

Diversity and Inclusion Policy

1. Purpose

At Stockland we are committed to continuously improving the diversity of our workforce, and embracing an inclusive environment where diversity is a key driver of shared success for everyone.

We are cultivating an environment where everyone can bring their authentic selves to work and we continue to build on a culture of everyday respect. An inclusive culture is key to creating an environment that harnesses diversity and leads to a true sense of belonging and community for all of our employees. This is at the heart of our purpose – ‘We believe there is a better way to live’.

Our Diversity and Inclusion Policy (“Policy”) outlines how we enable our people to achieve their maximum potential, irrespective of differences, such as age, gender identity, gender expression, sexual orientation or intersex status, physical abilities and attributes, non-visible disabilities, ethnicity, family status or beliefs.

This Policy sets out the governance and principles that elevate Diversity and Inclusion at Stockland.

2. Our Diversity and Inclusion Guiding Principals

Stockland’s Diversity and Inclusion Guiding Principles are:

- **Recognise Psychological safety as key to unlocking our best:** We foster spaces in which people feel safe to speak up, can bring their true authentic selves to work and straight talk is encouraged and rewarded
 - **Mirror and represent the communities we serve:** Create a workplace which represents and embraces the diverse communities we serve
 - **Identify and develop diverse and inclusive leaders:** Attract, retain, develop and promote capable people leaders who embrace diversity, create an inclusive culture and are aware of their leadership shadow
 - **Create a culture of everyday respect** in which we call out inappropriate behaviour or exclusionary practices. These conversations will likely be tough and uncomfortable but essential in creating an inclusive culture
 - **Recognise the uniqueness of all our people.** We believe no one should experience barriers to achieving their goals
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3. Achieving our Diversity and Inclusion Purpose

Stockland commits to maintaining a comprehensive Diversity and Inclusion Strategy, which includes clear priorities, targets, actions, and obligations to achieve our overall diversity goals.

The Diversity and Inclusion Steering Committee is responsible for shaping and monitoring Stockland’s Diversity and Inclusion Strategy in line with the Diversity and Inclusion Guiding Principles and objectives.

The Diversity and Inclusion Steering Committee is assisted by the Employee Advocacy Groups (EAGs). In addition to the EAGs, Stockland also maintains a compliant Reconciliation Action Plan.

Our EAGs have specified objectives, focus areas, and action plans, and identified enabling partners. The EAGs that currently form part of our Diversity and Inclusion Strategy are:

- Cultural Diversity
- LGBTQ+
- Wellbeing and Accessibility
- Gender Equity

Stockland will keep all employees updated on our diversity and inclusion initiatives.

4. Leading Diversity and Inclusion at Stockland

Stockland's Diversity and Inclusion Steering Committee is chaired by our Managing Director and CEO and includes all members of our Executive Team (SLT).

Employee Advocacy Groups

The Diversity and Inclusion Steering Committee oversees the governance of our Employee Advocacy Groups (EAGs). Our EAGs help to drive stronger employee advocacy and deliver on more targeted diversity and inclusion initiatives. The composition and activities of each EAG is reported annually as part of our sustainability reporting.

Each EAG has a SLT sponsor and Implementation Lead. They are responsible for defining strategy and the required actions to achieve the strategic goals.

Each EAG reports its progress to the Diversity and Inclusion Steering Committee twice per year.

5. Stockland Board commitment to Diversity and Inclusion

The Stockland Board recognises the important role it plays in supporting diversity and inclusion, and in the setting of Stockland's Diversity and Inclusion agenda.

The People and Culture Committee (P&C Committee) of the Board is responsible for approving the diversity and inclusion metrics that are used in the annual Corporate Scorecard. These metrics form the basis for setting individual performance objectives across the organisation.

The P&C Committee is provided with regular updates on organisational performance against key diversity metrics. Annual performance in the key diversity and inclusion objectives and metrics are a consideration when deciding on remuneration guidance for the organisation.

The P&C Committee is responsible for giving consideration to the Diversity and Inclusion Strategy in all areas of people management it has oversight of. Management provides a regular update to the P&C Committee on performance against a range of diversity metrics.

Stockland Board Diversity Policy

In setting Stockland's diversity and inclusion agenda, and guided by the Diversity and Inclusion Guiding Principles, the Board is responsible for giving consideration to how Stockland can achieve, and best leverage, the advantage of having a mix of relevant business, diverse backgrounds, executive and professional experience on the Board. The Board also believes that it is important to maintain a range of director tenures to facilitate orderly Board renewal while maintaining continuity and corporate knowledge among directors.

6. Supporting diversity and inclusion at Stockland

Stockland has several people practices in place to support achieving our diversity and inclusion objectives. An overview of these people practices is provided below, and the relevant supporting documents are listed in section 9 of this Policy.

Flexible Work

Stockland recognises that our employees personal circumstances are likely to change and evolve during their working lives and careers with us. We understand that flexible work arrangements can be important in attracting and retaining diverse talent.

It is our intent provided there is an appropriate process and structure in place to support the success of flexible working arrangements that all roles in the organisation can be considered for flexibility.

Preventing discrimination and harassment

Stockland is committed to preventing discrimination and harassment within our organisation. To support a well-functioning diverse workplace, we will not tolerate discrimination, harassment, vilification, and victimisation. To help us to continue achieving this objective, employees and managers are provided with access to appropriate tools and training. All employees, including managers are required to complete Equal Employment Opportunity training, as well as refresher modules (as required).

Recruitment and selection

We are focused on preventing discrimination and improving diversity and inclusion throughout all phases of the employment lifecycle, at all levels of the organisation (from the Board downwards) including our recruitment and selection process. Measures are in place to ensure our recruitment and selection processes are conducted in accordance with our Diversity and Inclusion Guiding Principles.

Talent identification, development, succession

We provide equal opportunities for personal development and succession opportunities. Stockland encourages all employees to further develop their capabilities in their current positions and to reach their future career goals through an established in-house Learning and Development platform. Employees have access to a wide range of learning and development tools made available both in house and through external service providers, as well as study assistance and associated programs. Diversity and Inclusion

Guiding Principles and objectives will be considered when identifying talent pipelines, as well as training opportunities, development, and promotions/role selections.

Performance and reward

Our performance management framework facilitates fair evaluation of employee performance and equitable remuneration decisions, including targets for gender pay equity. Performance is typically measured against balanced scorecard objectives that all employees set in conjunction with their managers at the beginning of each performance year.

Calibration sessions will be conducted with managers to enable fair and consistent performance assessments, and to reduce potential bias or subjectivity. Outcomes for these processes will be reviewed for bias and reported to SLT and the Board for increased transparency.

7. Measuring and reporting our progress

Stockland implements appropriate reporting regimes to track performance in key diversity and inclusion metrics. We will report annually via Sustainability Reporting on initiatives supporting diversity and inclusion, as well as progress against diversity and inclusion targets.

Reporting on gender equality initiatives and outcomes is published and made available as required under the *Workplace Gender Equality Act 2012 (Cth)*. We seek recognition as a leading employer in this space for example formal certification from WGEA as an Employer of Choice for Gender Equality. Stockland also publishes a range of diversity and inclusion reporting on our website to assist with tracking our progress.

Our Employee Engagement Surveys contains demographic questions aimed at helping us understand the diversity of our workforce. It also contains questions aimed at understanding employee perceptions of the adequacy and success of our diversity and inclusion initiatives across our focus areas as well as our Reconciliation Action Plan.

8. Raising a question, concern, or providing feedback

Stockland strongly encourages anyone with a question, concern, or suggestion on how we can improve our diversity and inclusion to speak up.

Speak to your manager

Your manager will be able to discuss your question, suggestion, or situation if you are comfortable to do so. If you are not comfortable with discussing with your manager, you can approach your one up manager. Managers and supervisors are expected to be proactive in dealing with matters raised with them, or that they observe.

If your concern relates to a grievance about your treatment, or the treatment of others, you can report and resolve the matter either informally or formally (depending on preference) in line with the Grievance Procedure.

People Services or People & Culture Business Partner

If you would prefer to raise your question, suggestion, or situation with the People Services team or your People & Culture Business Partner you are encouraged to do so.

All reported concerns will be taken seriously and, if necessary, investigated promptly and impartially. Wherever possible, confidentiality will be maintained.

If members of the LGBTQ+ community would like to discuss their grievance with someone specifically trained in LGBTQ+ inclusion, or an Ally who has a good understanding of LGBTQ+ sensitivities and potential areas of concern, they may also reach out to [People Services](#) who will put them in touch with an appropriate contact in People and Culture.

Employees can seek a confidential discussion with an external counsellor, by contacting our Wellbeing Employee Assistance Program (EAP) provider in Australia on 1300 360 364.

Whistleblower Policy

If an employee is not comfortable with reporting through Line Management or People and Culture Manager, they are encouraged to report the incident in accordance with the Whistleblowing Policy.

9. Policy Compliance

This Policy applies to Stockland Corporation Limited, Stockland Trust and their related companies and trusts (collectively “Stockland”) and all Stockland employees (including, but not limited to non-executive directors, permanent, casual, fixed term employees and temporary workers) (“Employees” or “you”). Adherence with this Policy is mandatory.

Employees who role model and lead with behaviours aligned to this Policy represent the best of our culture. Employees who breach this Policy may face disciplinary action including possible termination of their employment.

10. Review

This Policy is reviewed at least every two years or is updated upon material changes to our approach to diversity and inclusion (such as development of new people practices or Board approval of new targets), legislation and compliance obligation.

11. Related Documents

Policies and guidelines supporting our Diversity and Inclusion Policy include

- Escalation Policy
 - Our Approach to Diversity and Inclusion (part of our annual sustainability reporting)
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- Code of Conduct
- Anti-discrimination and Harassment Policy
- Anti-Sexual harassment
- Whistleblower policy
- Human Rights Policy
- Flexible Working Policy
- Parental Leave Policy
- Domestic Violence Leave Policy
- Reconciliation Action Plan
- Recruitment Guidelines

12. Document Control

Revision	Date	Owner	Description of changes
1.0	20 May 2015	General Manager, Organisation Development and Corporate, People and Culture	Original document
2.0	4 May 2018	General Manager, Organisation Development and Corporate, People and Culture	Updated format
3.0	28 April 2019	General Manager, Organisation Development and Corporate, People and Culture	New sections added: <ul style="list-style-type: none">• Leading Diversity and Inclusion• Boards commitments• Supporting documents
3.1	28 March 2023	General Manager, Organisation Development and Corporate, People and Culture	Updated language throughout. Updated guiding principals. New action on raising concerns