



Diversity and Inclusion Policy

Owner	Human Resources
Applicability	SCA Property Group
Version	5
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1. Purpose and Commitment

This policy sets out Shopping Centres Australasia Property Group RE Limited (ACN 158 809 851) 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).

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 potential regardless of difference and therefore drive the overall performance of SCA in meeting its stated objectives.

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

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, 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;
- Connected to their colleagues and feel they belong;
- Contributing their perspectives and talents to the workplace; and
- Progressing in their career (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 ensures that all employees are treated fairly and with respect and dignity, and that opportunities are based on merit allowing employees to contribute to the best of their ability. Inappropriate attitudes or behaviours are not tolerated.

To achieve this, SCA has supportive and inclusive diversity-related workplace policies and practices which ensure we are recruiting from a diverse pool of candidates, and that we are recruiting in a manner that minimises bias in selection decisions. Once recruited, SCA assists employees to actively promote and be part of an inclusive diverse culture.

4. Policy Framework and Initiatives Underpinning SCA's Commitment to Diversity

SCA has implemented a range of supporting policies and initiatives that underpin SCA's commitment to diversity. These 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 (with relevant experience) 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. Flexible working and leave arrangements – 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 – SCA encourages all employees to develop their technical skills, people management, and leadership skills by participating in continuous learning opportunities and development programs. SCA provides study support and study leave to enable its employees to participate in these opportunities and programs.
6. Whistleblower Policy: All employees have a duty to promptly report any incidents or breaches of SCA’s Code of Conduct, policies, procedures or the law as soon as a breach is observed. It may seem easier to look the other way, but that is not the expected standard of behaviour of SCA’s employees, as taking no action can have very serious consequences. SCA’s Whistleblower Policy sets out the steps to be undertaken to make anonymous or confidential disclosures if there are reasonable grounds to suspect improper conduct.

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
Board	<ul style="list-style-type: none"> • Review and approve measurable objectives as recommended by the Remuneration Committee • Assess the agreed objectives on an annual basis via a report approved by the Remuneration Committee • Review the effectiveness of the D&I policy, including Board diversity, on an annual basis
Remuneration Committee	<ul style="list-style-type: none"> • Promote D&I as an important strategic and cultural pillar to achieve business goals • Identify ways to achieve and remove barriers if any • Report to the Board on D&I issues within SCA and make recommendations as appropriate • Monitor the progress and report to the Board on the effectiveness of SCA’s D&I objectives and measures
CEO	<ul style="list-style-type: none"> • Responsible for ensuring SCA has a clear and actionable Diversity and Inclusion strategy in order to achieve business goals. • Demonstrates inclusive leadership and language • Monitor the progress of the ELT in providing visible leadership of D&I behaviours

<p>Executive Leadership Team (ELT) & Other Senior Leaders</p>	<ul style="list-style-type: none"> • Encourage, support and role model a positive environment through SCA's targeted culture, where all employees are treated with respect, dignity and fairness • Lead a team that behaves inclusively through recruitment activities, onboarding, induction, team activities, employee engagement initiatives and career development. • Understand and commit to effectively implement D&I agreed goals and cascade to team members ensuring the common goals are understood. • Take all reasonable steps to ensure all employees are aware of their obligations, responsibilities and rights in relation to D&I • Address any matters promptly and actively participate in workplace investigations if/when required.
<p>Human Resources</p>	<ul style="list-style-type: none"> • Take all reasonable steps to ensure all employees and leaders are aware of their obligations, responsibilities and rights in relation to D&I • Ensure non-compliance matters are addressed in alignment with SCA grievance and workplace investigation guidelines • 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 • Ongoing awareness, support and guidance are provided to all employees on D&I matters • Lead and support workplace investigations as required
<p>All employees</p>	<ul style="list-style-type: none"> • Role model behaviours in line with SCA' purpose and values, being clear on their obligations and responsibilities in relation to D&I • Challenge behaviours that are not demonstrating alignment to our D&I expectations