suppliers within 30 days of receipt of a correct invoice or receipt of a correct product/ service from the supplier (whichever is later).

Scentre Group met its obligations by reporting SME supplier payment performance under the Payment Times Reporting Scheme, a new regulatory requirement in 2021.

In the six months to 30 June 2021, 88% of all invoices (89% by value) were paid within 30 days of receiving the invoice.

Modern slavery

Scentre Group's approach to engaging with the risk of modern slavery in our operations and supply chains is set out in our 2021 Modern Slavery Statement. We are committed to respecting the dignity, wellbeing and human rights of our people and the communities in which we operate, including our commitment to playing our part in eradicating modern slavery.

We do this through our governance and risk framework, including our cross-functional Modern Slavery Action Group which oversees our management of the risks of modern slavery occurring in our operations and supply chains. Representatives of key business areas form part of this group, which reflects our cross-functional approach.

In our second Modern Slavery Statement, we set out how we have built on our 2020 actions in 2021, continuing to embed our approach across our business, including in our risk, procurement and contract management processes. Highlights included our Group-wide approach to integrating modern slavery risk on team risk registers, targeted education and engagement with our key procurement teams, and our supplier grievance management policy.

Our approach is informed by how we engage with our stakeholders – for modern slavery, these include our people, suppliers, industry partners, investors and other stakeholders such as industry peers and advocacy groups. This helps us enhance and improve our disclosures and reporting as part of our commitment to operating as a responsible, sustainable business.

In 2022, our focus will be on better embedding our approach to supplier engagement and grievance management across our business, through targeted training with our suppliers and their team members, and engagement with stakeholders to understand their approach to, and focus on, modern slavery risk.

Supporting Aboriginal and Torres Strait Islander businesses

We engage with large numbers of business suppliers in the delivery of our services and development pipeline. Our previous Reconciliation Action Plan (2019 -2021) included a focus on expanding our procurement strategy to increase the number of Aboriginal and Torres Strait Islander businesses that could benefit from our procurement.

We have been a corporate member of Supply Nation since 2017 and take full advantage of this membership to develop our understanding of available Indigenous businesses and how they may assist our organisation expand our support of Aboriginal and Torres Strait Islander businesses.

We made $7.7 million of payments to Supply Nation-accredited Aboriginal and Torres Strait Islander owned businesses in 2021.

In 2021 we also awarded a contract to ARA Indigenous Services (ARAIS), worth almost $12 million over five-years, to provide fire maintenance services. The contract represents the largest financial commitment by Scentre Group to an Aboriginal and Torres Strait Islander business to date.

In addition, to achieve tangible employment and social benefits, we agreed that as a minimum, ARAIS will have two dedicated Indigenous employees working on our account.

We also explored new partnerships with local suppliers at our Living Centres to expand our positive impact in the local communities in which we operate.

As part of our new Reconciliation Plan (2021-2024) we will maintain and enhance our existing commercial relationships with Aboriginal and/or Torres Strait Islander businesses and continue to explore opportunities with local suppliers to our Westfield Living Centres and Design & Construction projects to maximise local employment and community outcomes.

Building an inclusive culture

We introduced a Rewards and Recognition program to demonstrate our appreciation and celebrate our Cleaning and Security team members' tenure working in our Westfield Living Centres, regardless of which supplier they have been employed with over the years.

Westfield Carindale Centre Manager, Matt Powis presented Niroshan Dedduwage with his tenure lapel pin, saying: "Niroshan has been a familiar face for customers and a highly-regarded team member for the last 23 years. All of us truly value Niroshan's place in our team and the value he adds every day."

About this report

Our 2021 Responsible Business Report provides a summary of overall sustainability performance from 1 January 2021 to 31 December 2021.

This report should be read in conjunction with the 2021 Responsible Business Data Pack which is available online and includes our Global Reporting Initiative (GRI) Content Index, management approach and alignment to the UN Sustainable Development Goals (SDGs).

This report complements other documents in Scentre Group's (Group) annual reporting suite including our Annual Financial Report, Corporate Governance Statement, Modern Slavery Statement and Reconciliation Action Plan, providing expanded disclosure on our approach to operating as a responsible business, detailing our non-financial performance, impacts and opportunities.

The report is prepared in accordance with the GRI's sustainability reporting guidelines: Core option.

Indicators covering greenhouse gas emissions, water, energy and waste have been externally and independently assured by Ernst & Young.

The scope of this report covers assets owned and operated by the Group during the reporting period. This report does not include the impacts of all suppliers, service providers and retail partners.

Visit our website to read more about our approach to:

- Past reporting
- Our stakeholders
- Case studies

Related policies available on our website include:

- Corporate Governance Statement
- Code of Conduct
- Anti-Fraud, Bribery and Corruption Policy
- Diversity, Equity & Inclusion Policy
- Environmental Policy
- Human Rights Policy
- Supplier Code of Conduct
- Whistleblower Protection Policy
- Modern Slavery Statement

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

New Zealand Office

Level 5, Office Tower
277 Broadway
Newmarket, Auckland 1023

Secretaries

Maureen T McGrath
Paul F Giugni

Auditors

Ernst & Young
200 George Street
Sydney NSW 2000

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
Website: scentregroup.com/investors

Principal Share Registry

Computershare Investor
Services Pty Limited
Level 3, 60 Carrington Street
Sydney NSW 2000
GPO Box 2975
Melbourne VIC 3001
Telephone: +61 3 9946 4471
Toll Free: 1300 730 458 (Australia Only)
Facsimile: +61 3 9473 2500
Contact: www.investorcentre.com/contact
Website: computershare.com

Listing

Australian Securities Exchange — SCG

Website

scentregroup.com

Scentre Group Corporate Affairs

corporateaffairs@scentregroup.com

17 March 2022

Scentre Group Limited ABN 66 001 671 496

2021 Modern Slavery Statement

SCENTRE GROUP

Creating extraordinary places, connecting and enriching communities

About this statement

Scentre Group's 2021 Modern Slavery Statement sets out the actions taken by the Group to identify, assess and address the risks of modern slavery occurring in its operations and supply chain, including for the purposes of meeting the mandatory reporting criteria set out in section 16 of the *Modern Slavery Act 2018* (Cth) (Modern Slavery Act), for the period 1 January – 31 December 2021.

The statement is prepared by Scentre Group Limited on behalf of the entities in Scentre Group (ASX: SCG) (the Group). The Group is a stapled group comprising Scentre Group Limited, Scentre Group Trust 1 (SGT1), Scentre Group Trust 2 (SGT2) and Scentre Group Trust 3 (SGT3), and their controlled and managed entities. The Boards of Scentre Group Limited, Scentre Management Limited (as responsible entity of SGT1), RE1 Limited (as responsible entity of SGT2) and RE2 Limited (as responsible entity of SGT3) are identical. Scentre Management Limited is also the responsible entity of Carindale Property Trust, a listed managed investment scheme (ASX:CDP).

More information about the Group can be found in the Scentre Group 2021 Annual Financial Report available in the investor section on our website.

The Group has a common set of governance policies and procedures and a common risk management framework which are described in sections 5 and 6 of this statement. The entities and operational teams which comprise the Group were consulted in the preparation of this statement. As part of our consultation process, risk assessments were conducted of the modern slavery risk for each operational team, which in turn informed the Group's consideration of the modern slavery risks in its operations and supply chains.

This statement was approved by the Board of each of Scentre Group Limited, Scentre Management Limited (as responsible entity of Scentre Group Trust 1 and Carindale Property Trust), RE1 Limited (as responsible entity of Scentre Group Trust 2) and RE2 Limited (as responsible entity of Scentre Group Trust 3) on 16 March 2022.

Contents

Message from our Chief Executive Officer		5
1	About Scentre Group	7
2	Our 2021 achievements	10
3	Our 2022 roadmap	11
4	Our supply chain engagement	12
5	Our approach to risk management	18
6	Our approach to governance	20

Message from our Chief Executive Officer

Responsible business is core business. This includes playing our role in eradicating modern slavery, which is built into how we operate. We are committed to developing and operating our leading platform of 42 Westfield Living Centres across Australia and New Zealand in a way that respects the dignity, wellbeing and human rights of our people and the communities in which we operate.

We take these commitments very seriously.

In our second Modern Slavery Statement, we set out how we have built on our 2020 actions to identify, assess and address the risks of modern slavery occurring in our operations and supply chain.

A key part of our approach is engagement – with our people, suppliers, industry partners, investors and other stakeholders such as industry peers and advocacy groups. We believe it is important to hear their feedback and understand how we can continue to enhance and improve our disclosures and reporting as part of our commitment to operating as a responsible, sustainable business.

What we found from this engagement is that there is a desire to learn about how we address the risk of modern slavery, and how we can help others address this. This came out particularly through our engagement with our suppliers, and in 2022 we will work with them to understand how we can best partner with them. We appreciate that the COVID-19 interruptions over the past two years has led to additional burdens on our suppliers, and their people, as well as potentially increased the risk of modern slavery among vulnerable workers.

In 2021, we continued to embed our approach to managing the risk of modern slavery across our business, including in our risk, procurement and contract management processes. Some key highlights included our business-wide approach to integrating modern slavery risk on team risk registers, targeted education and engagement with our key procurement teams, and our supplier grievance management policy.

This year our focus will be on embedding our approach to supplier engagement and grievance management across our business, through targeted training with our suppliers and their team members, and engagement with our investors and industry peers to understand their approach to, and focus on, modern slavery risk.

We look forward to continuing to play our part in reducing risk in our supply chain and helping to eradicate modern slavery from global supply chains.

Peter Allen | Chief Executive Officer
17 March 2022

At Scentre Group we believe that it is important that our people, partners and our communities are treated with respect. Our proactive approach to identifying, assessing and addressing human rights and modern slavery risks is fundamental to achieving Our Purpose, Our Plan, Our Ambition and reinforcing our DNA. These are the values and standards of behaviour we expect of ourselves and of others. Our Human Rights Policy and our Supplier Code of Conduct set out these expectations.

Our Purpose

Creating extraordinary places, connecting and enriching communities

Our Plan

We will create the places more people choose to come, more often, for longer

Our Ambition

To grow the business by becoming essential to people, their communities and businesses that interact with them

We will expand and enhance our three growth pillars

Businesses

Our Platform

People & Communities

We are a responsible, sustainable business

Community

People

Environmental Impact

Economic Performance

Our DNA

We put our **customers first**

We act with **integrity**

We strive for **excellence**

We succeed **together**

We are constantly **curious**

We create a **positive legacy**

1 About Scentre Group

Scentre Group owns and operates a leading platform of 42 Westfield Living Centres with 37 located in Australia and five in New Zealand.

Our Westfield Living Centres are strategically located in close proximity to 20 million Australians and New Zealanders. Our Living Centres are hubs of local economic activity which contribute to local employment and support a network of local businesses and suppliers.

Each Westfield Living Centre is different, reflecting the differing needs of its customers and community. Our teams are focused on listening to our customers and curating the optimal mix of products, services and experiences for them. We engage with our customers and communities to understand which brands, experiences and services they want and consider this as part of our long-term asset planning process.

In 2021, we had 413 million customer visits and total sales through our platform were $22.1 billion, despite more COVID-19 restrictions than in 2020. This highlights that our Westfield Living Centres are essential social infrastructure and are destinations that deliver the products, services and experiences our customers want.

The Group invests in its assets through redevelopment opportunities, ensuring our Living Centres meet the changing needs of our customers and business partners. Many centres in the portfolio are owned jointly with leading property investment institutions. As at 31 December 2021, the Group's total assets under management are $50.4 billion.

1.1. Our operations

Scentre Group is vertically integrated with the internal capability to develop, design, construct, operate and manage our Westfield Living Centre portfolio. Our direct operations are located in Australia and New Zealand.

Because of the composition of our direct workforce and the established policies, procedures and learning and development programs in place, we consider that the risk of modern slavery occurring in our direct operations is low.

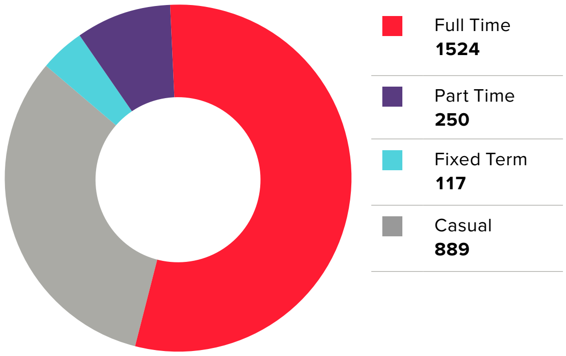
The Group is organised by teams reflecting this vertical integration, with 2,780 employees as at 31 December 2021.

Our employees are primarily in professional or managerial roles, permanently employed, either covered by an award, or award free and have their eligibility to work confirmed by us as part of our recruitment and onboarding process. Employees covered by an award are primarily covered by the General Retail Industry Award and Clerks Private Sector Award and are paid accordingly. Approximately 92% of our workforce is located in Australia.

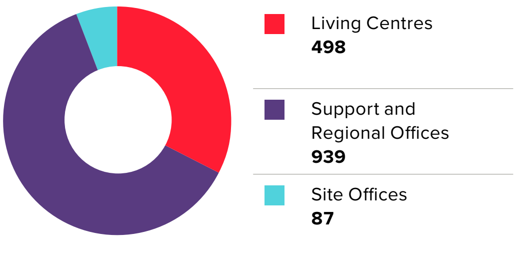
Our employment policies and processes reflect best practice. They include our Code of Conduct and our Human Rights Policy, Anti-Bullying and Anti-Sexual Harassment policies, Work Health and Safety policies, and personal, compassionate and parental leave policies, as well as our Whistleblower Protection Policy. Our learning and development programs educate our people about key workplace policies including our Code of Conduct. We regularly review our policies, practices and behaviours to confirm they continue to meet the expectations of our business partners, our communities and other stakeholders, as well as social and regulatory developments.

More information about how we engage with our people can be found in the Our People section on page 22 of our 2021 Responsible Business Report.

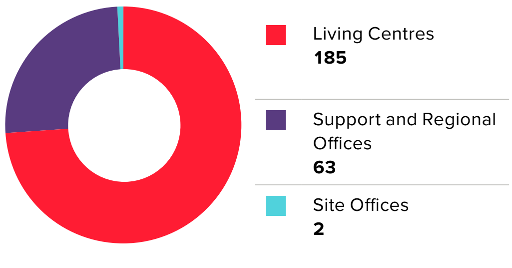
All Employees - Total 2,780



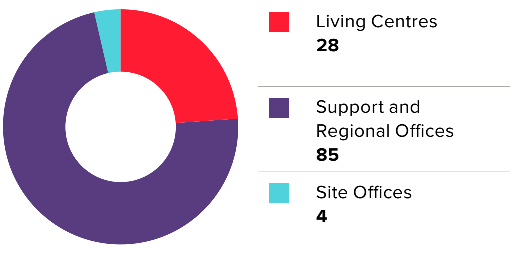
Full Time Employees - Total 1,524



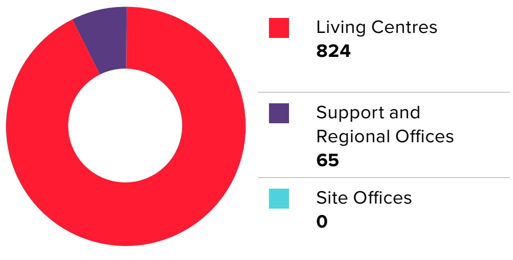
Part Time Employees - Total 250



Fixed Term Employees - Total 117



Casual Employees - Total 889



1.2. Our suppliers and supply chain

Our direct supply chain includes a wide range of organisations and industry sectors. These organisations are predominantly located in Australia and New Zealand, with 99% of our total supplier spend in 2021 being paid to suppliers based locally.

Most of our supplier expenditure relates to the operation of our Westfield Living Centres, particularly cleaning and security services and maintenance.

Our expenditure with suppliers in the development, design and construction categories is cyclical and depends on our development program. In 2021, our construction activities were predominantly in Australia, with the commencement of a $355 million investment in Westfield Knox and the continuation of our $55 million investment in Westfield Mt Druitt which opened in March 2022. Works also progressed on behalf of Cbus Property to design and construct the residential and commercial tower development at 111-121 Castlereagh Street in Sydney.

Scentre Design & Construction is the head contractor for Cbus Property's mixed-use tower development, 111 and 121 Castlereagh Street, an adaptive reuse of the former David Jones menswear store in Sydney's CBD.

Scentre Group and Cbus Property are working together on an approach to reduce the risk of modern slavery in this development.

In recognition of the potential for construction subcontractors to be vulnerable workers and for modern slavery risks within the supply chain of building materials, Scentre Group has implemented a modern slavery due diligence program, with our subcontractors and suppliers engaged as part of the development.

Scentre Design & Construction shares information with Cbus Property regarding its approach to mitigating modern slavery risks within its operations and supply chain via the Property Council of Australia's Informed 365 Modern Slavery platform.

All subcontractors were assessed for modern slavery risk through the completion of self-assessment questionnaires, which were reviewed by Scentre Group team members. On-site subcontractors and their employees are made aware of the Group's Whistleblower Protection Policy, as well as details of the Group's Diversity, Equity and Inclusion program, site rules and site news through digital screens located at the worksite side entry and in worksite accommodation

Top 5 Categories of Spend:

Construction / Maintenance
$487.0M

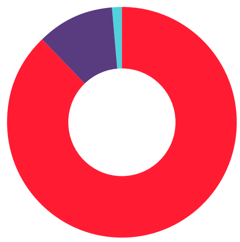
Government / Regulatory / Banking
$344.2M

Labour Services (Cleaning and Security)
$187.7M

Utilities
$155.7M

Professional Services
$154.3M

Location – Tier 1 Suppliers:



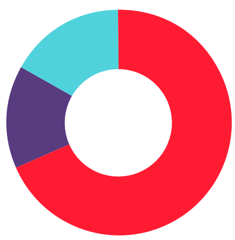
Australia
88.2%

NZ
10.7%

Other*
1.1%

**US, Europe, Philippines, Singapore, China, Central America, Israel, Canada*

2021 Spend by Operational Area:



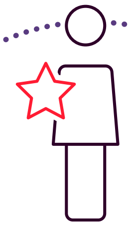
Westfield Living Centres
$934.1M

Corporate
$190.8M

Design & Construction
$226.5M

2 Our 2021 achievements

In 2021, we continued to embed our approach to managing the risk of modern slavery across our business, including in our risk, procurement and contract management processes.



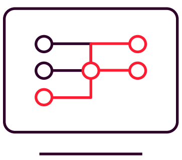
E **Education and training**

S **Supplier engagement and due diligence**

R **Risk and assurance processes**

E Conducted specific training for members of operational teams which engage with suppliers with a higher risk profile, including our customer experience, design and construction, technology and integrated services teams.

E Launched a centralised resource on our intranet, MyScentre, to host information and guidance for our people about how the Group approaches the risk of modern slavery.



S Met with our key cleaning and security suppliers to discuss modern slavery risks, and to understand their knowledge of and processes for managing these risks and how the Group can assist.

S Launched a rewards and recognition program for our in-centre cleaning and security teams to recognise the work and tenure of team members with our business, regardless of which supplier they were employed by.

S Supplemented our site based supplier induction packs to reinforce the Group's expectations about modern slavery.

S Enhanced our procurement and tender processes to include additional due diligence/ screening questions.

S Adopted a supplier grievance management policy (see page 21).

R Validated our high-risk supplier list by surveying all teams in the Group to confirm which suppliers that they directly engage with would be considered higher risk for modern slavery based on location, types of goods and services or the use of low skilled migrant workers.

R Participated in an independent third party review of a sample of responses to the Informed 365 modern slavery self-assessment questionnaire (see page 19).

R Enhanced internal assurance over our high-risk cleaning and security suppliers through night audits in a sample of our Living Centres (see page 14).

3 Our 2022 roadmap

We recognise that how we address the risk of modern slavery in our operations and supply chain is an ongoing and evolving process. We continue to work to better understand our supply chain and business partnerships, and to work with our partners to enhance our role in eradicating modern slavery.

Building on the progress we have made to date, we have identified the following opportunities for 2022.

- **E** Look for opportunities to collaborate with our key strategic and joint venture partners.
- **E** Enhance our training for key procurement and contract management teams for modern slavery risk management as part of their supplier management.
- **E** Train our centre and site teams on our approach to supplier grievance management.
- **E** Launch an online training module for all employees, which will be aimed at raising awareness of the risk of modern slavery.
- **S** Implement supplier grievance management policy and processes, and the tracking of grievances.
- **S** Supplement our centre based supplier induction packs to reinforce the Group's expectations about modern slavery.
- **S** Enhance our due diligence approach with our tier 1 and tier 2 suppliers, including further risk review of suppliers located outside of Australia and New Zealand.
- **S** Work with suppliers to enhance their processes and reporting around modern slavery risks.
- **R** Undertake internal assurance over our approach to procurement and managing the risk of modern slavery.
- **R** Undertake audits and spot checks with key high-risk suppliers to measure effectiveness of modern slavery management practices.

4 Our supply chain engagement

We are committed to high standards of ethical conduct and to promoting and supporting a culture of ethical behaviour and good corporate governance. This commitment extends to how we engage with our supply chain, as part of our ordinary business practices.

Our Supplier Code of Conduct sets out our expectation that our suppliers will ensure there are no instances of modern slavery in their operations and supply chains, and will comply with all applicable laws and regulations relating to modern slavery.

4.1 Potentially higher risk areas

As part of our approach to enterprise risk management, our risk team works with all teams to identify key risks. In 2021, our teams were asked to consider the risk of modern slavery in their supply chains directly as part of the regular review of internal risk registers, with 17 additional suppliers added to our list of high-risk suppliers.

Potentially higher risk areas were labour hire services, including cleaning and security, parts and materials sourced overseas, including design and construction materials and technology. The risk indicators identified across our high risk suppliers included:

- the use of foreign workers or temporary or unskilled labour by cleaning and security contractors, delivery partners and design and construction subcontractors
- the sourcing of construction materials, plant and equipment and parts (e.g. stone, glass, structural steel, HVAC, electrical and vertical transport) from countries outside Australia and New Zealand
- the sourcing of technology and technology components from countries outside Australia and New Zealand including connected screens, parking technology and solar panel technology
- software development, software service support and telecommunications providers with labour located in countries outside Australia and New Zealand
- the procurement of uniforms and other goods potentially manufactured using cotton in countries outside of Australia and New Zealand.

Suppliers who are identified as having a potentially higher risk for modern slavery are surveyed using the Property Council of Australia's (PCA's) Informed 365 tool to more comprehensively risk assess their operations and supply chains and to understand what processes they have in place to address the risk of modern slavery.

To date Scentre Group has identified 82 high-risk suppliers who have been asked to complete a modern slavery risk assessment in the PCA's Informed 365 tool. Sixty (73%) of these suppliers have completed their 2021 survey and of these only 11 highlighted that they had operations outside Australia and New Zealand. This confirmed our understanding that the majority of our suppliers do not have operations outside Australia and New Zealand. In 2022, suppliers' overseas operations will be subject to further risk analysis to identify any specific modern slavery risks that need to be collaboratively addressed.

4.2. Tendering, procurement and contract management

The tendering and procurement processes used in our potentially higher risk areas specifically engage with the risk of modern slavery in our supply chains.

These procurement and contracting processes require our suppliers to comply with our Supplier Code of Conduct and to have a system in place to identify, assess and address the risk of modern slavery in their operations and supply chain. Potential suppliers are required to respond to screening questions about, amongst other things, the risk of modern slavery in their operations and supply chains. These responses are reviewed by team members and follow up actions are taken where the response is incomplete or indicates the supplier may be of higher risk.

As part of our tendering processes for our potentially higher risk areas of cleaning and security, we also:

- benchmark and assess pricing sustainability and validate this against applicable awards or enterprise bargaining arrangements
- confirm allowances have been made for on-boarding of new staff, leave loading, training and uniforms as well as equipment, which we review for suitability and whether they are fit for purpose for our centres
- review staffing charts to confirm resourcing is adequate, workloads are safe and can be sustainably managed, considering comparable centres and activities
- review past performance in relation to work health and safety, subcontracting arrangements and worker entitlements.

Our standard form contracts require our suppliers to have a system in place to identify, assess and address the risk of modern slavery in their operations and supply chain. We also obtain monthly confirmation from suppliers who provide these services that their workers are paid in accordance with applicable awards or enterprise bargaining arrangements. We review rostering and workplace health and safety metrics quarterly.

During 2021, we completed four facilities management tenders, which included modern slavery risk screening questions. From these four tenders, nine high-risk contracts were awarded - four cleaning contracts and five security contracts. All suppliers awarded contracts completed the PCA's Informed 365 modern slavery self-assessment.

Additionally, 10 facilities management contracts with non high-risk suppliers were awarded. All suppliers completed a modern slavery self-assessment questionnaire through the Group's external supplier prequalification supplier, Cm3, and each of these contracts include clauses requiring the supplier to identify, assess and address modern slavery risks.

CASE STUDY

Audit spot checks

Our cleaning and security team members are an integral part of our Westfield Living Centre customer experience teams.

Our management teams engage with cleaning team members daily, we deliver our service promise for customers as one team, and our rewards and recognition program acknowledges their dedication, loyalty and tenure.

In 2021, we received an anonymous complaint that one of our cleaning suppliers was subcontracting unauthorised cleaners at three of our Westfield Living Centres. This complaint was managed under our Whistleblower Protection Policy.

We carried out simultaneous, unannounced audits to investigate the allegation at the three Westfield Living Centres. The audits were carried out during the night shift and were led by 14 Scentre Group senior managers not directly connected with the centre or management of the cleaning supplier.

No evidence was found to substantiate the original allegation of using subcontractors, with all individuals working on site during the audits confirmed to be employees of our cleaning supplier.

As part of the audits, we sought to identify who was on site from our cleaning and security teams, and confirm that the individuals on site had completed a safety induction and matched those individuals recorded on the supplier's roster.

The senior managers spoke individually with each team member on site to confirm who they worked for and whether they had any concerns about their employment conditions including pay and work entitlements, behaviours or personal protective equipment (PPE), particularly as it related to COVID-19, which had not been addressed by their employer.

In these interviews team members identified a number of matters of concern.

Total number of matters raised in 2021 centre audits	**20**
Work health and safety*	12
Pay conditions	5
Bullying/ sexual harassment/ discrimination	3

** Including compliance with COVID Safe protocols (3 matters). None of the matters raised were high risk.*

We engaged with the supplier to resolve the concerns.

There were 14 instances where supplier team members provided feedback to us about management of grievances by their supplier, in particular feeling comfortable that matters raised would be seriously investigated or resolved, that the process was difficult or that they had open, unresolved grievances. We asked the supplier to ensure that they reviewed their grievance process so that it was fit for purpose and their team members could easily resolve concerns.

After the site audits, a specialist accounting firm reviewed the cleaning supplier's payroll data to verify details obtained during the audits.

There was one individual identified as both an employee of a supplier and contractor in the supplier's system, which is in contravention of our requirements that all workers be employees of the main supplier unless pre-authorised by the Group.

While the allegations that prompted the audits were not substantiated, we issued a notice of breach of contract to the supplier requiring the matters noted above to be addressed and we are working with them to do so.

The supplier confirmed they would be:

- ensuring every team member remains up to date with safety training
- providing adequate PPE
- enhancing processes in relation to working visas and correctly recording employment status.

4.3.Onboarding and prequalification

Suppliers who provide services in our Westfield Living Centres and are pre-qualified using Cm3 (an external supplier prequalification provider) also complete a modern slavery self-assessment questionnaire as part of our on-boarding and prequalification process.

In 2022, Scentre Group will continue to review the results of these self-assessments to identify any additional areas of high risk, the level of supplier understanding and engagement about the risk of modern slavery, and use this review to inform our approach for further supplier engagement.

4.4.Our ongoing engagement with our suppliers and their staff

Our site and centre management teams support formal and informal engagement with our suppliers and their staff. We continue to partner and work with suppliers to continuously improve our approach to assessing and addressing modern slavery risks. How we do this depends upon the nature of the services being provided by our suppliers.

Where services are provided on our sites, such as cleaning and security:

- supplier team members complete an induction process managed by us which covers work health and safety, emergency procedures, risk and hazard identification and our behavioural expectations
- we undertake monthly work health and safety observations to confirm that work practices are carried out safely, with any non-compliance documented and tracked to resolution
- we regularly engage with team members in face-to-face meetings, including daily morning huddles, weekly team meetings, monthly safety forums and emergency response training
- we conduct team talks to focus on areas such as lost time injuries and to gain feedback to improve our management and operational processes.

We display information in centre management offices and lunch rooms letting team members know how they can raise any concerns about work practices or other grievances with Scentre Group directly.

4.5. Grievances

The level of resourcing required in centres was impacted by the greater number of lockdown days in 2021 than 2020, due to COVID-19 government restrictions. Four matters were raised by employees of our onsite cleaning and security suppliers with us. These matters related to pay, availability of uniform, and allegations of inappropriate behaviour, discrimination, and bullying. These matters were investigated by the Group, addressed with the relevant suppliers and resulted in two suppliers being issued with breach notices, an employee of a supplier being removed from Scentre Group sites and one Scentre Group employee issued with a formal warning.

Our expectation is that our suppliers maintain their own grievance management mechanisms and that, where appropriate, an employee of a supplier engage first with the supplier's own grievance management process before raising a grievance with us. However, we recognise that this may not always be practical or realistic.

In 2021, we formalised our approach to supplier grievance management through a supplier grievance management policy (see also page 21). This sets out the principles we apply in managing concerns, issues or incidents raised by someone who believes they are the subject of unreasonable treatment by Scentre Group, its employees, contractors or suppliers, in or in connection with a Scentre Group workplace. We recognise that the processes used to handle grievances need to be flexible in light of the circumstances in which a grievance may have arisen and at a minimum, we:

- encourage speaking up
- respect confidentiality
- aim to be impartial
- believe that timely resolution is important.

In 2022, we will engage further with our centre and site teams about our approach to grievance management and, to reinforce our policy, enhance our incident management system so that reports can be consistently managed. We will continue training of centre and site-based team members who may receive potential grievance reports from our supplier team members in how to deal with those reports.

We will also inform our suppliers and their employees who attend Scentre Group workplaces about our approach to grievance management.

2021 Grievances		How resolved
Total number of reported grievances	4	
Pay dispute	1	Breach notice issued
Bullying	1	Formal warning issued to Scentre Group employee
Work health and safety	1	Breach notice issued
General work conditions	1	Resolved in consultation with the supplier

4.6. Working with our suppliers to respond to COVID-19 specific risks

Our Westfield Living Centres are essential social infrastructure for the communities in which we operate.

During the year we remained focused on COVID Safe protocols in our centres and maintaining the highest standards of cleanliness and hygiene across our centres. We leveraged our proximity to customers and communities and role as social infrastructure to support the national COVID-19 vaccine roll out. We partnered with health providers to open and support the operation of vaccination clinics in our Living Centres. These clinics targeted a broad spectrum of our communities; from aged-care and disability workers and residents to young people, as well as the broader general public.

We continued to work closely with our suppliers to understand the impact of COVID-19 on their businesses, their COVID Safe plans and to identify, assess and address any areas of concern, to maintain the health and safety of their teams while they help to keep our Living Centres open to fulfil their essential role in the community.

Our cleaning suppliers continue to be a key part of our response to the changes in our operating environment and we have worked with them to adjust resources to suit each centre's needs as state and federal government restrictions changed. Weekly meetings to review operational requirements, which still continue, allow site managers to provide feedback and adapt our engagement with our suppliers where necessary, including staffing numbers, PPE requirements, all cleaning consumables and the wellbeing of team members. We supported cleaning and security team members who needed flexibility to help them manage the impact on their family responsibilities.

We recognise that the ongoing COVID-19 pandemic is challenging for our suppliers and their team members. We wrote to our onsite cleaning and security providers to let them know that they, their team members who support our Westfield Living Centres and their families, can access our employee assistance programs to assist with work or personal issues, on a voluntary, free of charge basis.

Building an inclusive culture recognising team members

Our cleaning and security team members are an integral part of our Westfield Living Centre teams. While they are employees of our suppliers, they wear the same Westfield uniforms because they are core members of our Living Centre teams. Their dedication, service and effort is important in delivering our service promise to customers.

To demonstrate our appreciation and celebrate their tenure working in our Westfield Living Centres, we introduced a Rewards and Recognition program for our cleaning and security team members.

The Rewards and Recognition program highlights their loyalty and career tenure with our business, regardless of which supplier they have been employed with over the years.

Our cleaning and security team members are presented with lapel badges and gift cards on their 10-year anniversary with Westfield, and every five years following that anniversary.

We launched our new program on 20 October 2021 - on ‘Thank Your Cleaner Day’. During team morning huddles, lunches and afternoon tea events, team members who had already reached a career milestone with us were acknowledged and presented with their badges and gift cards by centre management.

At Westfield Bondi Junction we recognised over 100 years of service cumulatively by cleaning team members, and another 30 years across our security team members. The significant tenure of many of our team members across the portfolio reflects their commitment to our Westfield Living Centres and our communities.

Westfield Carindale Centre Manager, Matt Powis presents Niroshan Dedduwage with his tenure lapel pin, saying: “Niroshan has been a familiar face for customers and a highly-regarded team member for the last 23 years.

“Niroshan is an integral part of the Carindale team which can be seen in the engagement he has with the entire team and the fact that he is also often mentioned by customers when providing good feedback about experiences in our Living Centre.

“All of us at Carindale truly value his place in our team and the value he adds every day.”

5 Our approach to risk management

5.1. Our risk management process

At the core of our approach to risk management is the establishment of a strong risk culture, where behavioural expectations are set by the Board and executive leadership team and actively promoted and role-modelled throughout our business. The Group's enterprise risk management policy and framework provides the business guidance as to how Scentre Group identifies, assesses, monitors and manages material business risks, including the risk of modern slavery, in our direct operations and supply chain.

Our enterprise risk management policy and framework are integrated into our day-to-day business processes. Risk management accountability is a key requirement for our business managers and leaders.

We take a risk-based approach to considering and managing the risk of modern slavery in our direct operations and supply chain, consistent with our overall approach to risk management. As part of that approach, key operational, supplier and supply chain risks are progressively captured in team risk registers where relevant, along with the causes, controls and treatment plans for those risks. The Group is continually working to enhance due diligence processes to better address such risks. Risk registers are reviewed at least annually as part of our risk management processes.

Scentre Group's direct operations take place in Australia and New Zealand where all of our Westfield Living Centres are located, with our support offices located in Sydney, Australia and Auckland, New Zealand. We consider the risk of modern slavery occurring in our direct operations is low given the demographic and regulatory environment in which we operate, as outlined in section 1.1.

Our direct operations are supported by our supply chain, with many of our core operational activities such as cleaning and security subcontracted to third parties. Our risk reviews highlight our design and construction, facilities management and technology areas as having the potential for there to be a greater risk of modern slavery in our supply chain. How we work with our suppliers to understand this risk, and the processes we have in place for managing our relationships with our suppliers, are described in section 4.

5.2. Our approach to remediation

As we assess and address modern slavery risks within our direct operations and supply chain, situations that may give rise to actual or suspected instances of modern slavery may be identified. Our Modern Slavery Response Framework guides our people to respond to such incidents, or a change in circumstances which may result in a materially increased risk of modern slavery occurring.

The framework aims to protect the health and safety of workers in both our direct operations and supply chain. This is done by educating our people and our suppliers on modern slavery risk and appropriate means to respond and remediate, if appropriate.

Our approach to achieving these objectives is guided by the principles of:

- **Safeguarding and supporting victims** - victims of modern slavery are often very vulnerable people. We recognise that our response must acknowledge that vulnerability, take appropriate steps to protect victims and not unnecessarily further disadvantage them through the remediation actions taken.
- **Respecting confidentiality** - where a potential incidence of modern slavery is identified, confidentiality should be maintained if possible, in light of the need to safeguard the victim/s and enable allegations to be properly investigated.
- **Gathering and securing information** - if there is a concern about modern slavery in our operations and supply chain, relevant information will be obtained and retained in order for the concern to be properly investigated. Consideration will be given to whether it is appropriate to use any contractual rights, including audit rights, to obtain this information.
- **Engaging with appropriate experts and authorities** – we recognise that Scentre Group may not always be best placed to directly respond to incidents of modern slavery in our operations or supply chain. Depending on the circumstances in which modern slavery occurred, it

may be appropriate to refer concerns to law enforcement or other authorities, or to work with appropriate non-governmental bodies to guide our response and, if appropriate, remediation process.

We recognise that actions taken to address modern slavery risks need to be in the best interests of the potential victim/s and our response needs to be tailored to each individual situation. We consider effective response options to include:

- developing and implementing an action plan to address risk factors or issues identified and monitoring the status of action plans to closure. This may be in consultation with our suppliers, relevant authorities or other experts and may include support or compensation for victims, enhancing supplier controls and processes as well as education and training.
- requesting suppliers obtain third-party certification or a third-party audit to understand the full extent of any issues and confirm a remediation plan is in place and tracked to completion.

5.3. Assessing effectiveness

We consider the effectiveness of our actions to address the risk of modern slavery as part of our overall governance and risk management framework. We assess the effectiveness of our actions around mitigating modern slavery risks by looking at:

- key deliverables being monitored and overseen through our Modern Slavery Action Group and Responsible Business Scorecard
- actual or potential incidents of modern slavery identified and addressed
- regular and active engagement with our workforce and suppliers
- the results of audits conducted (for example, wage audits or night audits)
- grievance and whistleblower complaints made and satisfactorily resolved.

The Group aims to enhance and improve the effectiveness of its actions in addressing modern slavery risks through various avenues which promote awareness, transparency and advocacy in this space.

Scentre Group also has a risk based business review and audit (internal audit) program which independently assesses the design and operating effectiveness of the Group's key controls to manage key risks. Results of any audits are reported to the Executive Risk Management Committee and the Audit and Risk Committee on a semi-annual basis. Modern slavery risks and controls are considered as part of this program.

Bureau Veritas audit

In 2021, Bureau Veritas partnered with the PCA and Informed 365 to review and verify a sample of supplier self-assessment questionnaires completed on the PCA's Informed 365 supplier platform. The assessment asks a supplier to provide information around its awareness and assessment of modern slavery risks, and actions being taken to address such risks in their direct operations and supply chains. Twenty Scentre Group supplier assessments were reviewed with feedback provided on the quality of responses, including positive indicators as well as areas for improvement.

The review identified the key risks to our supply chain as:

- all workers being provided written and understandable information about their employment conditions prior to their entering into employment
- availability or adequacy of grievance or whistleblower mechanisms in place
- clarity/transparency over whether high risk worker types (e.g. migrant workers) present within operational supply chains
- insight or risk management controls over contractor/supplier use of sub-contractors
- adequate knowledge/understanding of the suppliers supply chain network.

Key findings from the reviews will inform our approach to supplier engagement and modern slavery risk in 2022.

6 Our approach to governance

Our governance practices are fundamental to the way we work as a responsible, sustainable business.

6.1. Our governance framework

At Scentre Group governance, ethical business practices and high standards of personal conduct are fundamental to the way we work as a responsible, sustainable business. Our governance framework supports our business in delivering Our Purpose – creating extraordinary places, connecting and enriching communities – and implements appropriate oversight and accountabilities to achieve our commitment to be a responsible, sustainable business.

Our responsible business governance framework involves an integrated, cross-functional approach. This includes leaders of relevant functions making up our key management committees, the executive leadership team and the Executive Risk Management Committee.

The Board is assisted in its oversight of risk by the Audit and Risk Committee, supported by the Executive Risk Management Committee, the executive leadership team and a dedicated risk function.

Our Modern Slavery Action Group oversees our management of the risks of modern slavery occurring in our direct operations and supply chain identified through our risk management process.

Representatives of key business areas form part of this group, which reflects our cross-functional approach, and they are consulted and informed of the Group's approach. Our Modern Slavery Action Group is guided by our responsible business strategy, overseen by our executive leadership team, and reports to the Executive Risk Management Committee.

Our Executive Risk Management Committee meets at least five times a year, and considers any material modern slavery risks identified from time to time as well as any material grievances or other incidents which may arise. These are escalated to the Board, through the Audit and Risk Committee, where appropriate.

Our Audit and Risk Committee reviews and assesses the Group's corporate risk profile, enterprise risk management policy and enterprise risk management framework at least annually, and considers reports from management on new and emerging risks, and the risk controls and mitigation measures in place to deal with those risks, which includes the risk of modern slavery. The Committee also reviews and makes recommendations to the Board in relation to the Group's modern slavery statement annually, prior to its consideration by the Board.

6.2. Our policies and practices

Fundamental to the way we work as a responsible, sustainable business is our commitment to ensuring our business practices reflect a high standard of corporate governance and accountability.

Our Code of Conduct sets out the standards we require of everyone who works for Scentre Group and requires our people to treat everyone they deal with fairly, courteously and with respect, and to comply with all applicable laws and regulations. Our people are required to affirm our Code of Conduct on an annual basis.

Our Human Rights Policy reflects our objective to respect the dignity, wellbeing and human rights of our people, contractors and communities in which we operate. This includes our commitment to playing our part in eradicating modern slavery.

Our Supplier Code of Conduct is the tool through which we encourage and, where appropriate, mandate requirements to help us and our suppliers to conduct business in a safe, accountable and equitable manner. Our suppliers are required to observe this code in delivering products or services to us. For example, our suppliers are expected to ensure there are no instances of modern slavery in their operations and supply chain and comply with all applicable laws and regulations relating to modern slavery as well as human rights, employment conditions, working hours, wages, benefits and entitlements. We have incorporated an obligation to comply with our Supplier Code of Conduct in our standard form contracts and key high-risk supplier agreements.

Our Anti-Fraud, Bribery and Corruption Policy sets out Scentre Group's commitment to high standards of ethical conduct and to promoting and supporting a culture of ethical behaviour and good corporate governance. It forms part of our risk management framework and supports our Code of Conduct and our Whistleblower Protection Policy. The policy requires appropriate checks be made when selecting and engaging new business partners, and that business partners must not be engaged, or business conducted with them, if there is a material risk they will violate any of Scentre Group's codes or policies.

Our Whistleblower Protection Policy encourages reporting of instances of unethical, unlawful or improper conduct and assists in identifying behaviour which is inconsistent with our values, culture or policies. It is available for our suppliers and their employees, as well as Scentre Group directors, officers and employees. In addition to our Whistleblower Protection Officers, we have implemented Scentre Whistleblower, a secure online portal powered by Whispli (an external provider to the Group), which enables reports to be made confidentially, anonymously and at any time.

Our Whistleblower Protection Policy is publicly available and has been promoted to our people, as well as our on-site suppliers and their staff. Our Supplier Grievance Management Policy sits alongside our Whistleblower Protection Policy, to provide guidance for resolving concerns raised by our suppliers' employees which do not fall within the scope of the Whistleblower Protection Policy.

Material matters which arise under these policies are considered by the Executive Risk Management Committee and/or the executive leadership team and, where appropriate, are reported to the Board through the Audit and Risk Committee.

6.3. Our people

All of our people must comply with our Code of Conduct, which sets out our expectation that our people treat everyone they deal with fairly, courteously and with respect, and requires them to comply with all applicable laws and regulations. Everyone at Scentre Group is required to review and recommit to the Code each year.

Our people have also been made aware of our other policies, including our Human Rights Policy, Supplier Code of Conduct, Anti-Fraud, Bribery and Corruption Policy and Whistleblower Protection Policy.

We expect everyone at Scentre Group to play a role in creating workplaces and Living Centres that keep us all safe. We bring this to life through our culture of People Protecting People.

Our people are a key part of our approach to managing the risk of modern slavery in our supply chain. We educate them about modern slavery, Scentre Group's commitment to eradicating modern slavery and how we will manage the risk of modern slavery in our supply chain.

We achieve this through our learning and development programs, our approach to knowledge sharing and cross-functional integration for projects, and the tools we make available to our people to perform their roles.

As part of this approach, we have provided online training on the risk of modern slavery to our procurement staff, senior managers and other staff who are involved in making decisions which may be impacted by the risk of modern slavery, or engage with suppliers who are deemed to have a high risk profile. Among other matters, the training is tailored to cover:

- how to assess and address modern slavery risks with the Group's suppliers
- the role of the Group's risk management framework and procurement processes to identify risk indicators
- identification of suppliers with a heightened risk of modern slavery and guidance on handling supplier-related modern slavery concerns
- the Group's response framework, which details our approach and possible courses if there are modern slavery instances in our supply chain.

In 2021, 95% of these targeted staff completed this training.

We have also carried out team specific workshops to help raise awareness of the risk of modern slavery. In 2022, we intend to launch an online training module for all employees, which will be aimed at raising awareness of the risk of modern slavery.

We also have a dedicated site on MyScentre, our intranet, to provide our people with further guidance and access to the tools to help them manage the risk of modern slavery as they engage with suppliers, including modern slavery risk screening questions.

How Scentre Group addresses the mandatory reporting criteria under the *Modern Slavery Act 2018* (Cth) is set out below

Reporting criteria:	Where we do this:	More information can be found in:
Identify the reporting entity	About this statement	Scentre Group 2021 Annual Financial Report
Describe the reporting entity's structure, operations and supply chains	Message from our Chief Executive Officer 1. About Scentre Group	Scentre Group 2021 Annual Financial Report Scentre Group 2021 Responsible Business Report
Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entity it owns or controls	4. Our supply chain engagement 5. Our approach to risk management	
Describe the actions taken by the reporting entity and any entity it owns or controls to assess and address those risks, including due diligence and remediation processes	4. Our supply chain engagement 5. Our approach to risk management 6. Our approach to governance	
Describe how the reporting entity assesses the effectiveness of these actions	5. Our approach to risk management Audit spot checks Bureau Veritas audit	
Describe the process of consultation with any entities that the reporting entity owns or controls	About this statement 5. Our approach to risk management 6. Our approach to governance	
Provide any other relevant information	Audit spot checks Building an inclusive culture recognising team members Bureau Veritas audit	Scentre Group 2021 Annual Financial Report Scentre Group 2021 Corporate Governance Statement Scentre Group 2021 Responsible Business Report

SCENTRE GROUP

Scentre Group Limited
ABN 66 001 671 496

Scentre Management Limited
ABN 41 001 670 579
AFS Licence No: 230329 as responsible entity of Scentre Group Trust 1
ABN 55 191 750 378 ARSN 090 849 746

RE1 Limited
ABN 80 145 743 862
AFS Licence No: 380202 as responsible entity of Scentre Group Trust 2
ABN 66 744 282 872 ARSN 146 934 536

RE2 Limited
ABN 41 145 744 065
AFS Licence No: 380203 as responsible entity of Scentre Group Trust 3
ABN 11 517 229 138 ARSN 146 934 652

Level 30, 85 Castlereagh Street
Sydney NSW 2000 Australia

GPO Box 4004
Sydney, NSW 2001 Australia

scentregroup.com