

Diversity, Equity and Inclusion Policy

1 Our purpose, vision and values

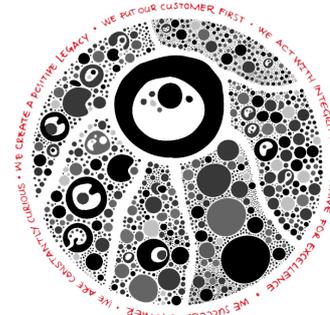
Our Diversity, Equity and Inclusion (DE&I) Policy is intended to reflect, and promote, Scentre Group's purpose, people vision and values – our DNA. We believe that DE&I contributes to our business success.

Our Purpose – *'creating extraordinary places, connecting and enriching communities'* – is an aspirational statement that unites us in what we do at Scentre Group. To deliver on Our Purpose we aim to create a diverse workforce reflective of the communities in which we operate.

Our People Vision – to create *'a place where talent can thrive'* – is built on having a culture where everyone feels comfortable and safe to bring their whole self to work and to succeed to the best of their ability.

Delivery of Our Purpose and Our People Vision requires us to think and act differently and we encourage a culture that supports those aims.

Our DNA is the 'cultural blueprint' for our organisational behaviour. Our DNA and our Code of Conduct underpin the way we build relationships within our teams and set out our expectations for our people's behaviour so that we can achieve a truly diverse, equitable and inclusive workplace.



Our DNA

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

2 Why diversity, equity and inclusion are important

Our Ambition is for the Group to become essential to people, communities and businesses that seek to interact with them.

We believe that a diverse and engaged workforce contributes to strong business performance which will enable us to deliver on Our Ambition. We promote and seek to provide an inclusive and supportive working environment that recognises and celebrates all the ways we are different. Our commitment is to a workplace where everyone feels comfortable and safe to bring their whole self to work.

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

3 Our approach

Our Board and Executive Leadership Team have approved and fully support our DNA and our Code of Conduct.

We expect our people to be inclusive, collaborative and supportive and to treat everyone fairly, equitably and with respect. We do not tolerate discrimination, harassment, vilification or victimisation.

3.1 Policies and practices

Our commitment to DE&I means that we continuously work to develop and promote clear policies and practices to foster an environment which is inclusive and supportive of equal opportunity.

Our approach to DE&I extends to all areas of our business including recruitment, career development and performance, talent and succession management, leadership development, mentoring, employee consultation,

flexible work arrangements, forms of leave, as well as the way we engage with our suppliers, our customers and our communities.

3.2 Diversity, Equity and Inclusion Council

Our DE&I Council comprises representatives from across our business. The Council is sponsored by, and provides regular reports to, the Group's Executive Leadership Team which is chaired by our Chief Executive Officer.

The objective of the Council is to promote DE&I as simply the way that we do things at Scentre Group. It does this through identifying and implementing DE&I initiatives to develop a diverse and inclusive workplace. The Council is supported by working groups comprised of representatives from across all teams. The working groups assist the Council by making recommendations in relation to, and the development and implementation of, DE&I initiatives.

The key focus areas of the working groups are:

- **Gender equity:** support for increased representation of women in executive and leadership roles
- **Multi-cultural capability:** how we can create a workforce reflective of the cultural diversity of our communities
- **Reconciliation Action Plan:** support for a reconciled, just and equitable Australia
- **LGBTI+:** how people from the LGBTI+ community can feel comfortable and safe to be themselves at work
- **Mental health and wellbeing:** support for our people to promote balanced lives and healthy minds
- **Domestic and family violence:** raising awareness of, removing stigma and developing support mechanisms for our people affected by domestic and family violence
- **All abilities:** identifying and removing barriers to the inclusion and advancement of people of all abilities

People Champions within our teams support and promote our DE&I initiatives.

4 Measures

We measure and monitor DE&I objectives through regular analysis and reporting by the Director, Human Resources to the Executive Leadership Team and the Board's Human Resources Committee.

The Human Resources Committee in conjunction with the Chief Executive Officer and the Director, Human Resources establishes measurable objectives for achieving gender diversity and other DE&I related objectives. Senior executives have DE&I specific goals and targets. The Committee reports to the Board on the progress of our diversity strategies and measurable objectives, and progress in achieving those objectives.

5 Review

This policy is reviewed on an annual basis to assess if it is operating effectively and whether any changes are required.

6 Policies in support of diversity, equity and inclusion

In addition to our DNA and Code of Conduct, our approach to DE&I is supported by several policies, including our:

- Human Rights Policy
- Life Safety Policy
- Anti-Bullying Policy and Procedure
- Domestic and Family Violence Policy
- Flexible Working Statement
- Gender Affirmation / Transition Guidelines
- Recruitment and Selection Statement
- Sexual Harassment Policy
- Supplier Code of Conduct



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