

Diversity and Inclusion Policy

1. Purpose

At Stockland we are committed to improving the diversity of our workforce and continuing to build a culture of inclusion. Our aim is to leverage the maximum potential of our people, irrespective of differences, such as gender, ethnicity, age, physical abilities, gender identity, gender expression, sexual orientation, family status, beliefs, and perspectives.

An inclusive culture is key to creating an environment that not only harnesses diversity, but leads to a true sense of belonging and community. This is at the heart of our purpose – ‘We believe there is a better way to live’. Successful delivery of our purpose depends on our ability to create that same sense of belonging and inclusion within our workforce which helps underpin employee engagement and productivity.

Building a more diverse and inclusive workplace enables greater diversity of thought, more informed decision making and ultimately better business outcomes. Focusing on building diversity and inclusion is also important for attracting, retaining and motivating employees from the widest possible pool of available talent in a competitive labour market.

This Diversity and Inclusion Policy (“Policy”) sets out the governance and principles that guide diversity and inclusion at Stockland.

2. Leading Diversity and Inclusion at Stockland

Stockland’s Diversity and Inclusion Steering Committee is chaired by our Managing Director and CEO and includes all of our executive team. The Diversity and Inclusion Steering Committee shapes and monitors Stockland’s Diversity and Inclusion Strategy across the following main objectives:

- building the awareness and capability of our people leaders to embrace diversity and inclusion
- maximising diversity in leadership positions, in particular the proportion of women in management roles
- creating a more inclusive workplace where all employees are respected, valued and supported
- being a diversity thought leader and advocate in the property sector.

The Diversity and Inclusion Steering Committee also oversees the governance of our four Employee Advocacy Groups (EAGs). On two year rotation, four of our Executive members take the additional role as a sponsor of an EAG. Our EAGs exist to drive stronger employee advocacy and delivery of diversity and inclusion initiatives. Each EAG has an implementation lead drawn from our senior leadership, who works with group members to set strategy, plan actions, and report on progress to the Diversity and Inclusion Committee along with their Executive sponsor. The composition and activities of each EAG are reported annually as part of our sustainability reporting.

3. Stockland Board commitment to diversity and inclusion

The Stockland Board fully supports diversity and inclusion and has an important role in setting Stockland’s diversity and inclusion agenda.

The Human Resources Committee (HR Committee) of the Board approves diversity and inclusion metrics in the corporate scorecard, which is then used to set individual performance objectives across the organisation. Annual performance against diversity and inclusion objectives then impacts on employee remuneration across the organisation.

The HR Committee also has oversight of our Diversity and Inclusion Strategy. It also considers diversity and inclusion objectives as part of its role in overseeing employment policies, performance planning and assessment, training and

development, promotion and people management generally. Management provides a regular update to the HR Committee on performance against a range of diversity metrics.

Stockland Board diversity policy

The Stockland Board requires the necessary experience and skills to oversee the high standard of corporate governance, integrity and accountability required of a professional and ethical organisation. The Board recognises the advantage of having a mix of relevant business, executive and professional experience on the Board, the importance of ethical values, and the benefits of diversity in all its forms. These forms include, but are not limited to gender, age, ethnicity, race, cultural background, sexual orientation, country of origin, and disability. 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.

4. Supporting diversity and inclusion at Stockland

Stockland maintains several people practices to support its diversity and inclusion objectives. Examples of these people practices are provided below, and are explained in greater detail within the supporting documents listed in section 6 of this Policy.

Preventing discrimination and harassment

We are committed to preventing discrimination and harassment. To have a well-functioning diverse workplace, discrimination, harassment, vilification and victimisation cannot and will not be tolerated. All employees complete an on-line course on Equal Employment Opportunity with refresher modules every 18 – 24 months. Our people managers also receive unconscious bias training to support fair and improved decision making.

Recruitment and selection

We are focused on preventing discrimination throughout all phases of the employment lifecycle at all levels of the organisation (from the Board downwards), beginning with recruitment and selection. Our recruitment is focused on selecting the best person for the job from a balanced shortlist, taking into account only factors relevant to the person's ability to successfully perform the role. Our managers are supported by an in-house recruitment team focused on encouraging decisions based on merit and removing unconscious bias.

Talent identification, development, succession

We provide opportunities for personal development for all our employees through a wide range of programs to address identified knowledge, skills and experience gaps. Providing these opportunities is critical to building our talent pipeline for senior management and enabling the development and promotion of people from diverse backgrounds. We consider diversity objectives for our workforce when reviewing development opportunities and training participation across the business.

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 measured against balanced scorecard objectives that employees set in conjunction with their managers each year.

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

5. Measuring and reporting our progress

We report annually on initiatives supporting diversity and inclusion at Stockland, as well as progress against diversity and inclusion targets. We publish reporting on gender equality initiatives and outcomes as required under the *Workplace Gender Equality Act 2012 (Cth)* and seek recognition as an Employer of Choice for Gender Equality. All reporting is available for download via our website.

Our annual employee engagement survey contains demographic questions aimed at understanding 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 and targets.

6. Supporting documents

Policies and guidelines supporting our Diversity and Inclusion Policy include, but are not limited to:

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

7. Review and application

This Policy is reviewed every two years, and 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).

This Policy applies to Stockland Corporation Limited and its 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). Compliance with this Policy is mandatory. Employees who breach this policy may face disciplinary action including dismissal.

8. Document control

REVISION	DATE	APPROVAL	OWNER
1.0	20/05/2015		General Manager, Human Resources
2.0	04/05/2018		General Manager, Human Resources
3.0	28/04/2019	Stockland Board	General Manager, Human Resources