

# 2020 - 21 Compliance Program

Submitted by:

**Gpt Management Holdings Limited**  
**(ABN:67113510188)**



# #Workplace overview

## Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Retention	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Performance management processes	Yes( <i>Select all that apply</i> )
...Yes	Strategy Policy
...Promotions	Yes( <i>Select all that apply</i> )
...Yes	Strategy Policy
...Talent identification/identification of high potentials	Yes( <i>Select all that apply</i> )
...Yes	Strategy
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Strategy Policy
...Training and development	Yes( <i>Select all that apply</i> )
...Yes	Strategy Policy
...Key performance indicators for managers relating to gender equality	Yes( <i>Select all that apply</i> )
...Yes	Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes( <i>Select all that apply</i> )	
...Yes	Policy Strategy

3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

## Governing bodies

*Gpt Management Holdings Limited*

	Yes, same as local ultimate parent organisation( <i>The local ultimate parent's governing body</i> )
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1: Does this organisation have a governing body?	<i>details must be reported against the local ultimate parent. The information is not required to be entered again for subsidiary organisations even if it is reported in a different submission group.)</i>
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	It is reported as part of this submission group.

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

GPT Management Holdings is the employing entity of the GPT Group

# #Action on gender equality

## Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes (*Select all that apply*)

...Yes	Strategy
1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?	Yes ( <i>Select all that apply</i> )
...Yes	To achieve gender pay equity To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews) To be transparent about pay scales and/or salary bands To ensure managers are held accountable for pay equity outcomes To implement and/or maintain a transparent and rigorous performance assessment process

2: Did your organisation receive JobKeeper payments?

Yes

2.1: Please indicate which months in the reporting period your organisation received JobKeeper payments:

.. April 2020

Yes

...May 2020

Yes

...June 2020

Yes

...July 2020

Yes

...August 2020

Yes

...September 2020

Yes

3: What was the snapshot date used for your Workplace Profile?

31-Mar-2021

4: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

## Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes(Provide further details on the most recent gender remuneration gap analysis that was undertaken.)

1.1: When was the most recent gender remuneration gap analysis undertaken?

Within the last 12 months

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

Yes(Select all that apply)

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

.. Yes

Identified cause/s of the gaps  
Reported pay equity metrics (including gender pay gaps) to the governing body  
Reported pay equity metrics (including gender pay gaps) to the executive  
Reported pay equity metrics (including gender pay gaps) to all employees  
Reported pay equity metrics (including gender pay gaps) externally  
Corrected like-for-like gaps  
Set targets to reduce any organisation-wide gap

Analysed commencement salaries by gender to ensure there are no pay gaps  
Analysed performance pay to ensure there is no gender bias (including unconscious bias)  
Implemented other changes (provide details):

...Implemented other changes (provide details):

We reviewed each gap and determined the reasons for these based on a number of criteria (i.e. performance, capability, level of experience). If any gaps existed that were not reasonable given the above circumstances these were corrected.

1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)

GPT takes a multi-faceted approach to examining pay equity and analyse our performance in several ways:

- Average remuneration by seniority – Examining the average remuneration of female and male employees by role level, where different roles with different market values are grouped and compared by level of seniority
- Like-for-like role comparison – Assessing the remuneration of female and male employees in like for-like roles, and
- Industry comparison – Considering the average median compa-ratio of female and male employees, in which the remuneration of GPT employees is compared to the median remuneration to equivalent roles in the external labour market.

2: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

### Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?  
Yes (*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?

Survey  
Consultative committee or group  
Exit interviews  
Focus groups

1.2: Who did you consult?

ALL staff

2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

# #Employee work/life balance

## Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes (*Select all that apply*)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	Yes
...Targets have been set for men's engagement in flexible work	Yes
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	Yes
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work

Yes (*Select one option only*)

...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Time-in-lieu	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Informal options are available
...Telecommuting (e.g. working from home)	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Job sharing	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Carer's leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Purchased leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available
...Unpaid leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?



Yes, ALL managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

No

6: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

Re question 5, we observed a greater increase in the uptake of informal flexible work practices across all genders and manager and non manager categories throughout the period. The number of employees with formal flexible work arrangements in places remained reasonably static year on year.

# #Employee support

## Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes( <i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i> )
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the employee's full salary
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	16
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes( <i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i> )
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary

1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	3
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

### Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes (*Select all that apply*)

...Yes	Policy Strategy
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2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare	Yes ( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...On-site childcare	No ( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Other (provide details) Insufficient resources/expertise
...Other (provide details)	GPT staff operate in 25 assets across three states. Given our geographic reach, it is not feasible for us to develop child-care facilities across multiple locations, noting the scale of our organisation's workforce and the associated varying levels of demand. We believe offering consistency in the support we provide to our working parents is important and have instead focussed on subsidising the cost of child care.
...Breastfeeding facilities	Yes ( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Childcare referral services	No ( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Other (provide details) Not a priority
...Other (provide details)	We observe employees tending to leverage their personal and local networks to identify suitable

	childcare providers.
...Internal support networks for parents	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority Other (provide details)
...Other (provide details)	The majority of employees who have taken parental leave return as planned, and there has not been a need to incentivise them for this to occur. for
...Information packs for new parents and/or those with elder care responsibilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Referral services to support employees with family and/or caring responsibilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Support in securing school holiday care	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Other (provide details) Not a priority
...Other (provide details)	We observe employees tending to leverage their personal and the school network to identify suitable providers.
...Coaching for employees on returning to work from parental leave	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Parenting workshops targeting mothers	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Parenting workshops targeting fathers	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

### Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(Select all that apply)	
...Yes	Policy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes(Please indicate how often is this training provided (select all that apply):)
...Yes	At induction Every one-to-two years
...All employees	Yes(Please indicate how often is this training provided (select all that apply):)
...Yes	At induction Every one-to-two years

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

**Family or domestic violence**

1: Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes(Select all that apply)	
...Yes	Policy

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	Yes
...A domestic violence clause is in an enterprise agreement or workplace agreement	No(Select all that apply)
...No	Other (provide details) Not aware of the need
...Other (provide details)	Not applicable to GPT, as workforce is not covered by either of these industrial instruments.
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No(Select all that apply)
...No	Other (provide details)

...Other (provide details)	Not applicable to GPT, as workforce is not covered by either of these industrial instruments.
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Not applicable to GPT, as workforce is not covered by either of these industrial instruments.
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes
...Access to unpaid leave	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
...Offer change of office location	Yes
...Emergency accommodation assistance	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	We would encourage employee to call appropriate referral service for guidance in this area. Impacted employees are able to use GPT resources in the workplace to access these services and financial support.
...Access to medical services (e.g. doctor or nurse)	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	We encourage employee to seek assistance from their GP, emergency services or appropriate referral service where required with no impact to their paid hours of work.
...Other (provide details)	No( <i>Select all that apply</i> )

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

# Workplace Profile Table

Industry: Property Operators and Real Estate Services

Occupational category*	Employment status	No. of employees		Number of apprentices and graduates (combined)		Total employees**
		F	M	F	M	
Managers	Full-time permanent	79	83	0	0	162
	Full-time contract	3	1	0	0	4
	Part-time permanent	11	0	0	0	11
	Part-time contract	1	0	0	0	1
Professionals	Full-time permanent	94	83	0	0	177
	Full-time contract	4	0	0	0	4
	Part-time permanent	12	0	0	0	12
Technicians And Trades Workers	Full-time permanent	8	28	0	0	36
Clerical And Administrative Workers	Full-time permanent	36	9	0	0	45
	Full-time contract	4	1	0	0	5
	Part-time permanent	10	1	0	0	11
	Full-time permanent	0	0	1	0	1

\* Categorized using ANZSCO major group codes (this means Professionals who are also Managers are categorised as Professionals)

\*\* Total employees includes Gender X

# Workplace Profile Table

Industry: Property Operators and Real Estate Services

Manager category	Level to CEO	Employment status	No. of employees		
			F	M	Total*
CEO	0	Full-time permanent	0	1	1
KMP	-1	Full-time permanent	1	1	2
HOB	-1	Full-time permanent	0	4	4
	-2	Full-time permanent	2	0	2
SM	-2	Full-time permanent	5	14	19
	-3	Full-time permanent	4	2	6
		Part-time permanent	1	0	1
OM	-2	Full-time permanent	1	0	1
		Part-time permanent	1	0	1
	-3	Full-time permanent	14	14	28
		Full-time contract	2	0	2
		Part-time permanent	2	0	2
	-4	Full-time permanent	28	20	48
		Part-time permanent	5	0	5
		Part-time contract	1	0	1
	-5	Full-time permanent	17	19	36
		Part-time permanent	2	0	2
	-6	Full-time permanent	7	8	15
		Full-time contract	1	1	2

\* Total employees includes Gender X



# Workforce Management Statistics Table

Industry: Property Operators and Real Estate Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
1. How many employees were promoted?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	7	3	10
			Non-managers	12	10	22
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
2. How many employees (including partners with an employment contract) were internally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	5	3	8
			Non-managers	6	2	8
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	5	3	8
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
3. How many employees (including partners with an employment contract) were externally appointed?	Full-time	Permanent	CEO, KMPs, and HOBs	1	1	2
			Managers	5	6	11
			Non-managers	14	13	27
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	4	0	4
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	1	1	2
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Property Operators and Real Estate Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
4. How many employees (including partners with an employment contract) voluntarily resigned?	Full-time	Permanent	CEO, KMPs, and HOBs	0	1	1
			Managers	6	6	12
			Non-managers	13	7	20
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	1	2
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	4	0	4
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	1	0	1
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
5. How many employees have taken primary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	8	3	11
			Non-managers	18	6	24
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	4	0	4
			Non-managers	5	0	5
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
6. How many employees have taken secondary carer's parental leave (paid and/or unpaid)?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	3	3
			Non-managers	0	9	9
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	0	0	0
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	N/A	Casual	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Gender X

# Workforce Management Statistics Table

Industry: Property Operators and Real Estate Services

Question	Contract Type	Employment Type	Manager Category	Female	Male	Total*
7. How many employees ceased employment before returning to work from parental leave, regardless of when the leave commenced?	Full-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	1	0	1
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0
	Part-time	Permanent	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	2	0	2
		Fixed-Term Contract	CEO, KMPs, and HOBs	0	0	0
			Managers	0	0	0
			Non-managers	0	0	0

\* Total employees includes Gender X