



WESTFIELD  
CORPORATION LIMITED

# SUSTAINABILITY REPORT 2017

*Westfield*





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# HIGHLIGHTS 2016

## ENVIRONMENT



Westfield London & Westfield Stratford City: 1st UK shopping centres awarded the Carbon Trust Triple Standard



Westfield Europe National Gold Winner 2016 "Energy Management Shopping Centres"



Westfield Europe winner of the Sceptre 2016 "Waste Management Award"



Westfield Stratford City bestowed a 2016 National BALI Award

## OUR PEOPLE



Recognised as a Top 30 employer by the UK's "Working Families Top Employers Benchmark"



Awarded a Silver Banding for gender in the UK's "Business in the Community" benchmark (the UK's most comprehensive benchmark for workplace gender and race diversity)



Joined the UK Government's campaign 'Think, Act, Report' to demonstrate commitment to gender equality in the workplace

## COMMUNITY



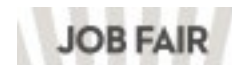
Westfield London nominated for the 2016 West London Business "Community Investment Award"



Westfield Corporation named as a Mayor's Corporate Commitment Organisation by the Mayor of London



Hosted the 2016 Westfield London Job Fair



Hosted the June 2016 Westfield World Trade Center Job Fair

## MARKETPLACE

### \$9.5B RETAIL DEVELOPMENT PROGRAM

#### CURRENT PROJECTS:

#### **Westfield** CENTURY CITY

\$1B investment. 6,000 new permanent jobs  
4,000 new construction jobs

#### **Westfield** UTC

\$600M investment. 2,288 new permanent jobs  
4,400 new construction jobs

#### **Westfield** LONDON PHASE 2

£600M investment. 8,000 new permanent jobs  
1,500 new construction jobs

#### **Westfield** VALLEY FAIR

\$1.1B investment. 5,000 new permanent jobs  
2,500 new construction jobs

**R/GA** Connected Commerce  
in partnership with **westfield labs**

Launched inaugural Connected Commerce Accelerator Program



5-star rating on Yelp



# 1. CO-CEOS MESSAGE

We are proud to present Westfield Corporation's 2017 Sustainability Report. This is our third Sustainability Report following our demerger from Westfield Group in July 2014 and the establishment of Westfield Corporation as a separate corporate entity.

Westfield Corporation creates and operates retail and entertainment destinations in the world's leading markets. We are focused on creating great experiences for retailers, consumers and brands and have significantly enhanced our resources and capability in the areas of events, entertainment, digital technology and data analytics.

Our business is wide-reaching and we have a broad range of stakeholders. We recognise the importance of being a responsible corporate citizen and are committed to making a positive contribution to the social, environmental and economic wellbeing of the communities that we are part of.

**The extent of our commitment to sustainability is reflected in the steps we have taken to embed corporate social responsibility into our business. In 2015 we created the foundation for our Company's sustainability program by:**

- Adopting Group-wide Sustainability and Environmental policies;
- Implementing stakeholder engagement programs; and
- Establishing a sustainability reporting framework.

## In 2016 we have:

- Built the depth and breadth of our sustainability team;
- Commenced work on setting sustainability targets and developing our sustainability strategy; and
- Implemented initiatives to improve our sustainability reporting including obtaining third party assurance of our data.

As was the case in 2016, Westfield Corporation will again this year, participate in both the GRESB and CDP surveys.

This report sets out our performance and progress across our four key sustainability pillars: The Environment; Our People; Communities; and the Marketplace. We appreciate that many of our stakeholders are interested in the progress we are making in improving our sustainability performance and we hope you find this report informative. We look forward to updating you on our progress and welcome your feedback on our sustainability program, which can be provided by emailing us at:

[corpaffairs@westfield.com](mailto:corpaffairs@westfield.com)



Peter Lowy

Co-CEO  
Westfield Corporation



Steven Lowy AM

Co-CEO  
Westfield Corporation

## 2. ABOUT THIS REPORT

### REPORTING PERIOD

THIS REPORT COVERS THE PERIOD 1 JANUARY 2016 TO 31 DECEMBER 2016 AND IS ALIGNED WITH THE GLOBAL REPORTING INITIATIVE (GRI) G4 SUSTAINABILITY REPORTING GUIDELINES.

### SCOPE

Following the creation of Westfield Corporation in July 2014, this report represents the second full 12 month period for which we have reported sustainability data. Our 2015 data is the base year against which we have tracked and reported our progress in 2016.

The assets covered in this report are those that Westfield Corporation has had operational control of, for six months or more, during 2016. These assets include shopping centres, office buildings as well as our UK and European construction and development sites. At the time of preparation of this report our US business has been unable to track GHG emissions and to collate other environmental data relating to construction activity undertaken by contractors as part of our US development program. In future years our US business will attempt to obtain applicable construction activity data from contractors.

All amounts in this report are in US dollars unless otherwise specified.

This report does not extend to those assets in which Westfield Corporation has a financial interest but is not responsible for managing on a day-to-day basis.

Westfield World Trade Center officially opened in August 2016 and as such is not included in this year's report as we did not have operational control of this centre for six months or more during the Reporting Period.

Six centres were included in our 2016 Sustainability Report (Carlsbad, Connecticut Post, Mainplace, Vancouver, Fox Valley and Hawthorn) but are not included in this Report because they were divested in late 2015.

### THIRD PARTY ASSURANCE

The Environmental data set out in this Report has been subject to independent external assurance by DNV-GL Business Assurance USA, Inc.

### ADDITIONAL INFORMATION & QUESTIONS

For additional sustainability information including detailed environmental data, please refer to the Appendices to this report. These Appendices include our reporting definitions, boundaries, our environmental data and information on the GRI Index.



#### FTSE4GOOD INDEX

Westfield Corporation is included in the FTSE4Good Index



### 3. WHO WE ARE

Westfield Corporation is an Australian listed entity (ASX Code: WFD). We create and operate flagship retail and entertainment destinations in the world's leading cities that deliver great physical and digital experiences for retailers, consumers and brands.

In 2016 more than 400 million customers visited our centres generating more than \$15 billion in annual retail sales across approximately 6,400 retail outlets.

Today Westfield Corporation employs more than 1,700 staff and owns and operates 35 centres across the United States and United Kingdom. Of these 35 centres, 17 are flagship centres in major world centres.

We have \$31 billion in Total Assets under Management and a \$9.5 billion retail development program. We also have residential opportunities in the UK and US.

For more information about Westfield Corporation please select from the following links:

**Organisation and Operations**  
[www.westfieldcorp.com/about](http://www.westfieldcorp.com/about)

**Board and Senior Management Team**  
[www.westfieldcorp.com/about/board](http://www.westfieldcorp.com/about/board)  
[www.westfieldcorp.com/about/management](http://www.westfieldcorp.com/about/management)

**Financial Performance (2016 Annual Report)**  
[https://www.westfieldcorp.com/news\\_announcements/westfield-corporation-2016-annual-financial-report/](https://www.westfieldcorp.com/news_announcements/westfield-corporation-2016-annual-financial-report/)

**Development Program**  
[www.westfieldcorp.com/new-developments](http://www.westfieldcorp.com/new-developments)

**Property Portfolio**  
[www.westfieldcorp.com/properties](http://www.westfieldcorp.com/properties)

**Corporate Governance & Policies**  
[www.westfieldcorp.com/about/governance](http://www.westfieldcorp.com/about/governance)

**Audit and Risk Committee Charter**  
[www.westfieldcorp.com/about/governance](http://www.westfieldcorp.com/about/governance)



# 3. WHO WE ARE

## WHERE WE OPERATE



# MATERIALITY & STAKEHOLDER ENGAGEMENT

4.1 MATERIALITY

4.2 STAKEHOLDER ENGAGEMENT

# 4



## 4.1 MATERIALITY

The Global Reporting Initiative (GRI) G4 Guidelines place materiality at the forefront of the reporting process. For the purposes of developing a strategic approach to managing sustainability and aligning with GRI G4 Guidelines we have determined our material issues by adopting the following four step process.



### 1. IDENTIFICATION

We engaged with our major stakeholders to identify the issues that are of greatest concern to them. This included engaging with and obtaining feedback from our employees, senior executive teams, board members, shareholders, joint venture partners, retailers, shoppers, local community groups and government /regulatory bodies.

### 2. ASSESSMENT

We assessed the issues identified by taking into account independent third party guidelines such as the GRI G4 Guidelines, benchmarking against our peers and undertaking our own analysis of the wider economic, environmental and social impact of the issues raised.

### 3. MATERIALITY VERIFICATION

We identified which issues raised by our stakeholders were material by further discussing the outcomes of our stakeholder engagement feedback with relevant internal and external stakeholders.

### 4. PRIORITISATION

We prioritised the sustainability issues based on their importance to our business and our stakeholder expectations.

# 4.1 MATERIALITY

## ACTION AREAS

This Report focuses on the Sustainability issues identified by our Stakeholder Engagement program and our materiality review process. The issues covered in this report are those categorised as being of greatest relevance to both our business and stakeholders. From the previous four step process we identified the following issues to be material to our stakeholders and our business:



### ENVIRONMENT

Energy Consumption, Emissions, Water Consumption, Waste Management and Biodiversity.



### OUR PEOPLE

Occupational Health and Safety, Employee Wellbeing, Mentoring, Training & Development, Culture and Diversity.



### COMMUNITY

Job Creation & Entrepreneurial Support, Education & Mentoring, Civic Contribution, Charitable Donations & Volunteering, Arts & Culture and Infrastructure.



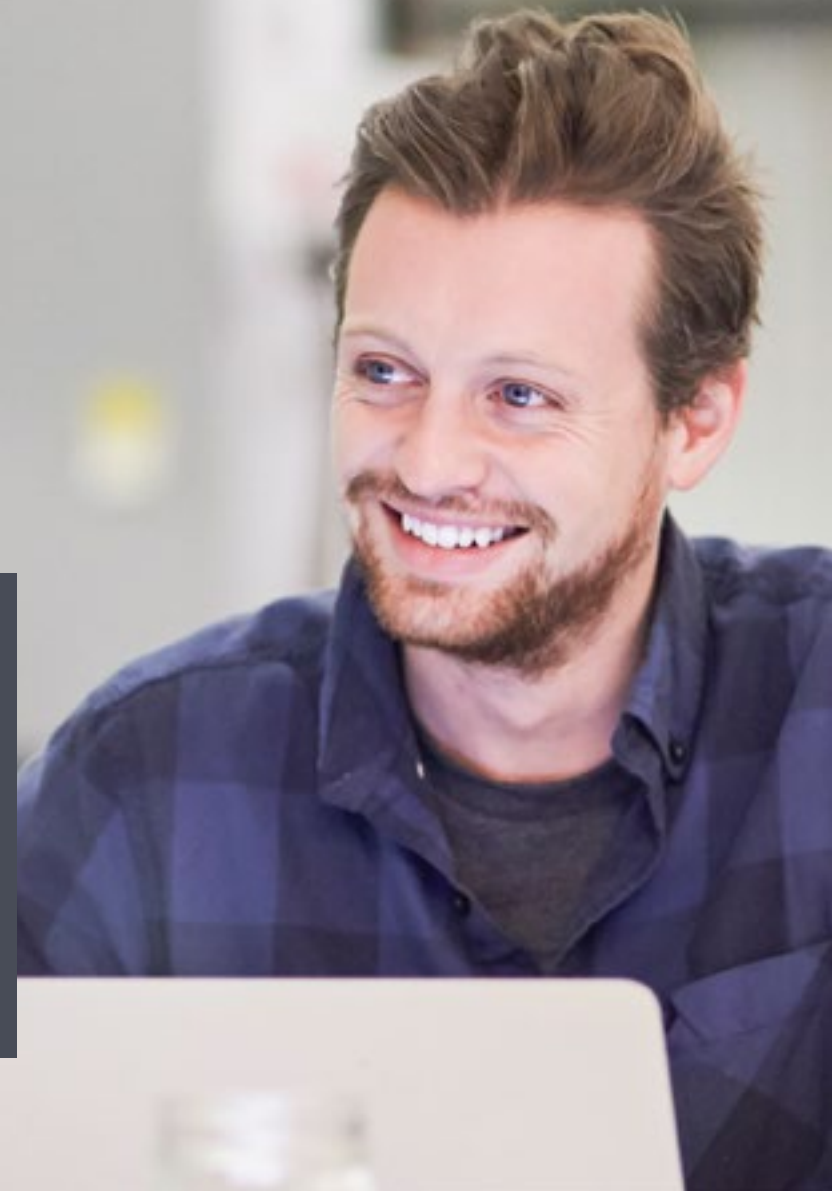
### MARKETPLACE

Economic Value Generated, Employment Created and Support of other participants in the Marketplace such as start-up retail technology businesses.

## 4.2 STAKEHOLDER ENGAGEMENT

Engagement and collaboration with our stakeholders is integral to our approach to sustainability and to our success as a business. On a regional level (which includes our shopping centres, development projects and management offices) our engagement takes into account the needs of each of our major stakeholders. At a group level we consider the interests of a wide cross-section of stakeholders based on the actual or potential impact of our business on their interests.

Image: Bespoke Offices at Westfield San Francisco





## 4.2 STAKEHOLDER ENGAGEMENT

### SHAREHOLDERS

Our “**Continuous Disclosure & Communications Policy**” includes a vetting and authorisation process to ensure all disclosures to shareholders are timely, factual and do not omit material matters. We provide half-year and full year financial results updates in August and February and quarterly operational updates in May and November each year. We also issue an Annual Financial Report and Shareholder Review each year.

Link: Continuous Disclosure & Communications Policy  
[www.westfieldcorp.com/about/governance](http://www.westfieldcorp.com/about/governance)

#### Retail Shareholders

We have dedicated resources in our corporate head office that are responsible for responding to retail shareholder questions and feed-back. We also communicate regularly with our retail shareholders via our website, email, mail-outs and at our Annual General Meeting, which provides retail shareholders with the opportunity to ask questions and provide feedback directly to the Chairman, Board and Co-CEOs.

#### Investment Analysts

Investment Analysts are invited to attend our half year and full year results briefings (via webcast) during which they are able to ask questions of our Co-CEOs, CFO and President/COO. These briefings are available to all shareholders to listen to live or delayed via a webcast. We also host specific Investment Analyst sessions immediately after each results briefing.

#### Institutional Shareholders

Our senior executives and investor relations team across Australia, the United States and United Kingdom are available to answer questions and receive feedback from our institutional shareholders. We also meet institutional investors on a regular basis as part of our:

- Post results road-shows;
- Investor briefing sessions (for example in October 2016 we hosted an Investor Day at our Los Angeles Head Office which included a site tour of our Century City development and was led by our Co-CEOs Peter Lowy and Steven Lowy);
- Site tours program; and
- Regular meetings on an ‘as requested’ basis throughout the year.

### RETAILERS

Each of our centres has a strong retailer relations program pursuant to which Westfield Corporation team members obtain direct feedback from retailers during face-to-face meetings throughout the year.

We also communicate regularly with retailers via our centre management teams, E-Blasts, memos and in the United Kingdom via regular newsletters and tenant intranet. In 2016 we added a new communication and engagement mechanism for our retailers with the launch of our new Westfield Retailer Intranet app in the UK. This is an easy and seamless way for centre management and retailers to communicate.

### SHOPPERS

Shoppers provide us with their feedback through our Concierge and Guest Services teams and via a broad range of digital platforms such as Facebook, Twitter and Instagram.

We also proactively connect with more than 2.5 million shoppers each week through the distribution of our Westfield centre news, promotions, offers and special deals via digital channels.

In late 2015/ early 2016 we completed our second ‘How We Shop Now’ survey across the United States and United Kingdom. Over 12,000 shoppers were surveyed and the responses were collected and analysed culminating in Westfield’s 2015/2016 ‘**How We Shop Now: What Next?**’ Report.

<https://uk.westfield.com/london/how-we-shop-now>

This report provides us with valuable information about what shoppers expect and want when they visit our centres and how they perceive our organisation and brand. We share this valuable information with our retailers to help them maximise sales opportunities in our centres, as well as using it ourselves to optimise our physical and online presence to meet shopper needs.

### EMPLOYEES

We place great importance on facilitating a two-way dialogue with our employees both formally (such as through our “Open Door Policy” in the United States) and informally.

We obtain direct feedback from employees through our employee engagement surveys, our intra-portal, regular professional development and performance reviews, face-to-face meetings, our whistle-blower process and via email. We also have a weekly newsletter, “Westfield Connected”, which encourages staff to share their stories and keeps them informed of relevant company news.

A summary of our Whistleblower Policy can be found at:

[www.westfieldcorp.com/about/governance](http://www.westfieldcorp.com/about/governance)

### JOINT VENTURE PARTNERS

Our operations team have dedicated team members who are responsible for ongoing communication and liaison with our JV partners. These teams engage on a regular basis with our JV partners including responding to questionnaires about assets we jointly have interests in.

Some of our joint venture partners independently participate in sustainability surveys such as GRESB and our executive team works closely with them to ensure transparency of information and data sharing in relation to the centres that we jointly own.

## 4.2 STAKEHOLDER ENGAGEMENT

### COMMUNITIES

All of our developments are subject to public review and approval and each of our centres and development projects has a 'Community Engagement Program' tailored specifically to the needs of its local community.

Our Community Engagement Programs involve us proactively engaging with city leaders, local and national authorities such as police and fire departments, transport authorities, road and traffic bureaus, councils, planning and parks authorities, local business groups, chambers of commerce, schools, libraries, charities, neighbourhood groups, homeowners associations and other not-for-profit organisations.

Key components of each of our Community Engagement Programs include (subject to the specific jurisdictional requirements of each centre) discussions and collaboration on matters such as site plan reviews, bio-diversity programs, water conservation, energy and waste management, pollution controls, storm water and erosion management, local job creation, job training initiatives, support of local schools and charities, security and safety issues, traffic management plans and transportation alternatives.

### SUPPLIERS

Westfield is committed to ensuring that all necessary laws, regulations, rules and agreements are complied with when engaging suppliers.

In the United States our suppliers are engaged based on a tender process during which we assess their ability to perform the scope of work, their ability to comply with the 2013 California Green Building Standards Code (if applicable) and their ability to meet our Sustainable Design Criteria. We also undertake reference checks of suppliers we engage.

As per US co-employment laws, we cannot direct suppliers on their employment practices or work rules however we do insist that each supply contract contains an obligation on suppliers to comply with applicable laws and regulations.

Cleaning is the largest area of procurement for our business in the US. This sector is unionised and has Collective Bargaining Agreements in place. We require our suppliers in this sector to comply with the applicable Collective Bargaining Agreement in each location.

In the United Kingdom we have developed a pre-qualification supplier questionnaire which includes sustainability criteria and health & safety requirements. We also conduct regular performance review meetings to ensure key suppliers are meeting their contractual KPIs. Our Design and Construction team require suppliers to satisfy a sustainability scoring threshold.

We also are a supporter of Citizen UK's London Living Wage initiative.

### INDUSTRY

We are members of the following industry organisations in each region. Via our membership we participate in the discussion of sustainability issues impacting our sector, security matters and the related lobbying efforts of these organisations.

#### United States:

- **US Green Building Council (USGBC) Leaders in Energy Efficiency and Design program:** a not-for-profit organisation focused on constructing buildings and communities in a sustainable, environmentally friendly manner;
- **Commercial Real Estate Agency Alliance:** a partnership between the US Department of Energy and commercial real estate owners focused on reducing energy consumption and greenhouse gas emissions by commercial buildings;
- **International Council of Shopping Centres (ICSC);** and
- **The National Association of Real Estate Investment Trusts (NAREIT).**

#### United Kingdom & Europe:

- **REVO (previously BCSC):** promotes a professional, socially responsible and progressive retail property industry;
- **British Retail Consortium:** works with Government to promote industry responsibility and accountability;
- **New London Architecture:** which supports the London Mayor's target of reducing the city's emissions by 60% from 1990 levels by 2025;
- **Constructing Excellence:** focused on improving industry performance for a 'better-built' environment; and
- **Consiglio Nazionale dei Centri Commerciali:** a not-for-profit organisation based in Milan, designed to promote and facilitate the Shopping Centre sector in Italy.

# SUSTAINABILITY PILLARS

5.1 ENVIRONMENT

5.2 OUR PEOPLE

5.3 COMMUNITY

5.4 MARKETPLACE

5



# SUSTAINABILITY PILLARS ENVIRONMENT

# 5.1

# HIGHLIGHTS



Westfield London & Westfield Stratford City:  
1st UK shopping centres awarded the  
Carbon Trust Triple Standard



Westfield Europe National Gold Winner 2016  
"Energy Management Shopping Centres"



Westfield Europe winner of the Sceptre  
2016 "Waste Management Award"



Westfield Stratford City bestowed  
a 2016 National BALI Award



Westfield Stratford City centre certified as  
BREEAM Excellent, ISO 14001 since 2013

Westfield London centre certified as BREEAM  
Very Good, ISO14001 since 2015

Westfield Milan Site Office has an 'in progress'  
certification of BREEAM New Construction

## 5.1 THE ENVIRONMENT

Westfield Corporation operates a vertically integrated business, spanning from funding through to design, construction, operation and redevelopment of our assets. Our business model is designed to ensure we incorporate innovation, technology, processes and procedures into each life cycle phase to enable us to minimise our environmental impact and ensure the long term sustainability of our assets.

Image: Westfield Valencia

## 5.1 THE ENVIRONMENT

We take a holistic approach to our environmental impact and have identified the following environmental areas as significant to our business:

- Energy consumption
- Greenhouse gas emissions
- Water consumption
- Waste management

We track our environmental footprint across these four areas and continually look for opportunities to improve our performance. There may be additional environmental issues that are of concern at a regional or site specific level in a particular period and we report on these as and when they arise. For example, protecting and maintaining biodiversity is an area of increasing focus across a number of sites and is addressed in this report.

Our major Environmental performance achievements in 2016 include:

19% ↓  
IN TOTAL SCOPE 2  
EMISSIONS

100%  
DIVERSION OF SOLID  
WASTE FROM LANDFILLS  
by our United Kingdom and  
European operations

13% ↓  
IN TOTAL ELECTRICITY  
CONSUMPTION

9% ↑  
IN RECYCLING  
at our United States sites and a  
3% decrease in solid waste going to landfill

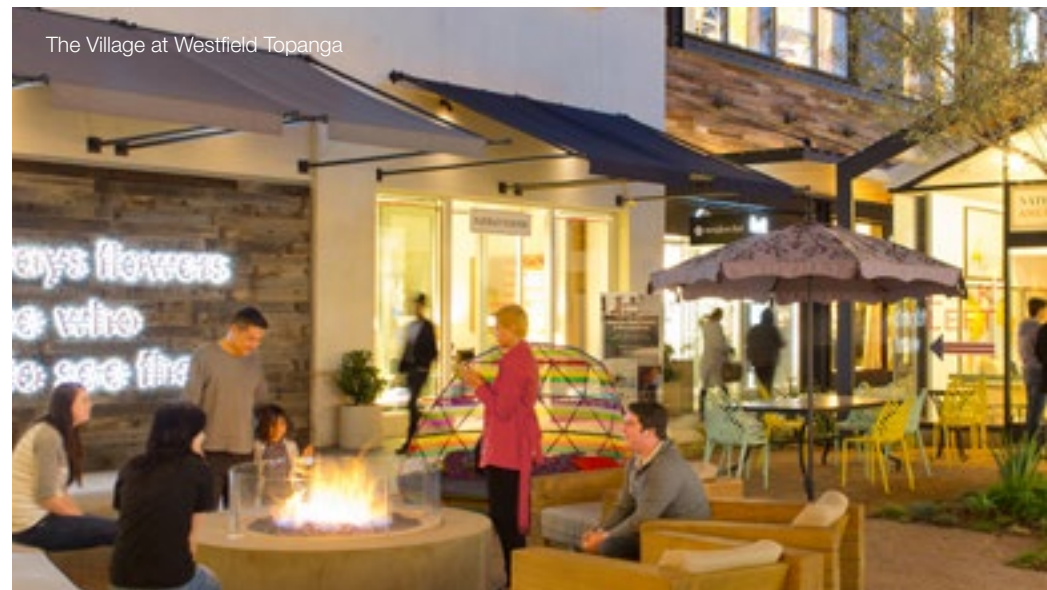
11% ↓  
IN OUR TOTAL ENERGY  
CONSUMPTION

100% OF WASTE  
RECYCLED (74%),  
COMPOSTED (13%),  
OR RECOVERED  
FOR ENERGY (13%)

20% ↓  
IN TOTAL WATER  
CONSUMPTION  
by our United Kingdom  
and European operations

by our United Kingdom and  
European day-to-day operations

The Village at Westfield Topanga



### “LIKE-FOR-LIKE” COMPARISON

Westfield Corporation is transforming its portfolio through its investment in its development program and its divestment of non-core assets. As a result of changes in our portfolio composition it is difficult to make year-on-year comparisons of our environmental performance.

In late 2015 Westfield Corporation divested six non-core US centres, thereby reducing our portfolio from 40 centres to 34. Over the 2015 and 2016 period two new developments were launched (‘The Village’ at Westfield Topanga in September 2015 and Westfield World Trade Centre in August 2016).

Our divestment of six US centres in late 2015 is the primary reason for our large absolute (“Total”) reduction in both Indirect and Direct Energy in 2016. To more fully explain how our environmental impacts changed from 2015 to 2016, we have included in this Report an additional look into our emissions (Scope 1 and 2), energy (direct and indirect), and water on a “Like-for-Like” basis. This analysis compares the impacts of only day-to-day operations associated with the sites that we had operational control of for a full year in both 2015 and 2016 and excludes construction and development activity.



# 5.1 THE ENVIRONMENT

## ENERGY CONSUMPTION

### DIFFERENT CLASSIFICATIONS OF ENERGY & EMISSIONS

#### ENERGY TYPE

##### DIRECT

Energy consumed as a consequence of the activities of the organisation, in facilities/equipment owned or controlled by the organisation.



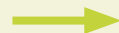
#### EMISSIONS

##### SCOPE 1

Emissions resulting from the consumption of direct energy.

##### INDIRECT

Energy consumed from purchased electricity, heating, cooling and steam.



##### SCOPE 2

Emissions resulting from the consumption of indirect energy.

##### OTHER INDIRECT

Other indirect energy is the energy consumed as a consequence of the activities of the organisation, in equipment/facilities that are not owned or controlled by the organisation. It excludes the energy sources reported in 'indirect energy' (electricity, heating, cooling and steam).



##### SCOPE 3

Emissions resulting from the consumption of other indirect energy.

Due to the significant restructuring of our portfolio over the past two years, we have looked at our energy consumption and emissions in 2016 by asset and activity, as opposed to setting total targets across the Group. This report focuses on Scope 1 and Scope 2 emissions which are directly impacted by Westfield Corporation's operations. Scope 3 emissions are not directly impacted by Westfield so are not dealt with in this section however information on Scope 3 emissions is included in Appendix 7.1.

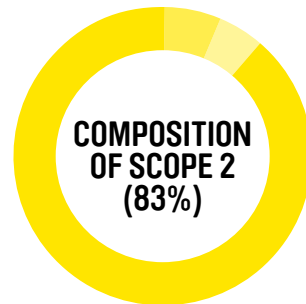
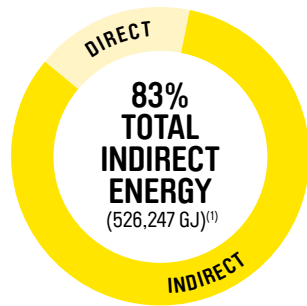


The Village at Westfield Topanga

# 5.1 THE ENVIRONMENT

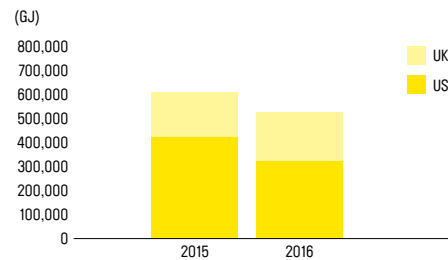
## ENERGY CONSUMPTION

### INDIRECT ENERGY CONSUMPTION

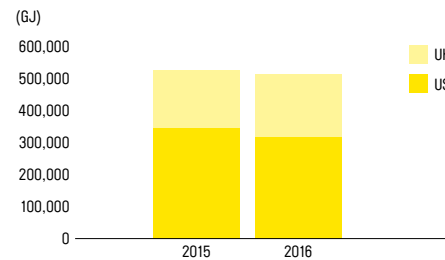


- 74% Electricity
- 5% Heating & cooling
- 4% Steam

Total Indirect Energy Consumption  
2015 vs 2016



Like-for-Like (LFL) Indirect Energy  
2015 vs 2016



## 13% TOTAL DECREASE IN INDIRECT ENERGY CONSUMPTION IN 2016

<sup>(1)</sup> In 2016, we improved our calculation methodology and the accuracy of our tenant allocation. Our figures for 2015 have also been updated to reflect these improvements. In 2015, our Indirect Energy total was 962,611 GJ and Direct Energy was 201,591 GJ. This year with new accuracy of our calculations our updated 2015 figure for Indirect energy is 607,897 GJ and the 2015 Direct Energy figure is 105,584 GJ.

### INDIRECT ENERGY (SCOPE 2) CONSUMPTION

Indirect Energy (Scope 2) usage is the largest portion of our Total Energy utilisation, it comprises 83% of our Total Direct and Indirect Energy consumption. It is therefore the major focus of our energy efficiency activities.

In 2016 we decreased our consumption of Total Indirect Energy by 13%. This follows a 2% decrease in consumption of Scope 2 Energy in 2015. This decrease on a Total basis was primarily attributable to our divestment of six US centres in late 2015. On a Like-for-Like basis we achieved a 2% reduction. This 2% reduction is attributable to numerous energy savings initiatives that we have implemented, including LED lighting upgrades at many of our sites.





# 5.1 THE ENVIRONMENT

## ENERGY CONSUMPTION

Bespoke Office

### INDIRECT ENERGY CONSUMPTION

#### CASE STUDY LED LIGHTING

One of the main drivers of our reduced Scope 2 energy consumption in 2016 was our decrease in electricity consumption. Electricity was our most significant indirect energy source. It constituted 74% of our total indirect energy consumption. We were able to decrease our electricity consumption throughout the year by implementing a number of energy efficiency projects across our portfolio.

An example of one major initiative was the roll-out of our Light Emitting Diode (LED) lighting upgrade program which replaces standard incandescent light bulbs with more energy efficient LED ones.

We commenced this program in 2015 during which we undertook LED lighting upgrades at our centres in the United Kingdom and at Valley Fair in California. In 2016, we continued the roll-out of this program by completing exterior LED replacement projects at Westfield Fashion Square, Westfield Mission Valley, Westfield Roseville, Westfield Horton Plaza Garage, Westfield Culver City and Westfield Palm Springs exterior.

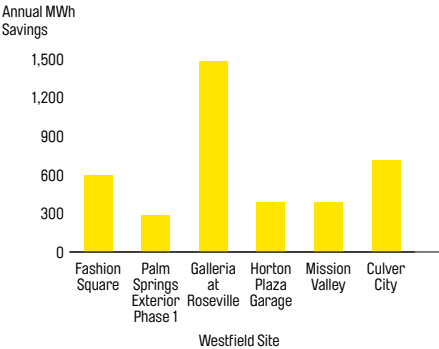
Additionally, 75% LED lighting was achieved at Westfield London and we are aiming towards 100% across all UK facilities in the upcoming year. The cumulative annual savings of these projects totalled approximately 3,800,000 kilowatt-hours (kWh).

At Westfield Roseville, in Northern California for instance, our LED installation program saved approximately 1,484,000 kWh of electricity in 2016. That is a substantial decrease in comparison with the prior year (2015).

At The Westfield Fashion Square site in Sherman Oaks, California we reduced the energy consumption of the two existing parking structures by 76% as a result of upgrading to LED lighting and installing occupancy sensors which dim lighting until movement is detected. In light of the success of this program we have plans to roll-out LED lighting to an additional ten sites in 2017.

STATUS OF LED ROLL-OUT	WESTFIELD SITES	ANNUAL SAVINGS
Completed	Fashion Square, Palm Springs Exterior Phase 1, Galleria At Roseville, Horton Plaza Garage, Mission Valley, Culver City	3,250 MWH
In Progress	Maryland, Seattle, San Diego UTC, Topanga, San Diego North County	4,100 MWH
Under Review	Palm Desert Exterior Phase 2, Palm Desert Interior Option A, Horton Plaza Garage Additional Fixtures, Horton Plaza Rooftop Garage, Mission Valley West, Garden State, New Jersey, Oakridge, Culver City Phase 2, Plaza Bonita, Santa Anita	5,000+ MWH

Completed LED Projects with Energy Savings

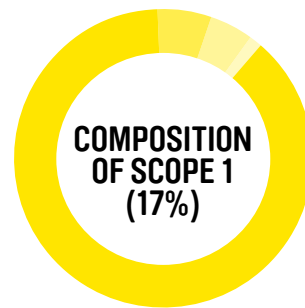
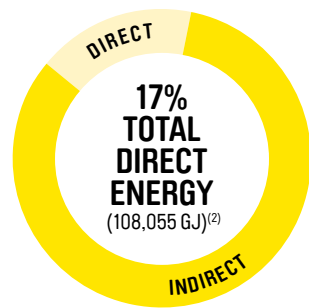




# 5.1 THE ENVIRONMENT

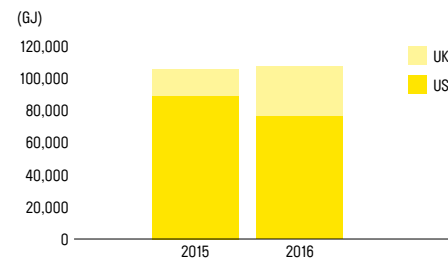
## ENERGY CONSUMPTION

### DIRECT ENERGY CONSUMPTION

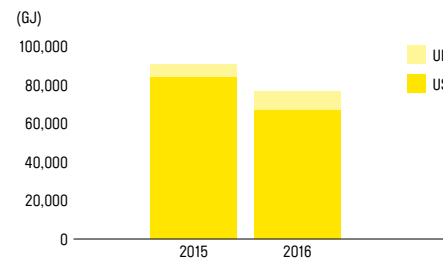


- 9% Natural gas
- 5% Transport fuels
- 2% Non-transport fuels
- 1% Solar

Total Direct Energy Consumption  
2015 vs 2016



Like-for-Like (LFL) Direct Energy  
2015 vs 2016



## 15% LIKE-FOR-LIKE DECREASE IN DIRECT ENERGY CONSUMPTION IN 2016

<sup>(2)</sup> In 2016, we improved our calculation methodology and the accuracy of our tenant allocation. Our figures for 2015 have also been updated to reflect these improvements. In 2015, our Indirect Energy total was 962,611 GJ and Direct Energy was 201,591 GJ. This year with new accuracy of our calculations, our updated 2015 figure for Indirect Energy is 607,897 GJ and the 2015 Direct Energy figure is 105,584 GJ.

### DIRECT ENERGY CONSUMPTION (SCOPE 1)

Direct Energy represents the smaller share of our Total Energy use. It comprises 17% of our Total Direct and Indirect Energy Consumption and represents energy consumed directly by Westfield Corporation-operated buildings and machinery, which is predominantly energy from sources such as natural gas and liquid fuels.

Our Total Direct Energy (Scope 1) consumption increased by 2% in 2016 as a result of construction work undertaken at Westfield London as part of our Phase 2 development project. Another contributing factor to the increase in our Direct Energy consumption was an increase in the use of Natural Gas in our UK facilities. This increase was due to overall colder temperatures and the need for additional heating.

On a Like-for-Like basis however our direct energy consumption decreased by 15% throughout the year. This was primarily due to a significant reduction in transport fuel usage in our US business over the period and a number of energy saving initiatives that have been implemented such as the installation of solar photovoltaic (PV) panels.

Westfield Office US



# 5.1 THE ENVIRONMENT

## ENERGY CONSUMPTION

### RENEWABLE ENERGY CASE STUDY

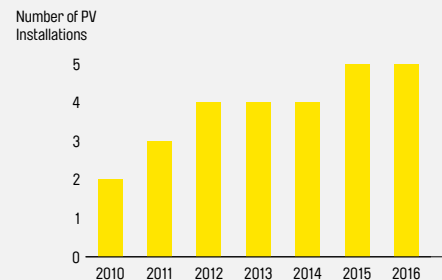
As part of our ongoing sustainability activities, we continue to expand and develop our solar energy program through the installation of solar photovoltaic (PV) panels at our centres to generate solar energy onsite. Our solar energy program commenced in 2010 and has expanded significantly over the past six years. Over this period our capacity has grown from 280kW to 1,841kW and our solar electricity generation has reached over 16 million kWh per year – amounting to a 72-fold increase since 2010.

We currently supply 3.7% of our direct energy consumption via renewable energy and have PV panels installed at our Century City, UTC, Fashion Square, Culver City, and Topanga locations.

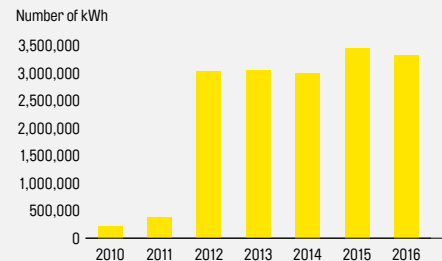
In 2016 we integrated an 820 kW solar system into our centre at The Village at Westfield Topanga. This solar system consists of 9,187 solar panels, covering a total panel area of 160,000 square feet and has the ability to generate 4.1GWh of electricity per annum. We expect this newly installed solar system to provide 8% of the electricity we used at this centre.

Looking forward we are currently extending our solar energy program to three additional sites in 2017 (which will quadruple our capacity to over 7 MW). We are also currently evaluating 3+ MW of additional capacity at two more sites.

Solar Growth 2010-2016  
in Number of Installations



Solar Growth from  
2010-2016 in kWh



*"The solar system at The Village at Westfield Topanga is a significant renewable energy project in the Los Angeles area, moving the region away from dependence on fossil fuels and toward cleaner, more sustainable and renewable energy sources."*

Marcie Edwards  
General Manager  
Los Angeles Department  
of Water and Power

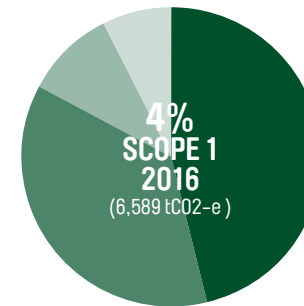
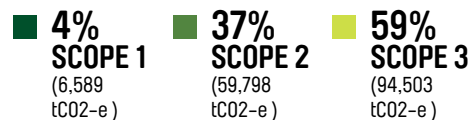
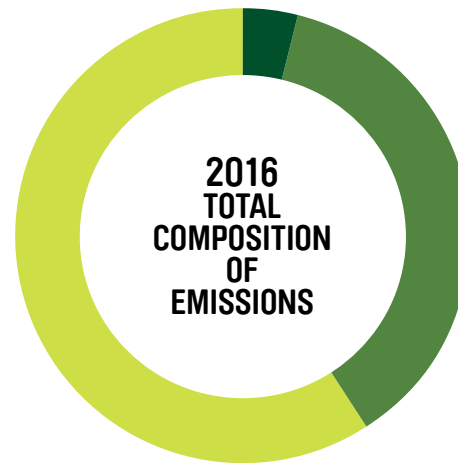
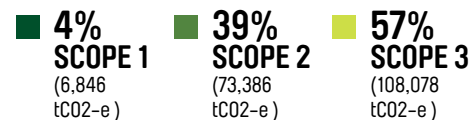
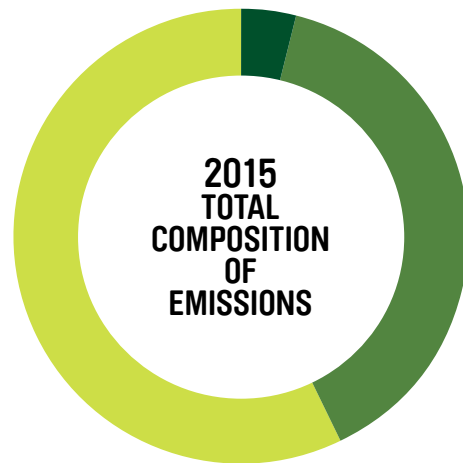


# 5.1 THE ENVIRONMENT

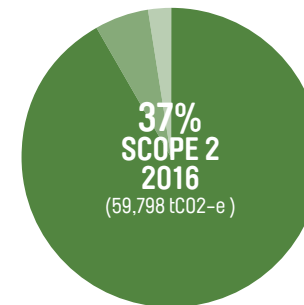
## GHG EMISSIONS

Westfield Corporation continued to reduce its total greenhouse gas ("GHG") emissions in 2016 from 188,310 to 160,889 tonnes of CO<sub>2</sub>e. This equates to a decrease of 15% on the prior year and follows a 19% reduction in total GHG emissions in 2015 compared to 2014.

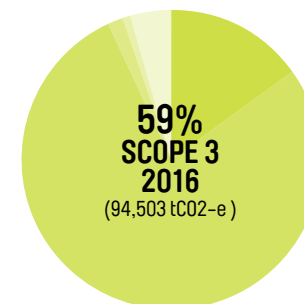
GHG emissions are categorized as Direct (Scope 1), Indirect (Scope 2), and Other Indirect (Scope 3) Emissions.



- 1.9% Natural gas
- 1.5% Transport fuels
- 0.4% Non-transport fuels
- 0.3% Synthetic gases



- 34.2% Purchased electricity
- 2.1% Heat and cooling
- 0.9% Steam



- -12.7% Mixed waste (Includes hazardous, non-hazardous, landfill, recycling, compost, and recovery)
- 65.7% Purchased electricity (Tenant usage)
- 0.8% Air travel
- 0.2% Employee commute (Includes emissions from car, bus, rail, and train/tube travel)
- 4.7% Other (Includes emissions from heat and cooling, steam, natural gas, taxi and car hire travel, transport fuel (controlled vehicles), and non-transport fuel combustion)





# 5.1 THE ENVIRONMENT

## GHG EMISSIONS



Westfield London

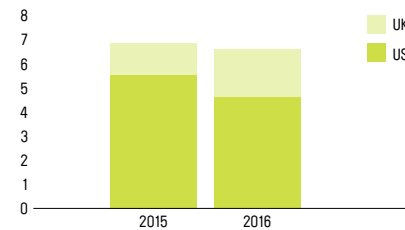
### DIRECT EMISSIONS (SCOPE 1) 4% OF TOTAL 2016 EMISSIONS

Direct Emissions relate to activities that directly generate greenhouse gases, such as the combustion of natural gas, transport and non-transport fuels, as well as through the use of synthetic gases in air conditioning. Our Total Direct Emissions decreased by almost 4% in 2016, as a result of our decreasing use of synthetic gases and transport fuels. On a Like-for-Like basis our Direct Emissions decreased by 22% in 2016. This greater decrease on a Like-for-Like basis reflects the removal of the impact of our construction activities during the year.

**22% REDUCTION  
IN LFL DIRECT  
ENERGY EMISSIONS**

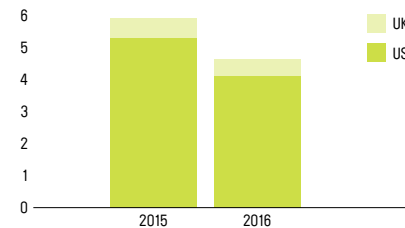
Total Direct Emissions (Scope 1)  
2015 vs 2016

(Tonnes CO2-e ('000s))



Like-for-Like Direct Emissions (Scope 1)  
2015 vs 2016

(Tonnes CO2-e ('000s))



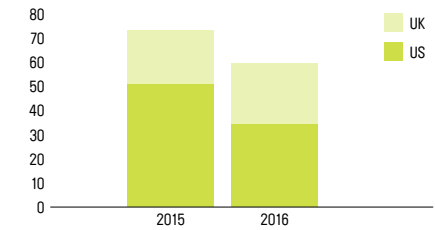
### INDIRECT EMISSIONS (SCOPE 2) 37% OF TOTAL 2016 EMISSIONS

Indirect Emissions are the second largest component of our Total Emissions. These emissions arise, when the suppliers of electricity, heating, steam and cooling to Westfield Corporation, combust fossil fuels to generate energy sources. Our Total Indirect Emissions decreased by 19% in 2016, reflecting the divestment of six of our US centres in late 2015 and our reduction in Indirect Energy consumption. On a Like-for-Like basis our Indirect Emissions decreased by 2% in line with our reduction in Indirect Energy consumption – namely a reduction in emissions from purchased electricity, heating, cooling, and steam. This decrease was due to our ongoing effort to reduce GHG emissions through emission reduction initiatives, such as upgraded LED lighting in the Westfield London Centre Management Suite, improved heating and ventilation efficiency, and reduced lighting loads.

**2% REDUCTION  
IN LFL  
INDIRECT EMISSIONS**

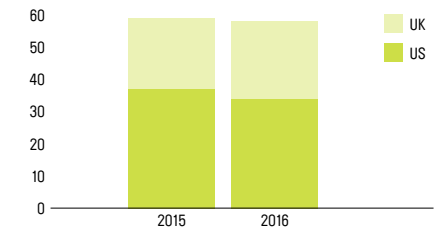
Total Indirect Emissions (Scope 2)  
2015 vs 2016

(Tonnes CO2-e ('000s))



Like-for-Like Indirect Emissions (Scope 2)  
2015 vs 2016

(Tonnes CO2-e ('000s))



# 5.1 THE ENVIRONMENT

## GHG EMISSIONS



Westfield London

### OTHER INDIRECT EMISSIONS (SCOPE 3) 59% OF TOTAL 2016 EMISSIONS

Other Indirect Emissions are defined as emissions resulting from an organisation's activities, which arise from sources owned or controlled by third parties.

We have identified our material "Other Indirect Emissions" sources as emissions from:

1. Tenant energy consumption (electricity, steam, heating and cooling, and natural gas);
2. Mixed waste generated in operations;
3. Employee air travel; and
4. Employee commute to and from work

This category of emissions is the largest component of our emissions profile and comprised 59% of our total GHG emissions in 2016. A full breakdown of our Scope 3 emissions is provided in section 7.1 in the Appendices to this Report.

Scope 3 Emissions became a larger percentage of our Total Emissions in 2016 due to a change in our tenant allocation methodology. To better account for emissions generated by Westfield Corporation's common spaces, we have adjusted the tenant allocation methodology specific to each centre. This isolates emissions generated as a result of tenant energy consumption versus our common spaces. Several sources of emissions increased in allocations to Scope 3, such as electricity and natural gas consumption for tenants. In the past, these tenant emissions were reported as part of Westfield Corporation's total Scope 1 and Scope 2 emissions. Our change in methodology represents a more accurate picture of Westfield's footprint.

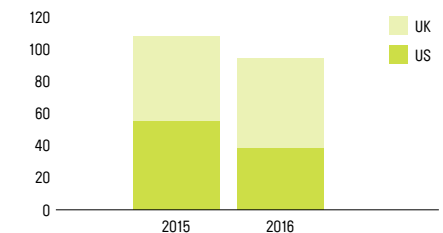
Although tenant energy consumption isn't under Westfield's direct control, we recognise that emissions from this source is a material concern. As such Westfield will look to expand existing landlord-tenant relationships and work to jointly develop programs to curb emissions as a whole.

Overall on a Total basis our Scope 3 emissions decreased by almost 13% and were negative in 2016. This equates to 13,575 tonnes of CO<sub>2</sub>e and represents the second consecutive year that our Scope 3 Emissions decreased. Our negative Scope 3 Emissions were due to our eco-friendly waste management practices which offset our total emissions by reducing the amount of waste sent to landfill. Across our centres we have adopted recycling, composting, and waste recovery processes which divert solid waste from landfills, and avoid the decomposition of waste in landfill which in turn generates GHG emissions.

As a result of these efforts, the composition of our Scope 3 emissions due to mixed waste (including hazardous, non-hazardous, landfill, recycling, compost, and recovery) was a negative percentage reflecting the fact that our recycling, composting, and recovery efforts have offset Westfield's total emissions.

Other Indirect Emissions (Scope 3) 2015 vs 2016

(Tonnes CO<sub>2</sub>-e ('000s))



# 5.1 THE ENVIRONMENT

## WATER CONSUMPTION



Westfield Valencia Pond

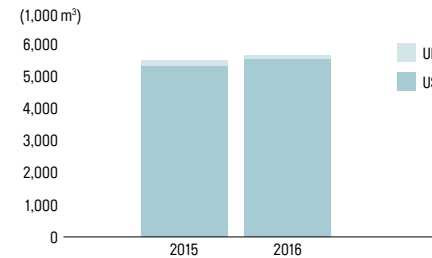
Water consumption reduction continued to be an area of focus for us in 2016. Whilst we reduced our water consumption in both 2014 and 2015 by 5% and 1% respectively, in 2016 our Total and Like-for-Like Water consumption increased by 3%.

In the United Kingdom our water consumption on a Total basis decreased by 20% in 2016. On a Like for Like basis, removing the impact of construction work, water consumption from our UK day to day operations decreased by 23%.

Similarly our US portfolio reported a decrease in Like-for-Like water consumption across Westfield Common Space however, tenant water consumption increased in 2016 resulting in an overall increase across US centres.

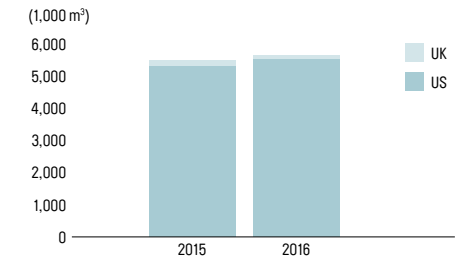
Westfield Corporation is cognisant of the need to manage its water consumption. We have several ongoing water conservation initiatives in place such as waterless and water saving technology to reduce water consumption and withdrawal.

Total Water Consumption of 2015 vs 2016



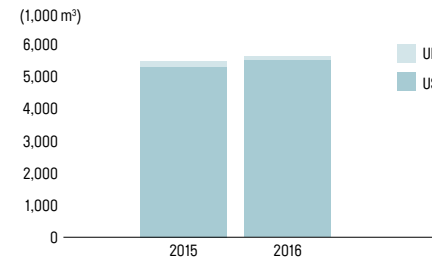
Total water consumption includes rainwater collected and stored by Westfield, and municipal water or other water utilities.

Total Water Withdrawal (excludes rain water) 2015 vs 2016



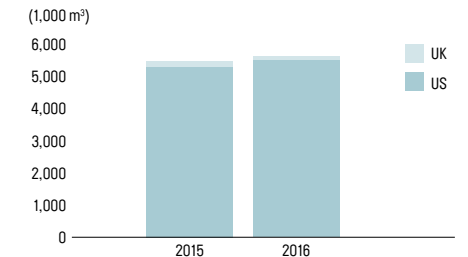
Total water withdrawal only includes municipal water or other water utilities (rainwater excluded).

Like-for-Like Water Consumption 2015 vs 2016



Note: The percentage change on a Like-for-Like basis remained constant: 4% increase in US water consumption and 23% decrease in UK water consumption.

Like-for-Like Water Withdrawal (excludes rain water) 2015 vs 2016



Note: The percentage change on a Like-for-Like basis year on year remained constant: 4% increase in US water withdrawal and 23% decrease in UK water withdrawal.



# 5.1 THE ENVIRONMENT

## WATER CONSUMPTION

### ENVIRONMENTAL CASE STUDY: WESTFIELD LONDON AND STRATFORD CITY WATER CONSERVATION TECHNOLOGY (UK)

To conserve water at our UK centres, we have installed 441 '100% waterless' urinals at Westfield London (since 2013) and at Westfield Stratford City (since 2015). This type of Waterless Technology typically saves 157,000 litres (157 m<sup>3</sup>) of drinking water per urinal per year. Whilst our waterless urinals are anticipated to produce immense water savings the exact annual savings have not been quantified due to restrictions with water usage metering. Over the course of one year, our waterless urinals could save 69,237 m<sup>3</sup> based on the expected savings of Waterless Technology. This is equivalent to almost half of our United Kingdom's business total water consumption in 2016.

In addition, we collect rain water for use at Westfield Stratford City centre. Since 2011, we have saved 1.7 million litres (1,700 m<sup>3</sup>) of water with our rain water harvesting technology. This water is used on standard flush toilets within our Centre Management Suite. In 2016, we used 330 m<sup>3</sup> of rain water for our day-to-day operations in the United Kingdom.



The Summer Event  
at Westfield London

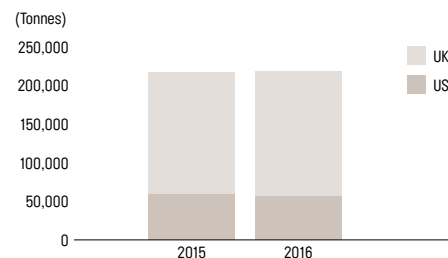
# 5.1 THE ENVIRONMENT

## WASTE MANAGEMENT



Westfield Corporation aims to reduce the waste it generates via its operations and construction activities wherever possible, through waste management initiatives and policies which require the recycling, reuse and careful selection of materials and products.

Total Waste Generation (hazardous and non-hazardous waste) 2015 vs 2016



### TOTAL WASTE GENERATED

As can be seen from the bar graph Total Waste generated from our UK operations (including hazardous and non-hazardous waste) increased from 159,146 tonnes to 161,969 tonnes in 2016. This increase was attributable to the significant development and construction work undertaken at Westfield London during the year as part of the Westfield London Phase 2 development project.

In terms of UK hazardous waste disposed, this increased from 84 tonnes to 19,465 tonnes throughout 2016 due to the development and construction activity at Westfield London. Excluding the impact of the Westfield London construction activity hazardous waste disposal from our UK business decreased from 59 tonnes to 0 tonnes in 2016.

Total Waste generated by our US operations decreased from 58,370 tonnes to 56,378 tonnes in 2016. Our US centres did not generate any hazardous waste throughout the year.

In 2016, 51% of all non-hazardous waste (including waste from operations and construction) was recycled, composted or recovered (including energy recovery), and we decreased our overall non-hazardous waste generation by 9%. Our Westfield UK centres continued to maintain 100% recycling for day-to-day operations and avoided sending any waste to landfills.

### IMPLEMENTATION OF PROPERTY ENHANCEMENTS

To improve waste management processes we implemented a number of property enhancements throughout the year. As part of our Recycling Initiative at The Village at Westfield Topanga, we purchased carts for transporting cardboard to a recycling compactor to prevent any recycled material going into trash containers and ensure it is diverted from landfills.

At Westfield Old Orchard we introduced single stream recycling front end loaders and recycling compactors throughout the year, and removed three trash front-end loaders.

At Westfield Roseville we added "Pouraway" containers to divert liquids from existing trash containers and expect this initiative to divert 48 tonnes of waste from landfill annually.

We also installed 216 new waste compactors and our first ever self-weighting compactor. Our 216 new waste compactors were part of our Equipment Replacement Initiative. This initiative enabled us to increase average compactor capacity from 33 cubic yards to 36 cubic yards, thus increasing compactor efficiency. This equates to a 10% increase in overall compactor capacity and a reduction in GHG emissions because fewer haul trips are now needed.

The intent of our self-weighting compactor at Westfield Garden State Plaza is to drive up disposal efficiency, thus resulting in a reduction of waste collection-related GHG emissions. Westfield's Equipment Replacement Initiative has resulted in GHG emissions reductions due to decreased waste generated across our operations.

### TENANT EDUCATION PROGRAM & ORGANIC WASTE RECYCLING

Throughout the year we also continued our tenant education program in relation to Waste across our entire portfolio. Each Regional Manager held sessions on waste management at all of our centres to ensure that every tenant has the knowledge to properly dispose of trash. In our Californian centres we also introduced organic food waste programs to ensure compliance with AB1826.

AB1826 requires all businesses to recycle organic waste on or after April 1, 2016, and implement an organic waste recycling program. At Westfield San Francisco Centre, we are currently diverting about 4.8 tonnes of organic waste from the landfill each week. In one month, this diversion of organic waste from landfills equates to a reduction of 36,189 tonnes of CO2e. The implementation of tenant education and organic waste recycling programs have diverted waste from landfills and reduced GHG emissions across Westfield operations.



# 5.1 THE ENVIRONMENT

## WASTE MANAGEMENT

### FOOD WASTE DIGESTER INITIATIVE

In the UK similar initiatives were implemented throughout the year. One initiative that deserves attention is the installation of a Food Waste Digester at Westfield Stratford City. As part of this initiative we partnered with six of our food tenants in this centre (Nandos, TGI, GBK, Wagamamas, Bread Ahead, and Giraffe) to limit the collection of food waste through the use of the Digester. Key benefits of this initiative include:

- One less food compactor collection (10 tonnes) per month which equates to monthly savings of £897.10
- Reduction in general waste generated by targeted tenants due to food waste separation
- Improvements in waste discharge monitoring, including reduction in food waste contamination
- Environmental benefits of on-site digester verses transporting food waste to anaerobic digestion plant
- Opportunity to increase and strengthen engagement with targeted food tenants

By utilising the Food Waste Digester, we were able to process 16.8 tonnes of food waste in 2016. In addition, 13.2 tonnes of CO<sub>2</sub>e was saved annually and 11,815.4 litres of new water was produced.





## 5.1 THE ENVIRONMENT BIODIVERSITY

Westfield Corporation is committed to respecting biodiversity. We adhere to all relevant planning, construction, and building codes and regulations and it is our policy in the UK to only develop brownfield sites (these are sites which have been previously developed).

As per our Group Environmental Policy, we aim to “protect and enhance local biodiversity”. This is just one of seven environmental goals which we have established to be implemented throughout the business and in partnership with stakeholders. In our 2016 Sustainability Report we outlined the biodiversity program that we have implemented at Westfield Stratford City.

In this year's report we are pleased to report on further enhancements and expansion of the Westfield Stratford City biodiversity program and a new biodiversity program.

### WESTFIELD STRATFORD CITY BIODIVERSE PLAYGROUND

In October 2016 Westfield Corporation launched the next stage of its biodiversity program at Westfield Stratford City – the “Biodiverse Playground”. Located at the entrance to The Great Eastern Market, the Biodiverse Playground has been designed for children of toddler and junior years of age.

It is situated within “the Pond” a small, enclosed, idyllic green space providing the ultimate safe space for children and families. Unlike other children's playgrounds, the Biodiverse Park has focused on preserving and enhancing the natural habitat and complements the biodiversity initiatives implemented at Westfield Stratford City last year such as Eco Roofs and Living Walls.

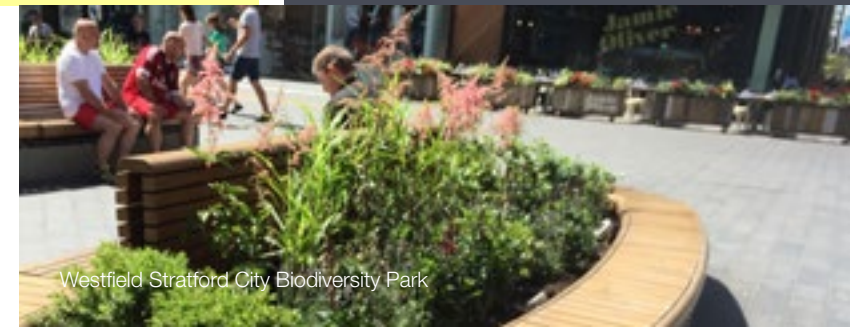
Our biodiversity program at Westfield Stratford City was recognised by the British Association of Landscape Industries in 2016 with our centre winning a BALI Award for the infrastructure landscaping we have installed in the the external areas of our centre. The BALI Award is the highest accolade in horticulture in the United Kingdom.

*“Since its opening, Westfield has transformed the Newham area and we're pleased to see their continued commitment to regenerating the district. This park not only provides our community with a fantastic sensory experience but will also be important in boosting our local environmental ecosystems. The maintenance and development of green spaces is an important part of what we do and to have Westfield's support on this front is fantastic.”*

Sir Robin Wales  
Mayor of Newham



Westfield Stratford City Biodiversity Playground launch



Westfield Stratford City Biodiversity Park

# SUSTAINABILITY PILLARS OUR PEOPLE

5.2



# HIGHLIGHTS

ZERO FATALITIES  
IN 2016

5.5% ↑  
IN DIRECT EMPLOYEES



Recognised as a Top 30 employer by the UK's "Working Families Top Employers Benchmark"



Awarded a Silver Banding for gender in the UK's "Business in the Community" benchmark (the UK's most comprehensive benchmark for workplace gender and race diversity)



Joined the UK Government's campaign 'Think, Act, Report' to demonstrate commitment to gender equality in the workplace

## 5.2 OUR PEOPLE

Our people are fundamental to our success as a business. As a result we are focused on ensuring we attract, retain, develop and engage high calibre employees and facilitate their wellbeing.

Image: Bespoke offices Westfield San Francisco



## 5.2 OUR PEOPLE

AS AT 31 DECEMBER 2016, WESTFIELD CORPORATION EMPLOYED, 1,730 DIRECT EMPLOYEES, AN INCREASE OF 5.5% ON 2015.

### EMPLOYEE TOTALS BY REGION 2016

REGION	2016 TOTAL HEADCOUNT OF WORKFORCE	2016 TOTAL HEADCOUNT OF FIXED TERM CONTRACTORS
United Kingdom and Italy	523	31
United States of America	1167	19
Australia	40	2
<b>TOTAL</b>	<b>1,730</b>	<b>52</b>

## OCCUPATIONAL HEALTH & SAFETY

The safety and welfare of our staff is of utmost importance to our business. Westfield Corporation strives to maintain its excellent safety record worldwide. 96% of our employees have completed Westfield provided safety training and we review our health and safety policies on a regular basis. We also use a rigorous compliance program so that employees are aware of laws, regulations and codes of practice applicable to their role.

We manage 35 sites and a number of development projects, across the United States, United Kingdom and Europe, so it is imperative that we adopt a highly integrated approach to safety, in order to ensure a safe working environment for our employees, contractors and service providers.

We measure the success of our initiatives by Health & Safety audits, surveys, lead KPIs, Health & Safety inspections and the frequency and severity of any injuries sustained by our workforce. Preventative and early intervention measures to manage safety risk are in place and closely monitored.

We report our safety data using the Global Safety Reporting (GSR) system and use this information to assess and improve our performance. Importantly third party contractors' safety data is also included in this system.

Pleasingly in 2016 we met our goal of zero fatalities. However, due to the increased level of major construction work across our portfolio, there were seven incidents of Significant Injuries (up from one incident in 2015).

Of the seven reported Serious Injuries, four related to human error and non-compliance with our safety procedures. The remaining three incidents required review and corrective action.

Action reports were prepared for each incident and root cause analysis was undertaken. Corrective action plans were developed and implemented and we ensured that our contractors reinforced proper safety procedures and that we disseminated lessons learned from these accidents to the teams across all of our centres and construction projects.

### WORKPLACE SAFETY: WESTFIELD CORPORATION SAFETY DATA 2015 & 2016

	2015	2016	NOTES
Total Fatalities (F)	1	0	Fatality: A death from an occupational injury or illness or complications thereof. Deaths by natural causes are not included. Fatalities = Absolute number reported
Total Number of Significant Injuries (TNSI)	1	7	TNSI: is defined as: <ul style="list-style-type: none"> <li>– Fractures (other than to fingers, toes or nose);</li> <li>– Any amputation;</li> <li>– Permanent loss of sight or hearing (excluding chronic hearing loss);</li> <li>– Unconsciousness (excluding fainting)</li> <li>– Any full thickness burns;</li> <li>– Permanent loss of use of internal organ (excluding hernias).</li> </ul>
Long Time Injury Frequency rate (LTIFR)	1.06	2.58	Lost time injuries: Employee does not return to work for one or more shifts following the day of injury. LTIFR = Total number of lost time injuries ÷ Total hours worked x 1 million.
Average Lost Day Rate (ALDR)	11.20	17.10	Lost Day Rate: The impact of occupational accidents and diseases as reflected in time off work by the affected workers. Lost days begin the day after the accident and are based on days scheduled to be worked. ALDR = Total number of lost time days ÷ Total lost time injuries.
Total Absentee Rate (as a %) (AR)	0.7	0.8	Absentee: An employee absent from work because of incapacity of any kind, not just as the result of work-related injury or disease. Permitted leave absences such as holidays, study, maternity or paternity leave and compassionate leave are excluded. AR = Total number of absentee days ÷ Total number of days scheduled to be worked by the workforce for the same period x 100.

### WESTFIELD CORPORATION INJURY DATA 2015 & 2016

REGION	CATEGORY	TOTAL # OF SIGNIFICANT INJURIES 2015	TOTAL # OF SIGNIFICANT INJURIES 2016	TOTAL # OF FATALITIES 2015	TOTAL # OF FATALITIES 2016	TOTAL # OF INJURIES (INCL. FATALITIES) 2015	TOTAL # OF INJURIES (INCL. FATALITIES) 2016
United Kingdom	Employees	0	1	0	0	0	1
	Independent Contractors	1	3	0	0	1	3
United States of America	Employees	0	0	0	0	0	0
	Independent Contractors	0	3	1	0	1	3
Australia	Employees	0	0	0	0	0	0
	Independent Contractors	0	0	0	0	0	0

**Note:** In the US and UK minor injuries are excluded. Only significant injuries (as defined above) are included in the data.

## 5.2 OUR PEOPLE

### CASE STUDY | HEALTH & SAFETY US CONSTRUCTION SITES

Westfield Corporation takes a proactive approach to managing health and safety issues at our construction sites. We do this in several ways.

Firstly, our Design & Construction associates that work on job sites are all '30-hours OSHA' trained (Occupational Safety & Health Administration). This means that they are trained in relation to a comprehensive set of health and life safety protocols and procedures covering hot works, lift plans, protective equipment, hazardous materials, and fall protection. Our 30-hour OSHA certified associates conduct safety awareness training for other employees and visitors to the construction site.

All of our Design & Construction employees working full time on an active construction site complete approximately 30 - 40 hours of additional health and life safety training per annum. This training curriculum is designed and managed by Westfield Corporation's life safety professionals, and has resulted in our recordable injury rate, being significantly lower than the average recorded by the US Bureau of Labor Statistics. Despite an increase in construction hours worked at Westfield Corporation construction sites over the past two years, our incident rate continues to decline and is less than the US construction incident rate national average.

At each of our US construction sites we employ a number of dedicated and certified safety professionals who are tasked with overseeing health and safety issues on the project. These associates attend pre-construction meetings and review the activities planned for the day to ensure safe practices are adopted. They conduct work site safety observations and apply corrective actions for any safety violations observed. Importantly they are responsible for developing an after-action report on any near miss or actual safety incident and then working to apply corrective actions.

In addition to dedicated life safety professionals, each construction superintendent and supervisor on the job site is also responsible for conducting safety inspections on a routine basis, and applying corrective actions as required. They do this utilising Safety Mojo – the third-party safety inspection management system we utilise to record work observations.

Other Health & Safety initiatives we have implemented at our US construction sites include the use of ConstructSecure – a contractor pre-qualification system that establishes required health and life safety minimum standards for every contractor on the job site. Contractors must achieve an acceptable safety rating as a condition of working on our US construction sites.

A project-wide Safety Indicator Report is also completed, which aggregates year-to-date health and safety data across all of our construction projects. This information is then shared with senior management and is used to identify opportunity areas for improvement.

Last but not least, all health and safety statistics are aggregated across all of Westfield Corporation's operations globally (including existing centres and development sites) and reported to the Board of Directors on a quarterly basis. The support of senior management and our Board of Directors is of critical importance in maintaining focus on positive attitudes towards proper health and safety in our organisation.



## 5.2 OUR PEOPLE

### EMPLOYEE WELLBEING

In addition to the safety of our staff, Westfield Corporation is committed to implementing initiatives that improve the overall health and wellbeing of our employees.



Westfield Corporation  
Staff BBQ Los Angeles

### EMPLOYEE BENEFITS

Westfield Corporation has a well established “Employee Benefits” program across both our UK and US operations. In 2016, Westfield Europe was recognised as a Top 30 Employer by the United Kingdom’s “Working Families Top Employers Benchmark”. This benchmark measures the full range of flexible working and work-life balance practices used by employees and their integration into the organisation’s values, policies and culture.



### UK

- Company funded healthcare insurance from Bupa. This provides access to prompt and private medical treatment and includes access to the Bupa Healthline, a confidential health information advice line available 24 hours, seven days a week;
- Voluntary self-funded Dental Insurance scheme provided by Denplan;
- The provision of expert medical information and second medical opinions through our “Best Doctors” program;
- Cycle to Work initiative which provides employees with a tax efficient way to save on the cost of a new bike;
- Free annual eye tests and a £55 voucher towards the cost of new glasses;
- Free annual flu vaccinations;
- Fresh fruit supplied daily to each of our offices, healthy cereal, tea and coffee;
- Gym discounted membership rate with Gymbox;
- FLOURISH a program designed to help optimise our employees’ physical, emotional and mental wellbeing;
- Resilience training;
- Employee Assistance Program which provides support 24 hours a day, 365 days a year, on a wide range of areas such as:
  - Bereavement
  - Debt counselling
  - Health and well being
  - Personal relationships
  - Caring for relatives
  - Stress and pressure
  - Depression
  - Housing
  - Career

### USA

- Comprehensive health and medical coverage with Company contributions ranging from 65%-80% paid by Westfield Corporation;
- Employee Assistance Programs providing a range of complementary financial, legal, medical and mental wellbeing services;
- “Recreation Connection” a program providing employees with discounted tickets for tourist sites and amusement parks;
- Discounted gym membership;
- Company sponsored softball league;
- Free annual flu vaccinations;
- Periodic “Lunch & Learn” health awareness sessions that focus on proactive health management. In 2016 this included a presentation by Jennifer Schuster, a Westfield Corporation Development Team Member who is a recent breast cancer survivor; and
- Fresh fruit and other nutritional snacks are supplied daily to each of our offices.



## 5.2 OUR PEOPLE

# EMPLOYEE WELLBEING

Throughout 2016 we built upon our Employee Benefits program by implementing a number of Employee Wellbeing initiatives.



### FLOURISH @ WESTFIELD

In the United Kingdom we launched “Flourish at Westfield”, a well being program, open to all employees to encourage and provide the tools for a healthy work life balance. FLOURISH consists of four workshops, designed to provide tools for healthy work life living. Workshops in 2016 included:

- Energise and Nourish
- Stress Less and Mindfulness
- Bounce Back and Drive
- Sleeping Soundly and Strike a Balance

### FIT FOR GOOD

To complement our Yoga and Fitness initiative, in June 2016 (during the lead-up to the Rio Olympics) we launched our FitBit “Fit for Good” Challenge. Ninety of our UK employees participated in the challenge and clocked up more than 18 million steps over a two week period to raise funds for two charities: The British Heart Foundation and Save the Children.

Fitness events undertaken by our employees as part of this challenge included Body Attack classes, Combat Blitz sessions, weekend warrior sessions and workweek hustles – all designed to get our staff moving and engaged in exercise.

### EMPLOYEE WELLNESS PROGRAM

In the United States we undertook a confidential employee survey designed to identify areas to improve our existing Employee Wellness Program which includes physical, mental and social wellbeing elements.

The results of this survey are being used to launch a revitalised Employee Wellness Program in 2017 expanding beyond yoga classes, CPR training, monthly Lunch & Learn activities and nutritional programs to include stress management, weight control and a variety of exercise initiatives.

### YOGA AND FITNESS SESSIONS

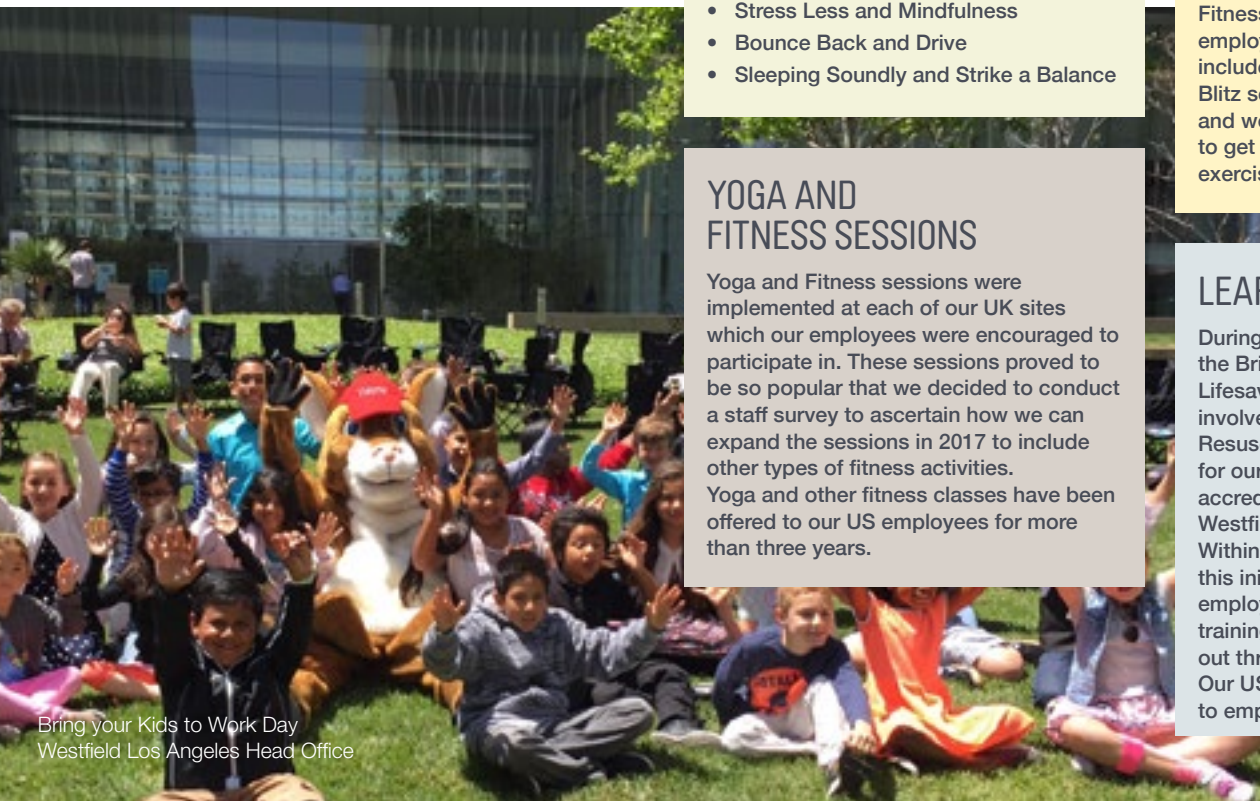
Yoga and Fitness sessions were implemented at each of our UK sites which our employees were encouraged to participate in. These sessions proved to be so popular that we decided to conduct a staff survey to ascertain how we can expand the sessions in 2017 to include other types of fitness activities. Yoga and other fitness classes have been offered to our US employees for more than three years.

### LEARNING CPR

During the year we also participated in the British Heart Foundation’s “Nation of Lifesavers Challenge: CPR”. This initiative involved rolling out Cardiopulmonary Resuscitation (CPR) training sessions for our employees led by medically accredited CPR trainers across our Westfield UK centres and support offices. Within the first three weeks of launching this initiative more than 60 Westfield UK employees successfully completed the training and further sessions were rolled out throughout the remainder of the year. Our US business has offered CPR training to employees for a number of years.

### BRING YOUR KIDS TO WORK DAY

We also launched our inaugural “Bring your Kids to Work Day” in April 2016 at our Century City Head Office. Employees were encouraged to bring their children into the office for the day where they had the opportunity to showcase their workplace and what their job involves. Approximately 40 children participated and we plan on repeating and expanding this event in 2017.



Bring your Kids to Work Day  
Westfield Los Angeles Head Office

## 5.2 OUR PEOPLE

### MENTORING, TRAINING & DEVELOPMENT



Think Rooms Westfield Labs

The training and career development of our employees is integral to our corporate culture. All of our employees receive annual performance reviews. **In 2016, 100% of our employees in the United States received training and in the United Kingdom 94% of our employees received training.**

Throughout 2016 our **United States based employees received approximately 25,681 hours of training** across a wide range of programs such as Welmprev, Social and Business related “Lunch and Learns”, Toastmasters, Managing in 3D, Fostering Executive Leadership and the UCLA Iconic Leadership Program.

In the **United Kingdom, we offered our employees more than 8,203 hours of training** throughout the year including innovative programmes such as GAP negotiation training, seminars at the Institute of Management, courses at Oxford Summer School and Italian language sessions.

Our employee training program also covers a number of sustainability areas such as Occupational Health & Safety, Cyber Crime, Anti-Bribery & Corruption and Environmental training. In the United States we also provide our employees with anti-harassment training.

**100% OF OUR US EMPLOYEES RECEIVED TRAINING IN 2016**

**94% OF OUR UK EMPLOYEES RECEIVED TRAINING IN 2016**

#### WeConnect MENTORING PROGRAM

In 2016 we continued our “WeConnect Mentor Program” across both the United States and the United Kingdom. “WeConnect” is an internal Westfield Corporation mentoring and networking program which creates an opportunity for all employees to network with senior executives and other talented individuals across the business. WeConnect sponsors programs and workshops to enhance employee business knowledge and personal and professional development. Each year a group of approximately 50 employees (across both the US and UK) are selected to participate in the program and senior level executives are appointed to act as mentors for each group. The purpose of “WeConnect” is to provide a forum for employees to explore ideas, develop skills, increase their business knowledge, deepen their industry experience and enable them to create and expand their internal network of resources.



## 5.2 OUR PEOPLE

### MENTORING, TRAINING & DEVELOPMENT

#### WeConnect MENTORING

##### US

In 2016 our US WeConnect program included a field trip to Los Angeles Airport (LAX) to enable our US mentees to learn more about Westfield Corporation's Airport's and Brand Ventures businesses. This trip followed a site tour earlier in the year of the Westfield Century City development project and a session with the Westfield Leasing team on negotiating tactics through role play. The program concluded with a site visit to Westfield Topanga and The Village where the group participated in presentations by senior Development and Design leaders describing project activities across the portfolio.

##### UK

In the United Kingdom our 2016 intake of WeConnect mentees were challenged to develop business proposals such as how to capitalise on unused space in our centres and developing 'Westfield at Home' services for our new residential customers. The structured program included monthly mentor meetings and more than 65 hours of training that covered a diverse range of topics such as Leading Others, Leading Self and Leading Business.

#### WOMEN AS LEADERS

Other Training and Mentoring initiatives provided by Westfield Corporation to employees in 2016 included a Digital Retail Bootcamp at Oxford University's Summer School for members of our UK Marketing Team; identifying and confirming a number of "High Potential" female employees who will be attending the Cranfield University 'Women as Leaders' program and implementing a WISE (Women in Science, Technology and Engineering) Mentoring program in the United Kingdom which will be expanded across our US business in 2017.



Bespoke presentation

*"WeConnect has been such an invaluable program. I am really proud of what we have all achieved together and feel privileged to have built up such a supportive and inspiring network."*

Jacinta Rowsell  
Westfield Centre Retail Manager

*"The WeConnect mentoring course has been rewarding and exhausting in equal measure and I have been placed so far out of my comfort zone that I can barely remember what comfort feels like, but mainly it's been a fantastic way to connect with some outstanding people."*

Chris Bouldin  
Systems Infrastructure Manager



WeConnect mentoring program US

*"I have never ended a year with so much excitement and enthusiasm for the year ahead. 2017 is going to be the time to really put into practice all the skills we have learned during the WeConnect program, both practical and theoretical and also wear with pride the new confidence that's been nurtured over the year."*

Hannah Hibbard  
Senior Leasing Manager



## 5.2 OUR PEOPLE

# CULTURE OF INNOVATION & COLLABORATION

Our “Westfield EDGE” employee cultural behaviour framework was launched in 2015. This framework encourages our staff to achieve, innovate, collaborate and build communities. Our employee performance objectives and KPIs are linked to the EDGE cultural behaviours.

In 2016 we continued to embed these cultural values throughout our organisation by rolling out employee roadshows, expanding our EDGE Champions program, launching our new WeConnect Alumni program, implementing a new LEDGEND reward and recognition program and piloting our new Business Innovation Group.

Our employee roadshows took place early in the year and involved our senior management interacting with employees and providing them with an overview of our business objectives and people strategies for the next 12 months.

Whilst our EDGE Champions program was launched in 2015, in 2016 we were able to expand the program by signing up **60 Westfield Corporation employees as EDGE Champions**. These individuals took on the role of embedding the EDGE values into our business by working with senior executives to implement initiatives that promote collaboration and innovation across all areas of our business.

Our EDGE Champions program was supported by the creation of our new WeConnect Alumni. Mentees from our 2015 WeConnect Mentoring Program were formally recognised as WeConnect Alumni and received ongoing training and support in 2016 to promote and embed the EDGE values in our corporate culture.

### THE LEDGEND PROGRAM

In the United Kingdom we launched a new rewards and recognition online platform – The LEDGEND Program. This initiative is designed to recognise and reward employees who continually live the EDGE values. Employees can use the online platform to:

- Nominate colleagues they believe have demonstrated the EDGE values;
- Nominate an individual or team for their outstanding contribution in making Westfield Corporation a safer place to work (the H&S Award);
- Endorse a Manager by recognising and expressing appreciation for their support;
- Send a thank you card to a colleague, in recognition of a job well done; and
- Submit ideas (big or small).



Westfield Europe's Senior Manager Day

### BUSINESS INNOVATION GROUP (BIG)

Westfield Corporation's commitment to nurturing a culture of innovation and collaboration was also evident during the year by the establishment of our Business Innovation Group (BIG). The concept of BIG was created by a cross-organisational team established in our US Head Office as part of the UCLA Iconic Leaders program.

In 2016 we piloted BIG in the United Kingdom and intend to “go live” with this initiative in the United States in 2017.

As part of the BIG pilot program we launched Spark in the United Kingdom, an easy to use innovation tool that allows Westfield employees to quickly and easily propose new business development ideas. These ideas are then voted on, refined and debated by fellow colleagues. Top voted ideas are worked up through BIG for planning and submission to the business leadership team for funding and implementation.

THE EDGE  
Westfield



## 5.2 OUR PEOPLE DIVERSITY

### PROGRESS AGAINST OUR 2016 COMMITMENTS

Westfield Corporation has a strong commitment to diversity and to promoting an inclusive culture where people are encouraged to succeed to the best of their ability.

#### RECRUITMENT

##### COMMITMENT

Global recruitment standards to be adopted requiring a diverse candidate pool with a focus on female appointments to senior positions in non-traditional roles.

##### ACHIEVEMENTS

- Internal and external recruitment policies require that diversity, including gender, must be a consideration in all executive searches in non-traditional female roles including active searches in Design, Data and Analytics, Residential Development, Finance, Development and Leasing.
- In 2016 the representation of women in senior level positions improved:
  - External appointment of Joelle Kaufman as EVP, Strategy.
  - External appointment of Beth Campbell as EVP, Design and as a member of the US Executive Committee.
  - External appointment of Heather Vandenberghe as Chief Marketing Officer and as a member of the US Executive Committee.
  - Several other women promoted to middle or senior management roles.
- Candidate pools and the representation of women in management roles continued to be tracked to ensure opportunities were identified.

#### LEADERSHIP AND DEVELOPMENT PROGRAMS

##### COMMITMENT

The continuation of programs designed to support women progress their careers into senior management roles. Targeting 40%-45% representation in leadership and development programs.

##### ACHIEVEMENTS

In 2016:

- 40% of the UK WeConnect Mentoring Group were women
- 45% of the US WeConnect Mentoring Group were women

The proportion of female employees in Westfield Development courses throughout 2016:

- 47% in the UK
- 45% in the US

Management training covering career development, diversity, employee relations and conflict management continued to be provided.

#### PAY EQUITY

##### COMMITMENT

No gender based pay discrimination.

##### ACHIEVEMENTS

In 2016 Westfield Europe:

- Awarded a Silver Banding for gender in the 'Business in the Community' benchmark.
- Joined the UK Government's campaign 'Think, Act, Report'.
- Participated in "The Times 50 Employers for Women" survey.
- Launched a new "People Group" to focus on policies and procedures relating to diversity, inclusion and attrition opportunities. This group is comprised of 16 employees representing all business units and has 75% female representation.

In 2016 Westfield US:

- Completed an annual Affirmative Action Planning process that assessed pay equity and gender representation across all levels of employment and external labour force availability.
- Completed a Pay Equity analysis to determine gender neutrality.
- Launched a new "Diversity and Inclusion Team" comprised of 13 employees representing all business units with 62% female representation. This team has utilised the findings of the Affirmative Action Planning process and the Pay Equity Analysis to develop 25 recommendations relating to diversity, inclusion and attrition opportunities which are being implemented.

#### FLEXIBLE WORK PRACTICES

##### COMMITMENT

The development and implementation of flexible work practices.

##### ACHIEVEMENTS

Flexible work arrangements offered to all women returning from maternity leave.

72.7% (16 out of 22) of women returning from maternity leave in the UK elected to have flexible work arrangements.

UK introduced Shared Parental leave in April 2015. In 2016, 84.6% of male employees who were entitled to take this leave did so (11 male employees). Westfield Europe has opted to pay enhanced Shared Parental leave equating to 13 weeks pay (7 weeks more than the government recommended minimum of 6 weeks).

In 2016 Westfield Europe:

- Achieved Top 30 Employer status in the UK Working Families benchmark.
- Launched "Flourish at Westfield", a well being program open to all employees.

Throughout 2016 Westfield US:

- Developed implementation plans relating to flexible work arrangements such as remote work arrangements, flexible schedules and changes to our PTO plan.
- Expanded our Employee Wellbeing Program to include additional classes and programs which will be rolled out in the 1Q17.

#### EDUCATION

##### COMMITMENT

Implementation of 'Diversity and Inclusion' education programs for senior management.

'Employee Relations Development' training to continue to be part of 'Learning & Development' program.

##### ACHIEVEMENTS

- Westfield Corporation worked with UK organisation WISE (Women in Science, Technology and Engineering) to attract, retain and develop female talent in non-traditional roles across the Group.
- Westfield Corporation incorporated 'Diversity & Inclusion' modules into the Group's Executive Training program.
- Westfield UK identified and confirmed a number of 'High Potential' female employees who will be attending the Cranfield University "Women as Leaders" program.
- Westfield UK continued to offer "Employee Relations" training as part of our Learning & Development program for employees.
- Westfield US conducted a two-hour Diversity program for all supervisors/managers with a focus on workplace pattern of bias. This program will be included in a broader series of leadership development in 2017.

In recognition of the desirability of increasing female representation on the Westfield Corporation Board, Ms Dawn Ostroff was appointed as a non-executive director in 2016. Ms Ostroff joins Ms Ilana Atlas, taking the number of female directors on the Westfield Board to two. The Board acknowledges the need to continue to address the issue of gender diversity in future appointments.

## 5.2 OUR PEOPLE

# DIVERSITY: MEASURABLE OBJECTIVES SET FOR 2017

For 2017, Westfield has identified the following areas as key to promoting its diversity and inclusion objectives:

### SENIOR LEADERSHIP

#### COMMITMENT

In 2017 the UK and US Executive Committees and Senior Line Managers will continue to have objectives relating to strong team building which include diversity and inclusion metrics.

The WISE (Women in Science, Technology and Engineering) Mentoring program will be expanded on a Group wide basis for high potential females.

### RECRUITMENT

#### COMMITMENT

##### Commitment to transparency:

- Job openings at all levels will be advertised internally unless of a sensitive nature.
- Disclosure of statement of qualification for those appointed to positions (especially at senior levels).
- Regular tracking of candidate pools and female representation in management roles to identify areas of opportunity.
- Implement Recruitment program in partnership with WISE and local universities targeting female graduates with non-traditional Degree/Masters qualifications.

### LEARNING AND DEVELOPMENT

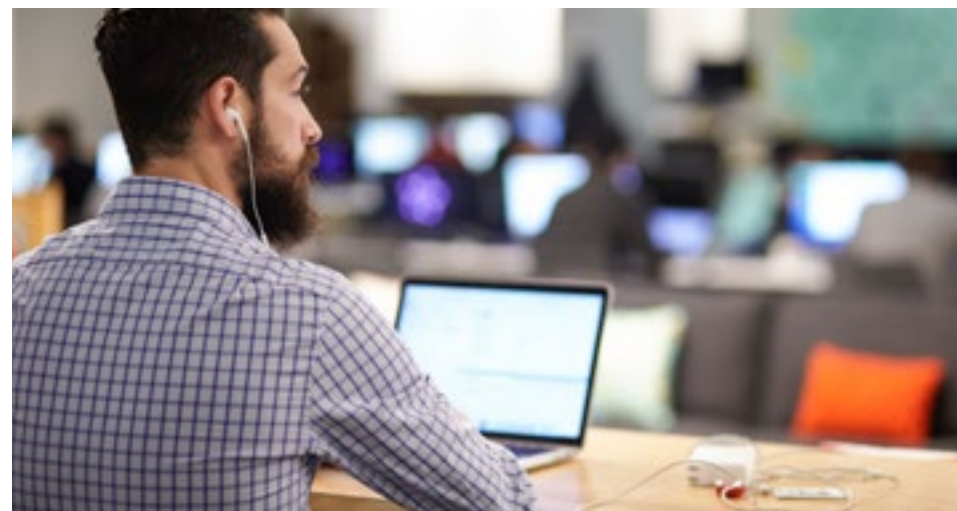
#### COMMITMENT

Westfield Corporation is targeting an overall level of 40-45% representation of women in leadership and development programs by the end of 2017 and is planning to expand its program offerings during the year.

Leadership and development programs, such as the Cranfield University Women as Leaders Program and the UK's WISE programs, will continue to be offered to promote the movement of females into senior roles across all key business areas.

Our succession planning will continue to identify key female talent and plan to promote them through the organisation to senior leadership roles with true authority.

Westfield Corporation to implement the Ten Step WISE program designed to sustain the pipeline of female talent in science, technology, engineering and mathematics.



### PAY EQUITY/ FLEXIBLE WORK PRACTICES

#### COMMITMENT

##### Westfield Corporation to:

- Continue its focus on external benchmarking and target setting to ensure pay equity and flexible work objectives are met.
- Conduct a follow-up EDGE Employee survey in 2017 to assess progress since our last survey in 2015 and to ascertain effectiveness of initiatives implemented to date.
- Continue to develop and implement programs focused on female and family well being.

##### Westfield UK to:

- Commit to Ernst & Young's National Equality Standards (NES) – a comprehensive UK assessment of our equality and diversity position against rigorous criteria. The NES has the support of the Home Office and Confederation of British Industry.
- Continue to work with 'Business in the Community Workplace Gender Equality and Workplace Families.
- Complete Gender Pay Gap Reporting analysis for UK.

##### Westfield US to:

- Undertake a review of the findings of its recently completed Diversity Audit, with a view to preparing a report for senior management that identifies any adverse results and recommends corrective actions for implementation.
- Focus on developing and implementing flexible work practices for all employees. This will include revising maternity and paternity policies to improve plan coverage; modifying our Time Away from Work policies to enable employees and their managers to agree on scheduled time off without accrued hours limitations; and expanding the piloting of flexible work schedules across more business units to determine effectiveness. Westfield US has already implemented alternate work hours across several business units allowing employees greater flexibility for start times.
- Implement the recommendations from the Forbes 100 Best Place to Work survey and the Malcolm Baldrige Quality Excellence framework.



## 5.2 OUR PEOPLE

### DIVERSITY: 2016

#### TOTAL WORKFORCE BY REGION AND GENDER

REGION	GENDER	EMPLOYEE HEADCOUNT (AS AT 31 DEC 2015)	% OF TOTAL (AS AT 31 DEC 2015)	EMPLOYEE HEADCOUNT (AS AT 31 DEC 2016)	% OF TOTAL (AS AT 31 DEC 2016)
United Kingdom and Italy	Male	266	55%	291	56%
	Female	217	45%	232	44%
United States of America	Male	570	51%	588	50%
	Female	549	49%	579	50%
Australia	Male	15	39%	19	48%
	Female	23	61%	21	53%
<b>Total</b>	<b>Male</b>	<b>851</b>	<b>52%</b>	<b>898</b>	<b>52%</b>
	<b>Female</b>	<b>789</b>	<b>48%</b>	<b>832</b>	<b>48%</b>
<b>TOTAL</b>		<b>1,640</b>	<b>100%</b>	<b>1,730</b>	<b>100%</b>

#### EMPLOYMENT TYPE

TYPE OF EMPLOYMENT	HEADCOUNT (AS AT 31 DEC 2015)	% OF TOTAL (AS AT 31 DEC 2015)	HEADCOUNT (AS AT 31 DEC 2016)	% OF TOTAL (AS AT 31 DEC 2016)
Full-Time	1,528	93%	1,611	93%
Part-Time	67	4%	67	4%
Temporary	45	3%	52	3%
<b>TOTAL</b>	<b>1,640</b>	<b>100%</b>	<b>1730</b>	<b>100%</b>

#### TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT & GENDER

EMPLOYMENT CONTRACT	GENDER	HEADCOUNT (AS AT 31 DEC 2015)	HEADCOUNT (AS AT 31 DEC 2016)
Permanent Employees <sup>2</sup>	Male	837	877
	Female	758	801
Temporary Employees <sup>3</sup>	Male	14	21
	Female	31	31
<b>TOTAL</b>		<b>1,640</b>	<b>1,730</b>

<sup>2</sup> Permanent Employees includes full time & part time

<sup>3</sup> Temporary Employees are considered fixed term contract employees

#### TOTAL NUMBER OF PERMANENT EMPLOYEES BY EMPLOYMENT TYPE & GENDER

EMPLOYMENT TYPE	GENDER	HEADCOUNT (AS AT 31 DEC 2015)	HEADCOUNT (AS AT 31 DEC 2016)
Permanent Full-Time	Male	808	850
	Female	720	761
Permanent Part-Time	Male	29	27
	Female	38	40
<b>TOTAL</b>		<b>1,595</b>	<b>1,678</b>

#### EMPLOYEES & CONTRACTORS BY REGION (AS AT 31 DEC 2016)

EMPLOYMENT TYPE	AU	UK & ITALY	US	TOTAL
Employees	38	492	1,148	1678
Fixed Term Contractors	2	31	19	52
<b>TOTAL</b>	<b>40</b>	<b>523</b>	<b>1,167</b>	<b>1,730</b>

## 5.2 OUR PEOPLE

### DIVERSITY: 2016

#### EMPLOYEE TOTALS, NEW HIRES & DEPARTURES BY GENDER & REGION (AS AT 31 DEC 2016)

CATEGORY	EMPLOYEE HEADCOUNT AS AT 31 DEC 2016	TOTAL NUMBER OF NEW EMPLOYEE HIRES IN 2016*	RATE OF NEW HIRES	TOTAL NUMBER OF EMPLOYEES WHO LEFT EMPLOYMENT IN 2016	RATE OF EMPLOYEES LEAVING EMPLOYMENT IN 2016
<30 years	277	163	9%	95	5%
30-50 years	1,069	286	17%	230	13%
>50 years	384	49	3%	78	5%
<b>TOTAL</b>	<b>1,730</b>	<b>498</b>	<b>29%</b>	<b>403</b>	<b>23%</b>
Male	898	248	14%	195	11%
Female	832	250	14%	208	12%
<b>TOTAL</b>	<b>1,730</b>	<b>498</b>	<b>28%</b>	<b>403</b>	<b>23%</b>

#### COMPOSITION OF BOARD OF DIRECTORS BY GENDER & AGE GROUP (AS AT 31 DEC 2016)

	DIVERSITY CATEGORY	TOTAL NUMBER OF INDIVIDUALS ON THE BOARD OF DIRECTORS	% OF INDIVIDUALS ON THE BOARD
Age Group	<30 years	0	0%
	30-50 years	0	0%
	>50 years	14	100%
<b>TOTAL</b>		<b>14</b>	<b>100%</b>
Gender	Male	12	86%
	Female	2	14%
<b>TOTAL</b>		<b>14</b>	<b>100%</b>

#### BREAKDOWN OF SENIOR EXECUTIVES BY GENDER & AGE (AS AT 31 DEC 2016)

REGION	AGE GROUP	GENDER	NUMBER OF INDIVIDUAL EMPLOYEES
United States of America	30-50 years	Male	6
		Female	4
	>50 years	Male	11
		Female	2
United Kingdom and Italy	30-50 years	Male	2
		Female	2
	>50 years	Male	7
		Female	0
Australia	30-50 years	Male	1
		Female	0
	>50 years	Male	4
		Female	0

#### COMPOSITION OF SENIOR EXECUTIVE TEAM BY AGE & GENDER (AS AT 31 DEC 2016)

DIVERSITY CATEGORY	DIVERSITY SUB-CATEGORY	TOTAL NUMBER OF WORKFORCE ON THE SENIOR EXECUTIVE TEAM	% OF WORKFORCE ON THE SENIOR EXECUTIVE TEAM
Age Group	<30 years	0	0%
	30-50 years	15	38%
	>50 years	24	62%
<b>TOTAL</b>		<b>39</b>	<b>100%</b>
Gender	Male	31	79%
	Female	8	21%
<b>TOTAL</b>		<b>39</b>	<b>100%</b>

\*Table includes Westfield Corporation's core team of senior executives across Australia, Italy, the UK and US. It excludes the Board of Directors. During 2016 there was a change in Westfield Corporation's definition and geographic categorisation of "Senior Executives" as such the data in these tables is not directly comparable to the data in the 2016 Sustainability Report.

# SUSTAINABILITY PILLARS COMMUNITY

# 5.3





# HIGHLIGHTS

45



Westfield London nominated for the 2016 West London Business "Community Investment Award"

Committed to  
social action



MAYOR OF LONDON

Westfield Corporation named as a Mayor's Corporate Commitment Organisation by the Mayor of London



Hosted the 2016 Westfield London Job Fair



Hosted the June 2016 Westfield World Trade Center Job Fair

## 5.3 COMMUNITY

Westfield Corporation is committed to being a responsible corporate citizen. We recognise the important role we play in communities and take pride in the fact that our centres stimulate the economy, create jobs and foster community ties. Our Community program is tailored to address the needs and requirements of each local community we serve.

Image: Mural by Sofia Enriquez, Westfield Palm Desert



## 5.3 COMMUNITY

# JOB CREATION & ENTREPRENEURIAL SUPPORT



Westfield Corporation has a well-established “Job Creation & Entrepreneurial Support” program across each of our centres, which we continued to build upon in 2016.

### JOB SHOW & WORK ZONE

In the United Kingdom the “Job Show” at Westfield London has been an annual event since 2012 when we established the “Westfield London Jobs and Training Panel” to support employment and training for the local community. The Panel has since been renamed the “White City Jobs and Training Panel” in order to involve other local businesses and bring together local stakeholders such as St James Imperial College London and the London Borough of Hammersmith and Fulham.

*The 2016 Job Show at Westfield London was held over two days in September and included more than 60 organisations promoting thousands of jobs, ranging from cyber security and car sales through to social work and surveying. The free event was open to the public and more than 100,000 job seekers participated taking the opportunity to participate in a number of workshops including interview skill development and CV preparation.*

In addition to hosting the annual Job Show, Westfield London is also home to WorkZone, an organisation established to:

- assist retailers and contractors to recruit locally;
- alert residents of available jobs; and
- provide skills training for jobs at Westfield London.

Working closely with the City of Westminster College, WorkZone offers a number of short training courses to help local people secure jobs in construction, retail and hospitality.

We run a similar program at our Westfield Stratford City centre where we have partnered with London Borough of Newham and Seetec to create “Workplace”.

Workplace focuses on local job creation and training. More than 10,000 jobs have been created at the centre and our expansion plans for this centre are expected to create a further 10,000 new jobs bringing this centre's total job creation to 20,000.



### WESTFIELD WORLD TRADE CENTER JOB FAIR

In New York in June, prior to the launch of our new Westfield World Trade Center, we partnered with 65 retailers to host a free “Job Fair”. The objective of the event was to recruit local residents, including military veterans and their family members, for many of the 10,000 full time and part time jobs created at the centre ranging from management positions through to operational and sales roles. More than 5,000 local residents attended the event.

As part of the Westfield World Trade Center Job Fair, we partnered with the not-for-profit organisation “Hiring Our Heroes” to provide an opportunity for military veteran candidates to meet with our retailers on a one-on-one basis. Veterans were also able to take advantage of workshops providing professional advice on resume preparation, military skill translation and interview training.

*“The opening of Westfield’s World Trade Center retail destination will bring thousands of jobs back to the heart of Lower Manhattan. Westfield has my thanks for working to get the word out and recruit locally.”*

Gale A. Brewer  
Manhattan Borough President

# 5.3 COMMUNITY EDUCATION & MENTORING

Education plays an important role in helping to build communities. For this reason Westfield Corporation is committed to providing ongoing Educational and Mentoring support to local communities.

## VETERANS INITIATIVE

Highlights of our Education & Mentoring initiatives in 2016 include the significant progress we made in advancing the Westfield Veterans Initiative. As part of that program, we were able to mentor 35 US veterans throughout the year, offering well over 300 hours of career support, direction and training.

## UCLA PARTNERSHIP

During the year we hosted approximately 60 MBA students at our Century City Head Office, as part of our longstanding partnership with the University of California, Los Angeles (UCLA). The students were executive level managers attending a year-long MBA program managed by UCLA. The students participated in a 10-day curriculum comprised of classroom studies and corporate visits. Their visit to Westfield included presentations by our senior executives about our use of data analytics, generational trends in consumer activity and the impact of technology on our business.

## ACE CAREER SUPPORT

We continued our partnership with the ACE (Architecture, Construction and Engineering) Mentor Program of America, Inc.

ACE is the US construction industry's fastest growing high school mentoring program, reaching over 8,000 students and encouraging them to pursue careers in design and construction.

At ACE's "All Schools Day" event, held at the Southern California Institute of Architecture (SCIArc) more than 300 students participated from 22 high schools throughout the Los Angeles and Orange counties. Westfield Corporation was actively involved in the program offering "career talks", mentoring opportunities and hosting innovative exercises that encouraged students to develop their construction and development skills.



Westfield supporting  
the ACE mentoring Program

## BRIT SCHOOL

For the third consecutive year in the UK and Europe, Westfield Corporation offered its bursary programme to students at Croydon's The BRIT School, providing them with a unique opportunity to grow and develop their creative careers. The bursary supports students in the next stages of their development by funding further training, new business ventures or providing creative equipment subsidies.

*"The BRIT School and Westfield partnership is so important to us. Westfield have been able to support poets, dancers, film makers, fashion designers, singers and many gifted and ambitious young people. Westfield believes in our students and will always be a friend of The BRIT School."*

Stuart Worden  
Principal, The BRIT School



## BRUNEL UNIVERSITY

We also have a long standing relationship with world renowned Brunel University (London) pursuant to which we regularly provide career talks and advice for local school and university students including tours of our Westfield London centre.

In 2016, in addition to providing this ongoing support we also sponsored the University's 50th anniversary celebration at its annual "Business Student Networking Reception and Dinner". The Business Student Networking program is designed to assist disadvantaged students develop their presentation and research skills.





# 5.3 COMMUNITY

## CIVIC CONTRIBUTION

In addition to the contribution we make in terms of job creation, Mentoring and the promotion of Education, Westfield Corporation is cognisant of its responsibilities as a corporate citizen. In 2016 we demonstrated our commitment to corporate social responsibility in a number of ways ranging from facilitating voting by local citizens during the US Election through to partnering with government on matters of national security and sponsoring community grants.

### TURBOVOTE USA

In the United States, we partnered with “Democracy Works” – a non-partisan, not-for-profit organisation to support the “TurboVote Challenge”. The TurboVote Challenge was aimed at achieving 80% voter turnout in the 2016 US Election through the use of an app where voters could easily register to vote, update their voter registration information, request an absentee ballot, as well as be informed of voting locations and election dates.

Westfield hosted TurboVote registration drives at a number of our centres including Westfield Sunrise, Westfield South Shore, Westfield Garden Plaza, Westfield Southcenter, Westfield Annapolis, Westfield Brandon, Westfield Broward, Westfield Citrus Park, Westfield Valley Fair and Westfield Oakridge. We also worked with the local Registrars of Voters to make many of our US centres into polling locations as well as a central place where not-for-profit organisations could register people to vote.

### USA – VETERANS DAY

Other initiatives implemented in 2016 included celebrating Veterans Day with activities across our US portfolio and hosting a holiday season tribute to 50 local New Jersey Veterans at Newark Liberty International Airport.

Our Veterans Day activities included Colour Guard presentations, Warrior Workouts and Veteran Career Transition Makeovers as part of the Westfield Veterans Initiative. Our Newark Liberty International Airport holiday tribute for Veterans was held in the USO Lounge. Our retail tenants in Terminals A and B joined us to thank the veterans for their military service with a festive brunch, live music, holiday entertainment and plenty of gifts.

### UK – NATIONAL SECURITY

In the United Kingdom our civic contribution during the year focused on national security and community grants. National security has been a matter of importance in the UK throughout 2016, as a result, initiatives such as “London Bridges” was launched.

Westfield Corporation became a key partner of the “London Bridges” project, alongside think tank London First, the UK Government, academics and a number of other corporations. The objective of the London Bridges project is to help build resilient communities to future proof the city. The project involves the launch of the London Bridges App which measures current resilience levels and provides practical advice on how to build resilience to addressing shocks ranging from natural disasters through to terrorist attacks.



Westfield Veterans Holiday Tribute



# 5.3 COMMUNITY CIVIC CONTRIBUTION



Hammersmith & Fulham  
Volunteer Centre

## COMMUNITY GRANTS

Throughout the year we also continued our Community Grants program which is designed to provide local organisations with funds to implement projects benefitting local communities.

Our Westfield London Community Grant program for instance involved the creation of a panel comprised of representatives of Hammersmith and Fulham Council, Big Local, the Edward Woods Community Centre, Resurgo Trust, the Bush Theatre and Westfield Corporation.

In 2016 the grants under this program were awarded to the following local community groups: Hammersmith and Fulham Volunteer Centre, Fulham Good Neighbours, The London Sports Trust, The Urban Partnership Group, Kensington Youth Football Club and The Foundation for Women's Health Research & Development.

*"Supporting local charities is a key priority for us, so I was pleased to take part in the Westfield Community Grants panel. I have been inspired by the incredible applications received from a number of diverse and worthwhile local causes. The local community will continue to benefit hugely from Westfield's contribution through these grants and I'm looking forward to judging the next round of applications soon."*

Councillor Sue Macmillan  
Hammersmith and Fulham Labour Council

*"We are delighted to receive the Westfield Community Grant, which will be used to help isolated and excluded local residents to engage in the community and find employment. With the help of this grant, our digital inclusion program will open up a world of opportunities for hundreds of local people."*

Dominic Pinkney, Chief Executive  
Hammersmith & Fulham Volunteer Centre

## YOUTH OPPORTUNITY GRANT FUND

Our "Youth Opportunity Grant Fund" is another example of Westfield Corporation's community grants program. It was launched in June 2014 and has become an annual program that forms part of the Croydon Partnership Community Plan, established by joint venture partners Westfield Corporation and Hammerson.

The Youth Opportunity Grant Fund was established to support local community groups and charities which work with young people across the borough to improve their employment prospects. In 2016 grants were awarded to organisations that develop the employability of 12 to 18 year olds through the provision of training and equipment, activities which develop positive attitudes towards work and projects that provide practical work experience.



Westfield London  
Community  
Grants Program



## 5.3 COMMUNITY

# CHARITABLE DONATIONS & VOLUNTEERING



Westfield staff and families participating in the St Jude Fundraising Walk

Westfield Corporation has a well-established Charitable Donation policy. The overarching theme of this policy is health, education and youth support. In 2016 we contributed \$6.2 million to charities, NGOs, research institutes, social programs and broader community initiatives including community infrastructure such as recreational facilities. In addition we made more than \$236,000 of “in-kind” contributions and more than \$22,600 worth of paid staff time contribution.

### SUPPORTING ST JUDE

In the United States we have a long standing partnership with St Jude Children's Research Hospital. Based in Memphis, St Jude is a leading hospital pioneering research and treatments for children with cancer and other life threatening diseases.

Throughout 2016, Westfield Corporation supported St Jude in a variety of ways ranging from cash donations to hosting events that raise funds and awareness. For the third consecutive year we committed to match funds collected from guests and employees for St Jude, up to \$25,000.

Our guest and employee fundraising for St Jude in 2016 included:

- **The ‘National St Jude Give Thanks Walk’** in which Westfield employees across the United States participated. Boasting 435 team members and over 1,400 donations, Westfield Corporation raised more than \$117,000 for St Jude;
- **Guest Donations during St Jude's “Thanks and Giving” campaign.** Utilising a point of sale via iPads, guests were encouraged to donate as they visited Westfield Concierge Desks and Management offices across all of our US centres;
- **Employee Engagement Activities** such as “Dress Casual Week”. Hundreds of our employees took advantage of the opportunity to wear jeans to work while also raising funds for St Jude; and
- **The Westfield Silent Auction**, an auction for Westfield US employees giving staff the opportunity to bid on a range of exciting items ranging from stylish furniture through to perfume and handbags. 100% of the funds raised were donated to St Jude.



## 5.3 COMMUNITY

# CHARITABLE DONATIONS & VOLUNTEERING



### OLD GLORY RELAY

Our Westfield Veterans Initiative also included a charitable fundraising and volunteering component. In 2016, Westfield Corporation was a proud sponsor of the Old Glory Relay – a prominent event undertaken by a not-for-profit organisation called Team RWB (Red, White and Blue).

Participants ran 4,216 miles across the United States carrying the national flag in a bid to raise funds and awareness for Veterans. The relay passed through two of our centres – The Village at Westfield Topanga in Los Angeles and Horton Plaza Park in San Diego – where we invited shoppers and the local communities to cheer on the runners. We also designed, built and staffed temporary Team RWB pop-up shops at our Los Angeles Head Office and at a number of Westfield US centres to sell Team RWB merchandise.



### SAVE THE CHILDREN

In the United Kingdom our national charity partner is Save the Children, an NGO that operates worldwide to promote children's rights, support children and provide relief in developing countries. Their projects and campaigns cover a wide variety of areas such as education, economic opportunities, healthcare and emergency aid in both developing countries and the most deprived areas of the UK.

Save the Children has been our nominated official charity in the UK since 2012. In 2016 we aimed to assist the charity to achieve its goals through a wide variety of initiatives such as our staff FitBit challenge – a fitness challenge organised by our UK team to raise funds, as well as Christmas Jumper Day and Den Day – a family fund raising campaign across our London centres.



### CROYDON'S REEDHAM TRUST CHILDREN'S CHARITY

In June, Westfield Corporation and Hammerson as part of the Croydon Partnership sponsored a fundraising street party for the Trust. The party brought together community organisations, resident associations, neighbours and local schools. Highlights included a special visit from Croydon Mayor Wayne Trakas-Lawlor, who judged portraits of the Queen by children from Beaumont Primary School, a visit from the Purely Fire Brigade, Punch & Judy puppet shows, face painting and the North End Morris Dancers.



### METROPOLITAN POLICE'S 2016 CHRISTMAS TREE APPEAL

Our involvement with the Metropolitan Police's 2016 Christmas Tree Appeal included our Westfield London centre hosting an activation to encourage people to donate presents to the children of Hammersmith & Fulham who are in care.

*"A huge thank you to Westfield for its incredible support for the Metropolitan Police Christmas Tree Appeal. Without Westfield's support I can safely say we would not have had the success we did."*

Chief Inspector Hannah Wheeler

## 5.3 COMMUNITY

# CHARITABLE DONATIONS & VOLUNTEERING

### STAFF VOLUNTEER DAY PROGRAM

Our United States business launched its “Westfield Corporation Volunteer Day Program” in 2014. Pursuant to this program all full-time, non-union employees are granted 8 hours of paid time annually (in addition to their annual leave entitlement) to volunteer and participate in Westfield sponsored community activities.



Westfield employees volunteering at Mind Food UK

This program continued in 2016 during which period our **US employees volunteered over 763 hours of community service** to the Westfield Veterans Initiative, St. Jude Children's Hospital and a number of other philanthropic causes.

In 2015 we extended the “Westfield Corporation Volunteer Day Program” to our United Kingdom business. **In 2016 our UK team contributed more than 1,500 hours volunteering in Westfield community programs** designed to help local communities in areas surrounding our centres at Stratford, White City and Croydon.



### MIND FOOD UK

One key initiative of our UK Volunteer Day Program in 2016 was the participation of our Marketing Team in a day of volunteering at Acton Market to support Mind Food UK in West London. Mind Food UK is a social enterprise that supports people to improve their wellbeing through growing and selling food that is good for people's mood. The proceeds raised by this initiative are invested into programs that help support people with mental health issues. The Westfield team participated in running a market stall selling fruit and vegetables, gardening, weeding, painting and fundraising by creating a raffle for the entire Westfield UK team to participate in.

*“Thank you so much to the Westfield team for selecting our charity to support! To raise that kind of money is a huge achievement and will make a big impact for us. Our allotment is looking much better now after all the labour!”*

Ciaran Biggins  
Mind Food UK founder





## 5.3 COMMUNITY ARTS & CULTURE

Westfield Corporation believes that investing in local Arts and Cultural programs can foster stronger, lasting community ties. We tailor our Arts & Culture programs to ensure they promote local talent and encourage local community involvement and engagement. As a result they cover a broad spectrum of initiatives ranging from art exhibitions and performances through to virtual reality programs and culinary festivals.



Horton Plaza Park Grand Opening

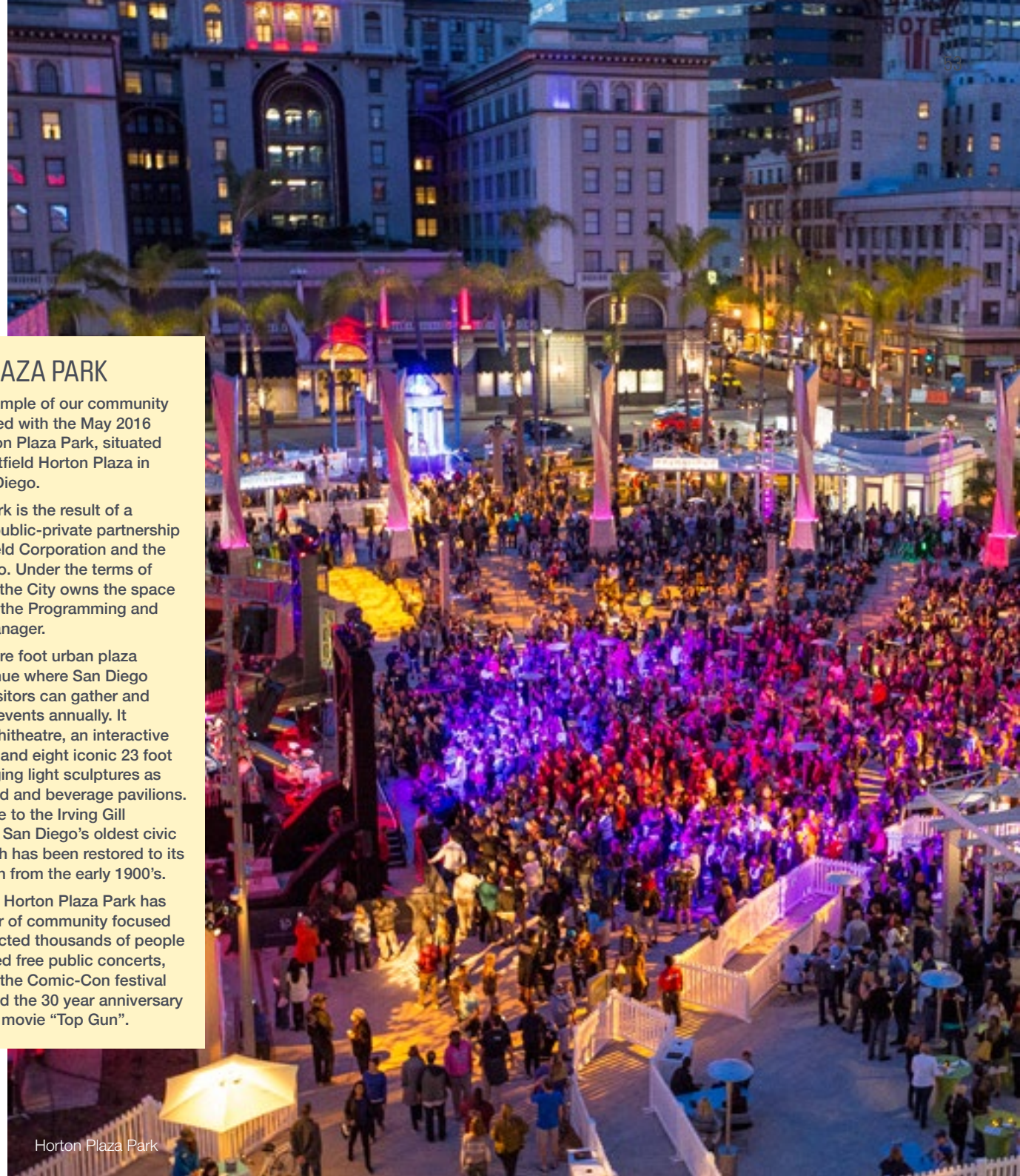
### HORTON PLAZA PARK

A significant example of our community outreach occurred with the May 2016 opening of Horton Plaza Park, situated adjacent to Westfield Horton Plaza in downtown San Diego.

Horton Plaza Park is the result of a unique 25 year public-private partnership between Westfield Corporation and the City of San Diego. Under the terms of the partnership, the City owns the space and Westfield is the Programming and Maintenance Manager.

The 53,000 square foot urban plaza is a dynamic venue where San Diego residents and visitors can gather and enjoy up to 200 events annually. It features an amphitheatre, an interactive pop-jet fountain and eight iconic 23 foot tall colour changing light sculptures as well as three food and beverage pavilions. The Park is home to the Irving Gill Fountain, one of San Diego's oldest civic landmarks, which has been restored to its original condition from the early 1900's.

Since its launch, Horton Plaza Park has hosted a number of community focused events and attracted thousands of people who have enjoyed free public concerts, art installations, the Comic-Con festival in September and the 30 year anniversary screening of the movie "Top Gun".



Horton Plaza Park



# 5.3 COMMUNITY ARTS & CULTURE



Westfield Palm Desert Community Art Exhibition

## ART PROGRAMS

In addition to major initiatives such as Horton Plaza Park, Westfield Corporation proactively develops, and implements Arts & Culture programs for the centres in our portfolio.

In New York we continued our ongoing collaboration with the New Museum of Contemporary Art in Lower Manhattan through our "Bruce Eagleson Arts Education Program". This initiative is focused on enhancing arts education in local public schools and on increasing access to cultural experiences for young people. As part of this partnership in 2016, students from three partner public high schools in Lower Manhattan had the opportunity to participate in a nine-week program to study with artists on-site at the New Museum.

We have also continued to support a range of museums and art organisations in their efforts to make art and culture accessible to broad audiences. As part of this initiative we have developed a series of volunteer opportunities in which Westfield Corporation team members work with students in our partner schools as writing buddies, on senior projects, on career days for students and on in-school art exhibitions.

## URBAN WALLFLOWER

At Westfield Century City in Los Angeles, we launched our "Urban Wallflower" art contest. This competition was designed to promote and celebrate emerging, undiscovered local artists and was open to any local resident over the age of 13 and attracted strong participation from surrounding public, private and magnet schools as well as colleges and universities in the region.

Our Arts & Cultural program is just as diverse and engaging in the United Kingdom. For the past five years Westfield London has proudly sponsored the Hammersmith & Fulham ArtsFest music and art festival. In Summer 2016, we incorporated the festival into our celebrations for the Queen's 90th birthday and used our Westfield Presents stages in the centre to deliver an exciting and innovative mix of local community acts including circus performers, Bavarian dancers and hip hop crews.

## YOUNG CHEF OF THE YEAR

For the fifth year running Westfield London also supported the local "Young Chef of the Year" competition run by the London Borough of Hammersmith & Fulham. The competition was open to 14-15 year olds from local schools who were tasked with creating and cooking a two-course healthy menu in one hour, on a budget of £7.

The event was designed to encourage young people to get excited about cooking and consider a career in hospitality.

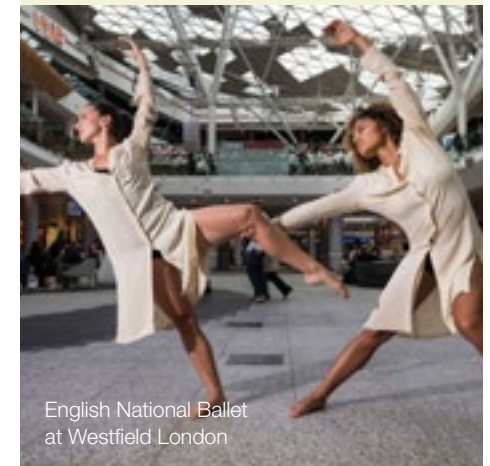


Westfield London  
"Young Chef of the Year"

## ENGLISH NATIONAL BALLET

During the year we joined forces with the English National Ballet to host the biennial festival "Big Dance 2016". We gave the National Ballet complete access to the North Atrium in Westfield London, which they used to provide dance classes for the public and to stage a number of performances for the public featuring six dance troupes.

Events included "My First Ballet" lessons for 3-6 year olds, which attracted more than 100 children, a Kathak dance workshop and an English National Ballet "flash mob" finale performance.



English National Ballet  
at Westfield London

## 5.3 COMMUNITY

# RESIDENTIAL INFRASTRUCTURE



### APARTMENTS

## STRATFORD: 1,200

## UTC: 300

Whilst Westfield Corporation's primary business is to create and operate flagship retail destinations in the world's leading cities, we have in recent years been investigating residential rental opportunities on land we own adjacent to our centres. We have identified opportunities to create 8,000 residential apartments.

Our residential infrastructure is designed to enhance and grow the local communities surrounding our centres and provide them with a sustainable local community that incorporates workplaces, housing, dining, shopping and leisure destinations in a sustainable and community friendly environment.

We have made good progress on pre-development for residential rental projects in the UK and US with forecast starts in 2018 of the 1,200 apartment project at Westfield Stratford City in the United Kingdom and the 300 apartment project at Westfield UTC in San Diego.



# SUSTAINABILITY PILLARS MARKETPLACE

# 5.4



# HIGHLIGHTS

## \$9.5B RETAIL DEVELOPMENT PROGRAM

### CURRENT PROJECTS:

#### **Westfield** CENTURY CITY

\$1B investment. 6,000 new permanent jobs  
4,000 new construction jobs

#### **Westfield** UTC

\$600M investment. 2,288 new permanent jobs  
4,400 new construction jobs

#### **Westfield** LONDON PHASE 2

£600M investment. 8,000 new permanent jobs  
1,500 new construction jobs

#### **Westfield** VALLEY FAIR

\$1.1B investment. 5,000 new permanent jobs  
2,500 new construction jobs

## BESPOKE

>150 retail technology start-up businesses  
have utilised our Bespoke working space.



5-star rating on Yelp



Bespoke awarded  
#1 Festive Event  
Venue in San  
Francisco by  
Biz Bash

**R/GA** Connected Commerce  
in partnership with **westfield labs**

Launched inaugural Connected  
Commerce Accelerator Program

## 5.4 MARKETPLACE

Westfield Corporation contributes to the Marketplace by generating economic value, creating jobs, investing in developments and facilitating innovation.

Image: Bespoke offices at Westfield San Francisco

# 5.4 MARKETPLACE

## DIRECT ECONOMIC VALUE & EMPLOYMENT CREATION

Our portfolio of 35 centres is valued at \$31 billion.  
More than 400 million customer visits were made to our centres  
in 2016 generating more than \$15 billion in retail sales.

### DIRECT ECONOMIC VALUE GENERATED IN 2016 (US \$M)\*

Revenues	1,818.9
----------	---------

### DIRECT ECONOMIC VALUE DISTRIBUTED\*

Operating Costs	(732.2)
Employee Wages & Benefits	(307.1)
Payments Direct to Government:	
US Entities	US entities: (34.1)
UK Entities	UK entities: (19.3)
AU Entities	Aus entities: (3.8)
Payments to Government as Agent:	
US Entities	US entities: (66.6)
UK Entities	UK entities: (5.8)
AU Entities	Aus entities: (0)
Community Investments	Monetary Contributions: (6.2)
	In Kind Contributions: (0.2)
	Time Contributions: (0.02)
Payments to Providers of Capital	(235.2)
<b>Total Economic Value Distributed</b>	<b>(521.6)</b>
Direct Economic Value Retained*	(113.2)

\*GRI methodology applied: figures differ materially from International Financial Reporting Standards and cannot be compared to or provide any accurate indication of Westfield Corporation's profitability as reported in its statutory accounts as at 31 December 2016.





# 5.4 MARKETPLACE

## DIRECT ECONOMIC VALUE & EMPLOYMENT CREATION

### CURRENT PROJECTS

Each of our centres generates economic value by producing investment opportunities, creating direct and indirect employment, enhancing surrounding infrastructure and facilitating innovation. Set out below are our current development projects and details of the number of jobs that they are expected to create.



#### CENTURY CITY

As part of the \$1 billion Westfield Century City revitalisation currently underway in Los Angeles, we are creating an estimated 6,000 new permanent jobs and 4,000 new construction jobs. Taking into account the existing jobs at Westfield Century City this development will bring the total jobs created at this centre to 12,000.



#### UTC

In San Diego, our \$600 million UTC development commenced in late 2015 and is expected to create 2,288 new permanent jobs and 4,400 new construction jobs. Taking into account the existing jobs at Westfield UTC this development will bring the total jobs created at this centre to 8,288.



#### LONDON

In the United Kingdom Westfield Corporation has invested more than £4 billion since entering the market. Our UK projects have created 25,000 new long term jobs and over 30,000 construction jobs. We are investing a further £600 million in this market through our Westfield London Phase 2 development which is expected to create an additional 8,000 permanent jobs for the area and 1,500 new construction jobs. Taking into account the existing jobs at Westfield London this development will bring the total jobs created at this centre to 20,000.



#### VALLEY FAIR

In San Jose, our \$1.1 billion revitalisation of Westfield Valley Fair will create 5,000 new permanent jobs and 2,500 new construction jobs. Taking into account the existing permanent jobs at Westfield Valley Fair this development will bring the total jobs created at this centre to 14,500.



## 5.4 MARKETPLACE

### SUPPORTING OTHER PARTICIPANTS IN THE MARKETPLACE



Connected Commerce Accelerator Program

#### CONNECTED COMMERCE ACCELERATOR PROGRAM

Our commitment to supporting start-up retail technology businesses was demonstrated during the year with the launch of the inaugural “Connected Commerce Accelerator” program, in partnership with R/GA (a leading digital creative agency). This three-month Accelerator program provided mentorship, guidance, support and in some instances capital to enable the start-up participants to scale their businesses.

**Applications from around the world were received and ten start-ups were selected to participate in the program. The products and services offered by the participants focused on utilising technology to:**

- Advance retail transactions through mobile commerce;
- Streamline delivery;
- Leverage data and analytics to gain greater customer insight; and
- Engage with shoppers through artificial intelligence, visual recognition, messaging bots, conversational commerce, virtual reality and new media content.

The program culminated in a demo-style showcase event at Westfield San Francisco, with participants pitching their business concepts to more than 250 investors, business leaders and media such as WWD. This resulted in a number of participants securing support and funding to launch pilot programs.



Bespoke offices at Westfield San Francisco

#### BESPOKE

On a larger scale, Westfield Corporation established Bespoke at Westfield San Francisco Centre – a unique space designed to support retail industry innovation. Bespoke offers start-up retail technology businesses with a dedicated co-working and collaboration space, an event space and a demonstration area that is integrated into our Westfield San Francisco Centre, providing direct access to shoppers.

In 2016 Bespoke was awarded #1 Festive Event Venue in San Francisco by Biz Bash and #1 Venue in San Francisco by Eventup. It also received a perfect 5-star rating on Yelp for its co-working space. Since we launched Bespoke in May 2015, more than 150 retail technology start-up businesses have utilised the co-working space we have created, including RetailNext, Dyson, Shoe Lovers and Boon & Gable. To cater for the strong demand for this space in the second half of 2016 we expanded Bespoke to include a further 12 new private co-working offices.

# GOVERNANCE & RISK MANAGEMENT

# 6

## 6 GOVERNANCE & RISK MANAGEMENT

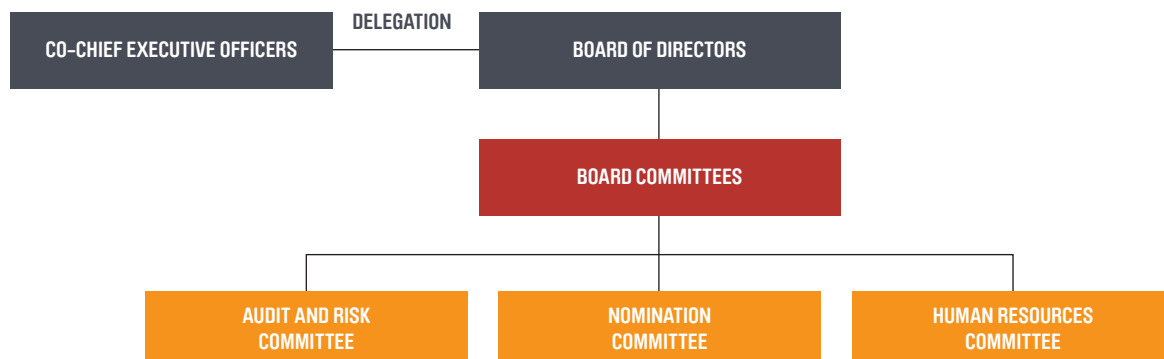
Westfield Corporation recognises the need to establish and maintain corporate governance policies and practices which reflect the requirements of the market regulators and the expectations of stakeholders who deal with it. These policies and practices remain under constant review as both regulation and good practice evolve.

Image: Bespoke offices at Westfield San Francisco





Bespoke Offices at Westfield San Francisco



## CORPORATE GOVERNANCE

Our Corporate Governance documentation, including board and committee charters as well as corporate governance policies and codes can be found in the Corporate Governance section of our corporate website at:

<http://www.westfieldcorp.com/about/governance/>

We embed sustainability into our operations and culture across all of the regions that we operate in globally. For the financial year ended 31 December 2016 we issued a Corporate Governance Statement which outlines our main corporate governance practices during the 2016 financial year.

<http://www.westfieldcorp.com/about/governance/>

The conduct of all Westfield Corporation employees is governed by a set of fundamental principles to which all employees are expected to adhere when dealing with stakeholders such as staff members. Our corporate values require staff, at all times, to:

- Welcome a diversity of people;
- Contribute expertise and resources to promote positive interaction between all members of the community; and
- Act, at all times, as a leading corporate citizen in adhering to applicable laws and meeting the community's expectations regarding corporate behaviour.

## SUSTAINABILITY GOVERNANCE

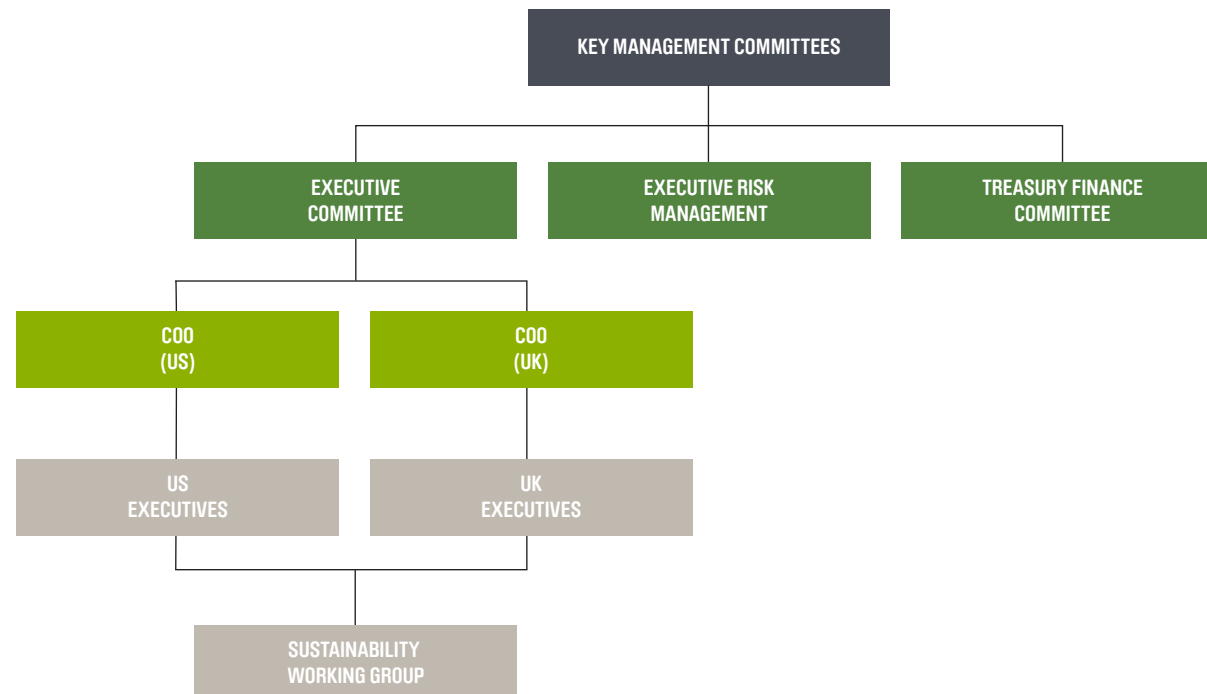
In terms of sustainability governance we have established a Sustainability Working Group with representatives from each region in which we operate. The Sustainability Working Group representatives in the United States report to the US Chief Operating Officer and the United Kingdom representatives report to the UK Chief Operating Officer.

Both of the regional Chief Operating Officers are members of the Group Executive Committee and as such sustainability matters are reported through this channel to the most senior management executives in our organisation.

Our Sustainability Governance is encapsulated in the following structure:



Bespoke presentation at Westfield San Francisco



# RISK MANAGEMENT

The Board is assisted by the Audit and Risk Committee in its oversight of material business risks. One of the responsibilities of the Audit and Risk Committee is to oversee the processes for identifying significant risks faced by Westfield Corporation and to monitor the effectiveness of internal controls, risk management and legal compliance.

Westfield Corporation has developed an Enterprise Risk Management Policy and Enterprise Risk Management Framework to assist and guide executives in the identification of business risks, the management of those risks and steps required to mitigate those risks.

The Enterprise Risk Management Policy is a general statement of Westfield's philosophy and objectives with respect to risk management practices adopted by the Group.

**Our risk management philosophy emphasises the need to:**

- Proactively identify risk;
- Ensure sound risk management systems are in place and that those systems are reviewed regularly;
- Use those systems to regularly assess our performance to ensure objectives are being met; and
- Through our risk management process, to provide a higher degree of certainty of achieving the key business objectives listed above.

The Enterprise Risk Management Policy operates in conjunction with the Enterprise Risk Management Framework.

The Enterprise Risk Management Framework establishes a framework for identifying, assessing, controlling, reviewing and reporting on risk. The Framework is applied by the various business units within Westfield Corporation in order to identify, assess and manage the risks which may impact our ability to meet our business objectives. This is done in each jurisdiction in which Westfield operates, for each business unit and at a corporate level. The result of the business analysis is a risk register which is a detailed analysis of the major risks in Westfield Corporation's business and how we intend to manage those risks.

Risk management is not new to our business. Many of the practices documented as part of this process have been embedded in the business for many years. Given the size and geographic scope of Westfield Corporation's business, we need to ensure that we adopt a comprehensive approach to the issue of risk management. The Framework operates to provide the basis for a systematic approach to the identification and management of risk.

Assessment of material economic, environment and social sustainability risks from part of Westfield Corporation's Enterprise Risk Management Framework operates to provide the basis for a systematic approach to the identification and management of risk. Assessment of material economic, environment and social sustainability risks from part of Westfield's Enterprise Risk Management Framework.

In line with the ASX Corporate Governance Principles and Recommendations (Recommendation 7.4) during 2016, Westfield Corporation conducted a review to identify any economic, environmental and social sustainability risks that could impact the business.

No new material risk was identified which was not already documented in the corporate and divisional risk registers. A summary of the material risks documented in the corporate and divisional risk registers can be found in the 2016 Westfield Corporation Sustainability Report.



# APPENDICES

7.1 ENVIRONMENTAL  
PERFORMANCE INDEX

7.2 GRI INDEX



# APPENDIX

# ENVIRONMENTAL

# PERFORMANCE

# INDEX

# 7.1

Renewables purchased in the United States are from solar sources. United Kingdom renewable sources purchased include solar, wind, tidal, biomass and others. Individual figures per renewable source in the United Kingdom are unavailable.

## ENERGY CONSUMPTION

DIRECT AND INDIRECT ENERGY CONSUMPTION (2016 & 2015)

TABLE 1

	2016			2015			% CHANGE YEAR ON YEAR
	US GJ	UK GJ	TOTAL GJ	US GJ	UK GJ	TOTAL GJ	
Direct energy consumption	76,999	31,056	108,055	89,022	16,562	105,584	2.3%
Indirect energy consumption	319,989	206,258	526,247	423,555	184,342	607,897	-13.4%
<b>Total</b>	<b>396,988</b>	<b>237,314</b>	<b>634,302</b>	<b>512,577</b>	<b>200,904</b>	<b>713,481</b>	<b>-11.1%</b>

DIRECT ENERGY CONSUMPTION BY PRIMARY SOURCE (2016 & 2015)

TABLE 2

	TYPE	2016 GJ	% CONTRIBUTION (2016)	2015 GJ	% CHANGE YEAR ON YEAR
Non-renewable sources	Natural gas	59,097	54.7%	49,702	18.9%
	Non-transport fuel combustion	9,956	9.2%	9,905	0.5%
	Transport fuels (controlled vehicles)	33,705	31.2%	39,253	-14.1%
Renewable sources	Solar	5,296	4.9%	6,722	-21.2%
<b>Total</b>		<b>108,055</b>	<b>100.0%</b>	<b>105,582</b>	<b>2.3%</b>

SUPPLEMENTARY REGIONAL BREAKDOWN – DIRECT ENERGY CONSUMPTION BY COUNTRY (2016)

TABLE 2A

	TYPE	US GJ	UK GJ	TOTAL GJ	TOTAL KWH
Non-renewable sources	Natural gas	49,036	10,061	59,097	16,415,846
	Non-transport fuel combustion	–	9,956	9,956	2,765,558
	Transport fuels (controlled vehicles)	22,666	11,039	33,705	9,362,507
Renewable sources	Solar	5,296	–	5,296	1,471,112
<b>Total</b>		<b>76,998</b>	<b>31,056</b>	<b>108,054</b>	<b>30,015,024</b>



# ENERGY CONSUMPTION

INDIRECT ENERGY CONSUMPTION BY PRIMARY SOURCE (2016 &amp; 2015)

TABLE 3

	TYPE	2016 GJ	% CONTRIBUTION (2016)	2015 GJ	% CHANGE YEAR ON YEAR
Non-renewable sources	Electricity	469,272	89.2%	542,226	-13.5%
	Heating and cooling	34,546	6.6%	39,304	-12.1%
	Steam	22,429	4.3%	26,367	-14.9%
<b>Total</b>		<b>526,247</b>	<b>100.0%</b>	<b>607,897</b>	<b>-13.4%</b>

SUPPLEMENTARY REGIONAL BREAKDOWN – INDIRECT ENERGY CONSUMPTION BY COUNTRY (2016)

TABLE 3A

	TYPE	US GJ	UK GJ	TOTAL GJ	TOTAL KWH
Non-Renewable sources	Electricity	295,535	173,737	469,272	130,353,438
	Heating and cooling	2,025	32,521	34,546	9,596,119
	Steam	22,429	–	22,429	6,230,283
<b>Total</b>		<b>319,989</b>	<b>206,258</b>	<b>526,247</b>	<b>146,179,839</b>

**Note:** In the 2016 Westfield Corporation Sustainability Report all electricity was classified as non-renewable. However, this is grid electricity, so it will have a mix of renewable and non-renewable. This Report follows last year's approach and has classified all electricity as "non-renewable".

# ENERGY CONSUMPTION LIKE-FOR-LIKE

DIRECT AND INDIRECT ENERGY CONSUMPTION (2016 &amp; 2015)

TABLE 4

	2016			2015			% CHANGE YEAR ON YEAR
	US GJ	UK GJ	TOTAL GJ	US GJ	UK GJ	TOTAL GJ	
Direct energy consumption	66,644	10,159	76,803	83,944	6,692	90,636	-15.3%
Indirect energy consumption	316,348	194,972	511,320	343,714	179,807	523,521	-2.3%
<b>Total</b>	<b>382,992</b>	<b>205,131</b>	<b>588,123</b>	<b>427,658</b>	<b>186,499</b>	<b>614,157</b>	<b>-4.2%</b>

**Note:** Like-for-Like analysis only includes day-to-day operations for facilities Westfield Corporation has had operational control of for a full year in both 2015 and 2016. Accordingly the six US centres divested in late 2015 have been removed from the 2015 data. In addition because of the annual variation in construction activities, all construction emissions associated with UK/European developments have been excluded from this analysis. As explained in Section 2 of this Report Westfield's US construction data is not included in this report.

# GHG EMISSIONS

DIRECT AND INDIRECT EMISSIONS (SCOPE 1 &amp; 2) BY SOURCE (2016 &amp; 2015)

TABLE 5

	2016		2015	
	SUM OF DIRECT AND INDIRECT EMISSIONS TONNES CO2-E	% CONTRIBUTION OF DIRECT AND INDIRECT EMISSIONS (SCOPE 1 & 2) OF GHG TONNES CO2-E	SUM OF DIRECT AND INDIRECT EMISSIONS TONNES CO2-E	% CHANGE YEAR ON YEAR
Purchased electricity	55,014	82.9%	67,993	-19.1%
Heat and cooling	3,390	5.1%	3,754	-9.7%
Steam	1,394	2.1%	1,639	-14.9%
Natural gas	2,989	4.5%	2,512	19.0%
Non-transport fuel combustion	695	1.0%	692	0.4%
Synthetic gases	421	0.6%	653	-35.5%
Transport fuels (controlled vehicles)	2,483	3.7%	2,991	-17.0%
<b>Totals</b>	<b>66,386</b>	<b>100.0%</b>	<b>80,234</b>	<b>-17.3%</b>

GHG EMISSIONS BY SCOPE AND COUNTRY (2016)

TABLE 6

	DIRECT EMISSIONS (SCOPE 1) TONNES CO2-E	INDIRECT EMISSIONS (SCOPE 2) TONNES CO2-E	OTHER INDIRECT EMISSIONS (SCOPE 3) TONNES CO2-E	% CHANGE YEAR ON YEAR (SCOPE 1)	% CHANGE YEAR ON YEAR (SCOPE 2)	% CHANGE YEAR ON YEAR (SCOPE 3)	% CHANGE (TOTAL)
US	4,602	34,269	38,197	-17%	-33%	-31%	<b>-31%</b>
UK	1,986	25,529	56,306	51%	14%	6%	<b>9%</b>
<b>Total</b>	<b>6,588</b>	<b>59,798</b>	<b>94,503</b>	<b>-4%</b>	<b>-19%</b>	<b>-13%</b>	<b>-15%</b>

**Note:** In relation to Tables 6 and 7 it should be noted that Waste generation emission factors for UK and US centres were obtained from their respective governing agencies. For the UK, emission factors from the Department of Environment, Food and Rural Affairs (Defra) were used to quantify GHG emissions associated with UK centres' waste generation. For the US, emission factors from the US Environmental Protection Agency's Waste Reduction Model (WARM) were used to quantify GHG emissions associated with US centres' waste generation. The primary difference between Defra and WARM emission factors is that Defra considers all waste to generate a net increase in GHG emissions, however WARM considers certain waste management categories such as recycling to result in negative GHG emissions. In other words, based on the GHG storage or offsets caused by the waste management practice, emissions are actually avoided. Therefore the waste-related emissions and overall Scope 3 emissions for the US centres will appear lower as a result of this methodological difference.

# GHG EMISSIONS

GHG EMISSIONS BY SCOPE AND COUNTRY (2015)

TABLE 7

	DIRECT EMISSIONS (SCOPE 1) TONNES CO2-E	INDIRECT EMISSIONS (SCOPE 2) TONNES CO2-E	OTHER INDIRECT EMISSIONS (SCOPE 3) TONNES CO2-E
US	5,530	50,907	55,164
UK	1,316	22,479	52,914
<b>Total</b>	<b>6,846</b>	<b>73,386</b>	<b>108,078</b>

OTHER INDIRECT EMISSIONS (SCOPE 3) (2016)

TABLE 8

ACTIVITIES WHICH CAUSE OTHER INDIRECT (SCOPE 3) EMISSIONS	2016 TONNES CO2-E	2016 % CONTRIBUTION	2015 TONNES CO2-E	% CHANGE YEAR ON YEAR
Air travel	1,300	1.0%	1,702	-23.6%
Employee commute	264	0.2%	376	-29.8%
Heat and cooling	4,308	3.2%	4,954	-13.0%
Steam	265	0.2%	311	-14.8%
Natural gas	2,497	1.9%	3,797	-34.2%
Purchased electricity	105,397	78.8%	110,586	-4.7%
Taxi	37	0.0%	33	12.1%
Transport fuels (controlled vehicles)	299	0.2%	581	-48.5%
Mixed waste to landfill	19,404	14.5%	20,022	-3.1%
Other (non-transport fuel, train)	3	0.0%	7	-57.1%
<b>Total</b>	<b>133,774</b>	<b>100.0%</b>	<b>142,369</b>	<b>-6.0%</b>

Note: Composting, recovery, and recycling not included. Employee commute is composed of car, bus, rail, train/tube.



# GHG EMISSIONS

SUPPLEMENTARY REGIONAL BREAKDOWN – OTHER INDIRECT EMISSIONS (SCOPE 3) BY COUNTRY

TABLE 8A

ACTIVITIES WHICH CAUSE OTHER INDIRECT (SCOPE 3) EMISSIONS	US TONNES CO2-E	UK TONNES CO2-E	TOTAL TONNES CO2-E
Air travel	983	317	1,300
Employee commute	3	261	264
Heat and cooling	1,240	3,068	4,308
Steam	265	–	265
Natural gas	2,428	69	2,497
Purchased electricity	56,795	48,602	105,397
Taxi	37	–	37
Transport fuels (controlled vehicles)	298	1	299
Mixed waste to landfill	19,404	–	19,404
Other (non-transport fuel, train)	–	3	3
<b>Total</b>	<b>81,453</b>	<b>52,321</b>	<b>133,774</b>

**Note:** Like-for-Like analysis only includes day-to-day operations for facilities Westfield Corporation has had operational control of for a full year in both 2015 and 2016. Accordingly the six US centres divested in late 2015 have been removed from the 2015 data. In addition because of the annual variation in construction activities, all construction emissions associated with UK/European developments have been excluded from this analysis. As explained in Section 2 of this Report Westfield's US construction data is not included in this report.

## GHG EMISSIONS LIKE-FOR-LIKE

DIRECT AND INDIRECT EMISSIONS (SCOPE 1 & 2) BY SOURCE (2016 & 2015)

TABLE 9

	2016		2015	
	SUM OF DIRECT AND INDIRECT EMISSIONS TONNES CO <sub>2</sub> -E	% CONTRIBUTION OF DIRECT AND INDIRECT EMISSIONS (SCOPE 1 & 2) OF GHG TONNES CO <sub>2</sub> -E	SUM OF DIRECT AND INDIRECT EMISSIONS TONNES CO <sub>2</sub> -E	% CHANGE YEAR ON YEAR
Purchased electricity	53,266	85.0%	53,545	-0.5%
Heat and cooling	3,390	5.4%	3,754	-9.7%
Steam	1,395	2.2%	1,639	-14.9%
Natural gas	2,469	3.9%	2,269	8.8%
Non-transport fuel combustion	4	0.0%	4	8.3%
Synthetic gases	421	0.7%	652	-35.4%
Transport fuels (controlled vehicles)	1,713	2.7%	2,964	-42.2%
<b>Totals</b>	<b>62,658</b>	<b>100.0%</b>	<b>64,828</b>	<b>-3.3%</b>

Note: Like-for-Like analysis only includes day-to-day operations for facilities Westfield Corporation has had operational control of for a full year in both 2015 and 2016. Accordingly the six US centres divested in late 2015 have been removed from the 2015 data. In addition because of the annual variation in construction activities, all construction emissions associated with our UK/European developments have been excluded from this analysis. As explained in Section 2 of this Report Westfield's US construction data is not included in this report.

# WASTE

BREAKDOWN OF NON-HAZARDOUS WASTE DISPOSAL BY WASTE CATEGORY (2016)

TABLE 10

TYPE	GENERAL METRIC TONNES	CONSTRUCTION, EXCAVATION, AND DEMOLITION METRIC TONNES	TOTAL METRIC TONNES	% OF TOTAL NON-HAZARDOUS WASTE	% CHANGE YEAR ON YEAR
Recycling	23,260	68,151	<b>91,411</b>	46.0%	226.0%
Landfill (offsite)	36,673	61,665	<b>98,338</b>	49.4%	-44.9%
Composting	1,874	–	<b>1,874</b>	0.9%	4.9%
Recovery (including energy recovery)	7,260	–	<b>7,260</b>	3.7%	-21.0%
<b>Total</b>	<b>69,067</b>	<b>129,816</b>	<b>198,883</b>	<b>100.0%</b>	<b>-8.5%</b>

**Note:** General waste activities include those from day-to-day operations. Construction waste activities include excavation and demolition waste generation. No hazardous waste is included in construction waste activities.

BREAKDOWN OF NON-HAZARDOUS WASTE DISPOSAL BY WASTE CATEGORY (2015)

TABLE 11

TYPE	GENERAL METRIC TONNES	CONSTRUCTION, EXCAVATION, AND DEMOLITION METRIC TONNES	TOTAL METRIC TONNES	% OF TOTAL NON-HAZARDOUS WASTE
Recycling	21,800	6,241	<b>28,041</b>	12.9%
Landfill (offsite)	37,841	140,576	<b>178,417</b>	82.1%
Composting	1,786	–	<b>1,786</b>	0.8%
Recovery (including energy recovery)	9,188	–	<b>9,188</b>	4.2%
<b>Total</b>	<b>70,615</b>	<b>146,817</b>	<b>217,432</b>	<b>100.0%</b>

**Note:** General waste activities include those from day-to-day operations. Construction waste activities include excavation and demolition waste generation. No hazardous waste is included in construction waste activities.



# WASTE

BREAKDOWN OF WASTE DISPOSAL (2016 & 2015)

TABLE 12

TYPE	2016 TOTAL WASTE DISPOSED METRIC TONNES	2015 TOTAL WASTE DISPOSED METRIC TONNES	% CHANGE YEAR ON YEAR
Hazardous	19,465	84	23073%
Non-hazardous	198,883	217,432	-9%
<b>Total</b>	<b>218,348</b>	<b>217,516</b>	<b>0%</b>

**Note:** All hazardous waste shown is associated with UK construction activities. No day-to-day hazardous waste was reported for the US in 2016.

## WASTE LIKE-FOR-LIKE

BREAKDOWN OF NON-HAZARDOUS WASTE DISPOSAL BY WASTE CATEGORY (2016)

TABLE 13

TYPE	GENERAL METRIC TONNES	% OF TOTAL NON- HAZARDOUS WASTE	% CHANGE YEAR ON YEAR
Recycling	22,699	33.9%	10.3%
Landfill (offsite)	35,220	52.5%	3.0%
Composting	1,874	2.8%	4.9%
Recovery (including energy recovery)	7,260	10.8%	-13.3%
<b>Total</b>	<b>67,053</b>	<b>100.0%</b>	<b>3.3%</b>

**Note:** Like-for-Like waste only includes General (i.e. day-to-day) waste activities. The waste associated the six US centres divested in late 2015 have been removed from the 2015 data and because of the annual variation in construction activities, all construction waste activities associated with the UK/European facilities have been excluded from this analysis. As explained in Section 2 of this Report Westfield's US construction data is not included in this report.

BREAKDOWN OF NON-HAZARDOUS WASTE DISPOSAL BY WASTE CATEGORY (2015)

TABLE 14

TYPE	GENERAL METRIC TONNES	% OF TOTAL NON-HAZARDOUS WASTE
Recycling	20,574	31.7%
Landfill (offsite)	34,203	52.7%
Composting	1,786	2.7%
Recovery (including energy recovery)	8,377	12.9%
<b>Total</b>	<b>64,939</b>	<b>100.0%</b>

**Note:** Like-for-Like waste only includes General (i.e. day-to-day) waste activities. The waste associated the six US centres divested in late 2015 have been removed from the 2015 data and because of the annual variation in construction activities, all construction waste activities associated with the UK/European facilities have been excluded from this analysis. As explained in Section 2 of this Report Westfield's US construction data is not included in this report.

## WATER

WATER WITHDRAWN (2016 & 2015)

TABLE 15

TYPE	2016			2015			% CHANGE YEAR ON YEAR
	US M3	UK M3	TOTAL M3	US M3	UK M3	TOTAL M3	
Rainwater collected directly and stored by Westfield	–	330	330	–	362	362	-8.8%
Municipal water or other water utilities	5,518,418	144,607	5,663,025	5,307,910	181,543	5,489,453	3.2%
<b>Total</b>	<b>5,518,418</b>	<b>144,937</b>	<b>5,663,355</b>	<b>5,307,910</b>	<b>181,905</b>	<b>5,489,815</b>	<b>3.2%</b>

## WATER LIKE-FOR-LIKE

WATER WITHDRAWN (2016 & 2015)

TABLE 16

TYPE	2016			2015			% CHANGE YEAR ON YEAR
	US M3	UK M3	TOTAL M3	US M3	UK M3	TOTAL M3	
Rainwater collected directly and stored by Westfield	–	330	330	–	362	362	-8.8%
Municipal water or other water utilities	5,503,510	135,355	5,638,865	5,300,512	175,224	5,475,735	3.0%
<b>Total</b>	<b>5,503,510</b>	<b>135,685</b>	<b>5,639,195</b>	<b>5,300,512</b>	<b>175,586</b>	<b>5,476,097</b>	<b>3.0%</b>

Note: Only includes General (i.e., day-to-day) water consumption.



# APPENDIX

## GRI

## INDEX

# 7.2

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision maker of the organisation about the relevance of sustainability to the organisation and the organisations strategy for addressing sustainability	<b>Co-CEO Message</b> (Statement signed-off by Peter Lowy and Steven Lowy AM, Co-CEO of Westfield)	4
ORGANISATIONAL PROFILE			
G4-3	Name of the organisation	<b>Co-CEO Message</b>	4
G4-4	Primary brands, products and services	<b>Section 3 Who We Are</b>	6
G4-5	Location of headquarters	<b>Section 8 Corporate Directory</b>	91
G4-6	Number of countries organisation operates in, names of countries where organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report	<b>Section 2 About this Report</b>	5
G4-7	Nature of ownership and legal form	<b>Section 3 Who We Are</b>	6
G4-8	Markets served	<b>Section 3 Who We Are</b>	7
G4-9	Scale of the organisation a) Total number of employees b) Total number of operations c) Net sales (for private organisations) or net revenues (for public sector organisations) d) Total capitalisation broken down in terms of debt and equity (for private sector organisations) e) Quantity of products or services provided	<b>a) 5.2 Our People</b> <b>b) Section 3 Who We Are</b> <b>c) 5.4 Marketplace</b> <b>d) Section 3 Who We Are</b> <b>e) Section 3 Who We Are</b>	a) 33 b) 7 c) 58 d) 6 e) 6
G4-10	Employee profile a) Total number of employees by employment contract and gender b) Total number of permanent employees by employment type and gender c) Total workforce by employees and supervised workers and by gender d) Total workforce by region and gender e) Report whether a substantial portion of the organisation's work is performed by workers who are legally recognised as self-employed, or by individuals other than f) employees or supervised workers, including employees and supervised employees of contractors g) Any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries)	<b>a) to f) 5.2 Our People</b> g) There were no significant variations in employment numbers during 2016	a) to f) 42-43
G4-11	% of Total employees covered by collective bargaining agreements	Not reported	–

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
G4-12	Organisation's Supply chain	<b>Section 4 Materiality and Stakeholder Engagement; 4.2 Stakeholder Engagement – Suppliers</b>	13
G4-13	Significant changes during the reporting period regarding size, structure, ownership, or supply chain, including: <ul style="list-style-type: none"> <li>• Changes in the location of, or changes in, operations, including facility openings, closings, and expansions</li> <li>• Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organisations)</li> <li>• Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination</li> </ul>	<b>Section 2 About This Report</b> <b>5.4 Marketplace</b>	5, 59
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	<b>Section 6 Governance and Risk Management</b>	65
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	<b>CO-CEO's Message; Section 2 About this Report</b> FTSE4GOOD INDEX, CDP and GRESB <b>4.2 Stakeholder Engagement</b>	4, 5, 13
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation: <ul style="list-style-type: none"> <li>• Holds a position on the governance body</li> <li>• Participates in projects or committees</li> <li>• Provides substantive funding beyond routine membership dues</li> <li>• Views membership as strategic</li> </ul>	<b>4.2 Stakeholder Engagement</b>	13
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>			
G4-17	a) All entities included in the organisation's consolidated financial statements or equivalent documents b) Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report	The Sustainability Report covers all entities included in Westfield Corporation's consolidated financial statements – both the United Kingdom/ European and the US entities.	
G4-18	a) Process for defining the report content and the aspect boundaries b) How the reporting principles for defining report content have been implemented	<b>4.1 Materiality</b>	8-10
G4-19	List all the material aspects identified in the process for defining report content	<b>4.1 Materiality</b>	8-10



STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
G4-20	For each material aspect, report the aspect boundary as follows: <ul style="list-style-type: none"> <li>Report whether the aspect is material within the organisation</li> <li>If the aspect is not material for all entities within the organisation (as described in G4-17), select one of the following two approaches and report either: <ul style="list-style-type: none"> <li>The list of entities or groups of entities included in G4-17 for which the aspect is not material or</li> <li>The list of entities or groups of entities included in G4-17 for which the aspects is material</li> </ul> </li> <li>Report any specific limitation regarding the aspect boundary within the organisation</li> </ul>	<b>4.1 Materiality:</b>  All material aspects reported by Westfield are material within the organisation.	8-10
G4-21	For each material aspect, report the aspect boundary outside the organisation, as follows: <ul style="list-style-type: none"> <li>Report whether the aspect is material outside of the organisation</li> <li>If the aspect is material outside of the organisation, identify the entities, groups of entities or elements for which the aspect is material. In addition, describe the geographical location where the aspect is material for the entities identified</li> <li>Report any specific limitation regarding the aspect boundary outside the organisation</li> </ul>	<b>4.1 Materiality:</b>  All material aspects reported by Westfield are material within the organisation.	8-10
G4-22	The effect of any restatement of information provided in previous reports, and the reasons for such restatements	Not applicable; no restatement of information from previous report was found.	
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	<b>Section 2 About This Report</b>	5
G4-24	Stakeholder groups engaged by the organisation	<b>4.2 Stakeholder Engagement</b>	12-13
G4-25	Basis for identification and selection of stakeholders with whom to engage	<b>4.1 Materiality</b> <b>4.2 Stakeholder Engagement</b>	8-10 11-13
G4-26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	<b>4.1 Materiality</b> <b>4.2 Stakeholder Engagement</b>	8-10 11-13
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns	<b>5.1 The Environment</b> <b>5.2 Our People</b> <b>5.3 Community</b> <b>5.4 Marketplace</b>	16-30 31-43 44-55 56-60

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
<b>REPORT PROFILE</b>			
G4-28	Reporting period (such as fiscal or calendar year) for information provided	<b>Section 2 About This Report</b>	5
G4-29	Date of most recent previous report (if any)	<b>Section 2 About this Report</b>	5
G4-30	Reporting cycle (such as annual, biennial)	<b>Co-CEO Message</b>	4
G4-31	Contact point for questions regarding the report or its content	<b>Section 3 Who we Are</b>	6
G4-32	a) 'In accordance' option chosen b) GRI Content Index for the chosen option (see tables on pg 46 of implementation manual) c) Reference to the External Assurance Report, if the report has been externally assured. (GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines)	a) This report contains Standard Disclosures from the GRI Sustainability Reporting Guidelines b) GRI Index c) <b>Section 2 About this Report</b> The Environmental data set out in this Report has been subject to independent external assurance by DNV-GL Business Assurance USA, Inc.	b) 78-90 c) 5
G4-33	a) Policy and current practice with regard to seeking external assurance for the report b) If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided c) Relationship between the organisation and the assurance providers d) Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report	<b>a) to c) Section 2 About this Report</b> <b>d) Co-CEO Message</b> In 2016, we have implemented initiatives to improve our sustainability reporting including obtaining third party assurance of our data	a) to c) 5 d) 4
<b>GOVERNANCE</b>			
G4-34	Governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts	<b>Section 6 Governance and Risk Management</b> Refer to Governance Framework	61-65
<b>ETHICS AND INTEGRITY</b>			
G4-56	Values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	<b>Section 6 Governance and Risk Management</b>	63

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
SPECIFIC STANDARD DISCLOSURES			
<p><b>Westfield Corporation sustainability pillar:</b> The Environment</p> <p><b>Category:</b> Environment</p> <p><b>Aspects:</b> Energy, water, emissions, effluents and waste and compliance</p> <p><b>Explanation of estimation methods:</b></p> <p>In order to collate the US data for this report, all actual consumption that was available by mid-December 2016 was collated and an estimate added for the remaining time period where actual consumption data was not available.</p> <p>The estimates typically covered the months of October through December 2016.</p> <p>* Method 1 – Missing period estimated by applying the percentage contribution of the same period in the previous year, to current year available data</p> <p>**Method 2 – Annual data values were straight line extrapolated over a 12 month period</p>			
GENERIC MANAGEMENT DISCLOSURES			
G4-DMA	a) Why this is material and the impact that makes it material b) How organisation manages it or its impacts c) Management approach, including: <ul style="list-style-type: none"> <li>• Mechanisms for evaluating its effectiveness</li> <li>• Results of the evaluation</li> <li>• Any related adjustments to the management approach</li> </ul>	5.1 The Environment	15-30
ENERGY			
G4-EN3	Energy consumption within the organisation	5.1 The Environment <b>Energy Consumption:</b> Indirect Energy (Scope 2) Consumption – 2016 Total Indirect Energy (526,247 GJ) Direct Energy (Scope 1) Consumption – 2016 Total Direct Energy (108,055 GJ) Estimation method where data is not available: US and UK <ul style="list-style-type: none"> <li>• Method 1*</li> </ul>	19-22



STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
<b>WATER</b>			
G4-EN8	Total water withdrawal by source	<p><b>5.1 The Environment</b></p> <p><b>Water Consumption:</b></p> <p>Total Water Withdrawal 2016 (Excludes rain water) – 5,663,025 in m3 (144,607 in m3 in UK and 5,518,418 in m3 in US )</p> <p>Total water withdrawal only includes municipal water or other water utilities (rainwater excluded). Although this comparison affected Total water withdrawal, the percentage change on a Like-for-Like basis year on year remained constant: 4% increase in US water withdrawal and 23% decrease in UK water withdrawal.</p> <p><b>Water consumption reported comprises:</b></p> <p>Water purchased by Westfield from local water authorities and suppliers for assets for which Westfield has operational control, including water purchased on behalf of and consumed by tenants</p> <p><b>Estimation method where data is not available:</b></p> <p>US</p> <ul style="list-style-type: none"> <li>• Method 1*</li> </ul> <p>UK</p> <ul style="list-style-type: none"> <li>• Method 2**</li> </ul>	26-27
<b>EMISSIONS</b>			
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	<p><b>5.1 The Environment</b></p> <p><b>Emissions:</b></p> <p>Total Direct Emissions (Scope 1) 2016: 6,589 Tonnes of CO2e (1,987 Tonnes of CO2e in UK and 4,602 Tonnes of CO2e in US )</p> <p><b>Estimation method where data is not available:</b></p> <p>US and UK</p> <ul style="list-style-type: none"> <li>• Method 1*</li> </ul>	24

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	<b>5.1 The Environment</b> <b>Emissions:</b> Total Indirect Emissions (Scope 2) 2016: 59,798 Tonnes of CO2e (25,529 Tonnes of CO2e in UK and 34,269 Tonnes of CO2e in US ) <b>Estimation method where data is not available:</b> US and UK • Method 1*	24
G4-EN17	Other indirect GHG emissions (Scope 3)	<b>5.1 The Environment</b> <b>Emissions:</b> Other Indirect Emissions (Scope 3) 2016: 2016: 94,503 Tonnes of CO2e (56,306 Tonnes of CO2e in UK and 38,197 Tonnes of CO2e in US ) Estimation method where data is not available: US • Method 1* Where other methods were used, the emissions were not significant. UK • Primary method: Method 1* • Secondary method: Method 2**	25

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
EFFLUENTS AND WASTE			
G4-EN23	Total weight of waste by type and disposal method	<p><b>5.1 The Environment</b></p> <p><b>Waste Management:</b></p> <p>Total Waste generation (hazardous and non-hazardous waste) 2016: 218,347 in Tonnes (161,969 in Tonnes in UK and 56,378 in Tonnes in US )</p> <p><b>Waste reported comprises:</b></p> <p>Waste measured in weight that is sent to landfill by waste and cleaning contractors on behalf of Westfield and its tenants for all assets for which Westfield has operational control.</p> <p><b>Estimation method where data is not available:</b></p> <p>US</p> <p>All data available, no estimation required</p> <p>UK</p> <ul style="list-style-type: none"> <li>• Method 2**</li> </ul> <p>Where other methods were used, the emissions were not significant.</p>	28-29
COMPLIANCE			
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	In 2016, Westfield received no significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations. We define significant fines as being \$US 85,000 or above.	



STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
SPECIFIC STANDARD DISCLOSURES			
<b>Westfield Corporation sustainability pillar:</b> Our People <b>Category:</b> Social <b>Sub-categories:</b> Labour practices and decent work <b>Aspects:</b> Employment, occupational health and safety and diversity and equal opportunity.			
DISCLOSURES ON MANAGEMENT APPROACH			
G4-DMA	<b>People:</b> a) Why this is material and the impact that makes it material b) How organisation manages it or its impacts c) Management approach, including: <ul style="list-style-type: none"> <li>• Mechanisms for evaluating its effectiveness</li> <li>• Results of the evaluation</li> <li>• Any related adjustments to the management approach</li> </ul>	<b>5.2 Our People</b>	33-43
EMPLOYMENT			
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	<b>5.2 Our People</b>	43
OCCUPATIONAL HEALTH AND SAFETY			
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	<b>5.2 Our People</b> Westfield Corporate Injury Data 2016 (Partial; Data presented is by region only)	33
DIVERSITY AND EQUAL OPPORTUNITY			
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	<b>5.2 Our People</b> Section 6 Governance and Risk Management	43, 64

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
SPECIFIC STANDARD DISCLOSURES			
<b>Westfield Corporation sustainability pillar:</b> Our Community <b>Category:</b> Social <b>Sub-categories:</b> Society <b>Aspects:</b> Local communities and compliance			
DISCLOSURES ON MANAGEMENT APPROACH			
G4-DMA	<b>Community:</b> a) Why this is material and the impact that makes it material b) How organisation manages it or its impacts c) Management approach, including: <ul style="list-style-type: none"> <li>• Mechanisms for evaluating its effectiveness</li> <li>• Results of the evaluation</li> <li>• Any related adjustments to the management approach</li> </ul>	<b>5.3 Community</b>	44-55
LOCAL COMMUNITIES			
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	<b>5.3 Community</b> 100% of our operations have implemented local community engagement, impact assessments, and development programs	44-55
COMPLIANCE			
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	In 2016, Westfield received no significant fines or non-monetary sanctions for non-compliance with laws and regulations. We define significant fines as being \$US 85,000 or above.	

STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
SPECIFIC STANDARD DISCLOSURES			
<b>Westfield Corporation sustainability pillar:</b> The Community <b>Category:</b> Social <b>Sub-categories:</b> Product responsibility <b>Aspects:</b> Compliance			
DISCLOSURES ON MANAGEMENT APPROACH			
G4-DMA	<b>Product Responsibility:</b> a) Why this is material and the impact that makes it material b) How organisation manages it or its impacts c) Management approach, including: <ul style="list-style-type: none"> <li>• Mechanisms for evaluating its effectiveness</li> <li>• Results of the evaluation</li> <li>• Any related adjustments to the management approach</li> </ul>	Section 6 Governance and Risk Management	61-65
COMPLIANCE			
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	In 2016, Westfield received no significant fines or non-monetary sanctions for non-compliance with laws and regulations concerning the provision and use of products and services. We define significant fines as being \$US 85,000 or above.	



STANDARD DISCLOSURE	STANDARD DISCLOSURE TITLE	2017 WESTFIELD SUSTAINABILITY REPORT	PAGE NO.
SPECIFIC STANDARD DISCLOSURES			
<b>Westfield Corporation sustainability pillar:</b> The Marketplace <b>Sub-categories:</b> Economic <b>Aspects:</b> Economic performance			
DISCLOSURES ON MANAGEMENT APPROACH			
G4-DMA	<b>Economic Performance:</b> a) Why this is material and the impact that makes it material b) How organisation manages it or its impacts c) Management approach, including: <ul style="list-style-type: none"> <li>• Mechanisms for evaluating its effectiveness</li> <li>• Results of the evaluation</li> <li>• Any related adjustments to the management approach</li> </ul>	<b>5.4 Marketplace</b>	56-60
ECONOMIC PERFORMANCE			
G4-EC1	<ul style="list-style-type: none"> <li>• Direct economic value generated</li> <li>• Revenues</li> <li>• Economic value distributed:</li> <li>• Operating costs</li> <li>• Employee wages and benefits</li> <li>• Payments to providers of capital</li> <li>• Payments to government (by country)</li> <li>• Community investments</li> <li>• Economic value retained (calculated as 'Direct economic value generated' less 'Economic value distributed')</li> </ul>	<b>5.4 Marketplace</b> Direct Economic Value Generated in 2016 (US \$M) Revenues – 1818.9 Operating Costs – (732.2) Employee Wages and Benefits – (307.1) Payments to providers of Capital – (235.2) Payments to government (by country) – (129.6) Community Investments – (6.42) Direct Economic Value Retained – (113.2)	58

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