



## Diversity and Inclusion Policy

Owner	Human Resources
Applicability	SCA Property Group
Version	4
Version Date	April 2021
Next Review Date	April 2022

## 1. Purpose and Commitment

---

This policy sets out Shopping Centres Australasia Property Group RE Limited (ACN 158 809 851) (**RE**) as Responsible Entity (AFSL 426603) for the Shopping Centres Australasia Property Retail Trust (ARSN 160 612 788) and the Shopping Centres Australasia Property Management Trust (ARSN 160 612 626) (**SCA**) approach to Diversity and Inclusion (D&I).

Diversity is the range and variety of differences that comprise the employees and Board of SCA. These differences can include work and educational experience, life experience, ethnicity, age, gender, disability, family or marital status, religious beliefs, sexuality, cultural background and work status.

Diversity is increasingly seen as an asset to organisations which is linked to better economic performance and creation of shareholder/unitholder value:

1. A workplace that values diversity and is free of discrimination has less disruptions and is more productive.
2. Greater employee satisfaction leads to improved productivity, profitability and improved employee health and wellbeing.
3. Reduction in employee turnover reduces the costs of having to replace skilled and experienced people.
4. Harnessing employee skills and perspectives increases creativity and innovation.

SCA recognises the value of a diverse Board and employee base and is committed to creating and maintaining an environment where the diverse backgrounds, experiences and perspectives of our people can reach their maximum potential regardless of difference and therefore drive the overall performance of SCA in meeting its stated objectives.

The Board is committed to an inclusive workplace that embraces and promotes diversity, allowing individuals to reach their full potential irrespective of individual background or difference.

## 2. Who does this Policy apply to?

---

This policy applies to the Board and all officers, all employees and contractors across all work related activities and is not just restricted to the internal workplace. That is, it includes interaction with clients or other third parties and to work related functions.

In accordance with SCA's Grievance and Workplace Investigation Policy, disciplinary action may be taken for any breach of this policy. Breaches of this policy may amount to misconduct.

### **3. What does Diversity and Inclusion (D&I) mean to SCA?**

---

SCA is committed to an inclusive workplace that embraces and promotes diversity, which is articulated in our values.

Diversity refers to the visible and invisible differences that exist between people, including (but not limited to) race, colour, physical features, sex, sexual preference, gender identity, age, physical or mental disability, marital status, family responsibilities, pregnancy, breast feeding, carer responsibilities, religion, political opinion, national extraction, social origin, industrial activity or trade union membership. It also refers to diverse ways of thinking and ways of working.

Inclusion refers to getting the mix of people in SCA to work together to improve performance and well-being. Inclusion in a workplace is achieved when diversity among people (e.g. ages, cultural backgrounds, genders, perspectives) feel that they are:

- Respected for who they are and able to be themselves;
- Connected to their colleagues and feel they belong;
- Contributing their perspectives and talents to the workplace; and
- Progressing in their career at work (i.e. have equal access to opportunities and resources).

It is only through inclusion that SCA can make the most out of diversity.

We aim to create an environment where:

- There is tolerance of difference. SCA will ensure that all employees are treated fairly and with respect and dignity.
- The ability to contribute and access opportunities is based on merit and as such SCA will adopt and actively encourage those practices and procedures that enable employees to contribute to the best of their ability.
- Inappropriate attitudes or behaviours are confronted. SCA will treat seriously any instance of inappropriate behaviour and confront attitudes based on inappropriate stereotypes.

To achieve this SCA provides supportive and inclusive diversity-related workplace policies and practices which ensure we are recruiting from sources that will provide access to a diverse pool of candidates, we are recruiting in such a manner that minimises bias in selection decisions and once recruited assisting employees to actively promote and be part of an inclusive diverse culture. Our existing diversity-related policies and initiatives include; recruitment policy, parental bonus scheme, flexible work policy and arrangements, an employee assistance program, career development opportunities & support and on-the-job mentoring.

### **4. Policy Framework Underpinning SCA's Commitment to Diversity**

---

SCA has implemented a range of supporting policies that underpin SCA's commitment to diversity. These policies include:

1. Code of Conduct – SCA is committed to eliminating all forms of unlawful discrimination, unlawful harassment, bullying and victimisation of people in the workplace. The Code of Conduct plays an important role not only in relation to SCA’s federal and state legislative obligations, but also in respect of SCA’s commitment to maintaining a workplace where discrimination, harassment, vilification and victimisation cannot and will not be tolerated. It also outlines procedures that SCA has in place to hear and resolve workplace complaints relating to discrimination and harassment; and who you can talk to at SCA if you wish to make a complaint. SCA is an Equal Opportunity Employer committed to treating all employees on their merits without regard to race, age, gender or any other personal characteristics.
2. Recruitment Policy – SCA requires that all positions are filled on the basis of merit, with candidates for vacant positions assessed on the basis of the relevant skills and competencies they possess and requirements of the role. SCA encourages candidates from all backgrounds to apply for vacant positions, and to apply for promotion opportunities once employed by SCA. The Recruitment Policy provides a framework for the fair and effective recruitment of employees, seeking to ensure that there is no conscious or unconscious bias that might discriminate against certain candidates in the recruitment process. The Recruitment Policy seeks to ensure that capable and diverse employees are attracted, retained and motivated to maximise their contribution to SCA.
3. Workplace Health and Safety Policy - The health and safety of our Board and employees, customers, tenants and contractors are of paramount importance to SCA. SCA is committed to providing a healthy and safe place to work. Our Workplace Health and Safety Policy forms part of the overall framework that SCA has in place to maintain a workplace where unlawful harassment, bullying and victimisation is not tolerated so that SCA has a culture where a diverse range of employees wish to be employed and are supported to succeed.
4. Human Resources Policies – SCA is committed to attracting and retaining the best talent in a competitive market, and this means SCA needs to be adaptable in the way it meets the needs of its employees. Flexible working and leave arrangements are two ways that SCA accommodates individual circumstances and the changing needs of its employees during different life and career stages, whilst balancing SCA’s business and operational requirements. Flexible work and leave arrangements seek to ensure that SCA can, and does, recruit a diverse range of employees.
5. Study Support and Study Leave Policies – SCA encourages all employees to develop their technical skills, people management, and leadership skills through SCA’s study support. Continuous learning and development programs facilitated through SCA’s policies will, over time, ensure that SCA has a broad and diverse pool of skilled and experienced employees.

## **5. Roles & Responsibilities**

---

Every Board member and officer, employee and contractor of SCA is expected to contribute to the maintenance of an appropriate and professional work environment by not behaving in a manner which unlawfully discriminates, harasses, intimidates, belittles or offends others, and by not condoning such behaviour by others. Also, all at SCA will promote a diverse and inclusive working environment and treat all colleagues and customers with respect and professionalism. SCA will report on its D&I activities annually.

Roles	Responsibilities
<b>Board</b>	<ul style="list-style-type: none"> <li>• Review and approve measurable objectives as recommended by the Remuneration Committee</li> <li>• Assess the agreed objectives on an annual basis via a report approved by the Remuneration Committee</li> <li>• Review the effectiveness of the D&amp;I policy, including Board diversity, on an annual basis</li> </ul>
<b>Remuneration Committee</b>	<ul style="list-style-type: none"> <li>• Promote D&amp;I as an important strategic and cultural pillar to achieve business goals</li> <li>• Identify ways to achieve and remove barriers if any</li> <li>• Report to the Board on D&amp;I issues within SCA and make recommendations as appropriate</li> <li>• Monitor the progress and report to the Board on the effectiveness of SCA's D&amp;I objectives and measures</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Take all reasonable steps to ensure all employees and leaders are aware of their obligations, responsibilities and rights in relation to D&amp;I</li> <li>• Ensure non-compliance matters are addressed in alignment with SCA grievance and workplace investigation guidelines</li> <li>• Identify programs designed to broaden the candidate pool and initiatives that that will assist employees to develop the skills and experience that will prepare them for career progression or advancement positions</li> <li>• Ongoing awareness, support and guidance are provided to all employees on D&amp;I matters</li> <li>• Lead and support workplace investigations as required</li> </ul>
<b>Executive Leadership Team (ELT) &amp; Other Senior Leaders</b>	<ul style="list-style-type: none"> <li>• Encourage, support and role model a positive environment through SCA's targeted culture, where all employees are treated with respect, dignity and fairness</li> <li>• Lead a team that role models D&amp;I through recruitment activities, onboarding, induction, team activities, employee engagement initiatives and career development.</li> <li>• Understand and commit to effectively implement D&amp;I agreed goals and cascade to team members ensuring the common goals are understood.</li> <li>• Take all reasonable steps to ensure all employees are aware of their obligations, responsibilities and rights in relation to D&amp;I</li> <li>• Address any matters promptly and actively participate in workplace investigations if/when required.</li> </ul>