



Diversity, Inclusion & Belonging Policy

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1. Vicinity Purpose & Vision

Vicinity's purpose is to **shape meaningful places where communities connect**. Our vision is **to prosper with our people and communities by creating Australia's most compelling portfolio of retail-led destinations**.

To deliver on and live our purpose, we need to attract, develop, and retain a workforce that reflects and celebrates the rich diversity of the customers and communities we serve and are proud to be part of. To do this we believe in consciously fostering a culture of inclusion that values our people and provides a sense of connection and belonging, which in turn contributes to a high-performance culture.

2. Policy Purpose & Scope

Vicinity understands that fundamental to our organisation's purpose and success is a workplace culture that is diverse, inclusive, and high performing.

The objectives of this policy are to:

- provide clear and transparent expectations for our people;
- provide accountability to the standards we set; and
- articulate Vicinity Centres' (**Vicinity**) commitment to Diversity, Inclusion and Belonging (**DIB**).

The Diversity, Inclusion and Belonging (DIB) policy (**policy**) applies to all Vicinity team members, including permanent, casual, and part-time team members, contractors directly engaged by Vicinity and Directors of Vicinity. It applies in all our workplaces, at work events or any time our team members are recognisable as Vicinity team members.

3. Values, Roles & Responsibilities

At Vicinity, we value **Respect, Integrity, Customer Focus, Collaboration** and **Excellence**. These values inform everything we do, and we expect all team members to demonstrate and champion our values in the performance of their roles.

Supporting diversity, inclusion and belonging in the workplace is everyone's responsibility. A diverse and inclusive culture can only flourish in an environment that has a zero-tolerance for discrimination, bullying, harassment, vilification and victimisation. The Workplace Behaviour Policy specifically addresses our expectations of all our team members in how they conduct themselves and align to our values and expected behaviours.

Leaders have a vital role to play in creating psychological safety and supporting a diverse and inclusive workplace. Role modelling appropriate values and behaviour, acting as allies, leading inclusively and with care and compassion is expected from all our leaders.

4. Our Commitment

At Vicinity, we believe in, and are committed to DIB being an integrated part of our organisation's people strategy, leadership, and ways of working. Having our people feel passionate about our customers, our communities and our business, who bring diverse lived experience, enables us to consciously foster ways of working that respect, value and leverage the different experiences and perspectives of our people.

In turn, this cultivates an inclusive and high-performance culture that drives innovation, creates equitable opportunities for our people, provides competitive advantage and growth which should in turn deliver better commercial and financial outcomes for our business and key stakeholders.

As an organisation, our leaders at all levels are committed to engendering, upholding, and role modelling our Vicinity values and behaviours, which underpin a diverse and inclusive workplace. Senior leaders in Vicinity undertake training in allyship, diversity awareness, and leading inclusively, and are expected to role model these traits.

5. What Is Diversity, Inclusion and Belonging at Vicinity?

Diversity in the workplace means having people with different backgrounds, experiences, and perspectives represented across the team. This includes but is not limited to differences such as gender, age, ethnicity, culture, ability, family status, socioeconomic status/background, gender identity, and sexual orientation.

Inclusion is creating a work environment where everyone feels respected, valued, and able to contribute fully. It's about ensuring all employees can bring their authentic selves to work and feel their ideas and perspectives matter.

Belonging is the sense of connection and acceptance employees feel when their contributions are recognised and they are supported by their team. It reflects feeling secure and included as part of the workplace community.

At Vicinity this looks like:

- An inclusive and psychologically safe workplace that embraces individual differences
- A workplace which is free from discriminatory behaviours and business practices
- Equitable systems, frameworks and policies, processes and practices that limit potential bias
- Equal employment opportunities based on capability and performance
- Awareness and understanding of the different needs of team members
- The provision of flexible work practices and policies to support team members
- Attraction and retention of a diverse range of talented people

For a more detailed list of relevant definitions, please see Appendix One.

6. Vicinity's Diversity, Inclusion & Belonging Roadmap

Having team members at Vicinity who are passionate about our customers, our communities and our business and who bring diverse experience and perspective, enables us to consciously foster ways of working that respect, value and leverage the diversity of our people. To achieve a diverse and inclusive workplace, the following practices, programs and initiatives are designed to remove barriers to inclusion and belonging and enable diversity at all levels and parts of the organisation.

6.1 Employee Advocacy Groups

An important part of our approach to our DIB roadmap is our Employee Advocacy Groups (EAGs). These groups empower our people to take an active role in supporting Vicinity to create an inclusive culture. We have four groups that all team members are able to join, regardless of whether they identify within that community or are an ally. These groups and their purposes are set out below:

- **Cultural Diversity:** To broaden and deepen our awareness, understanding, and respect for strengths in different cultures; their self-identities, customs, and how to relate and lead in inclusive ways.
- **Disability & Access:** To celebrate people for their physical and neurological abilities and ensure there is meaningful awareness and understanding about Disability & Access across the organisation.
- **Gender Balance:** To ensure there is equal opportunity, recognition and respect for individuals of all genders.
- **Pride & Allies:** Supporting Vicinity to be a truly inclusive place for LGBTQ+ team members and communities.

Our EAGs individually and collectively enable and empower all our people to thrive in the workplace, and to better serve our communities. EAG's are involved in a number of initiatives throughout the year including the activation of agreed Days of Significance, in a highly intersectional way.

6.2 Recruitment, Selection & Promotion

We recognise the value of recruiting, selecting and promoting team members with diverse backgrounds, knowledge and experience. Our recruitment processes are designed to promote equity and diversity of strengths. Independent evaluations and behavioural interviewing are used to promote equitable and unbiased selection and promotion decisions. We make reasonable adjustments to recruitment processes where candidates make requests in accordance with our Recruitment Policy.

To promote gender equity in recruitment, we have a 40:40:20 recruitment target, including shortlisting, where 40% are male, 40% female and 20% can be any gender. Where possible, female candidates are interviewed for all senior roles and interview panels must include at least one female.

6.3 Career Development, Retention, Performance & Reward

We invest in our people's capabilities and develop their skills and ability to lead inclusively. Team Members are encouraged to develop and progress their careers through opportunities that build capability, and all team members are supported to participate in career development conversations and experiences. Internal opportunities for transfer are advertised to all team members to enable individuals to apply for roles to develop their career path.

To encourage and fairly reward excellence, performance is measured based on agreed goals to remove bias and promote equity. An annual review of performance outcomes is conducted to ensure no gender disparity.

6.4 Talent & Succession Planning

Talent and succession planning are core practices within the organisation and an annual process identifies high performance and high potential individuals across Vicinity. Identification is based on performance and potential through annual reviews by People Leaders with support from the People team to ensure succession decisions are equitable, consistent and aligned to diversity and equal employment opportunity principles.

6.5 Education & Training

To ensure our team members are educated and knowledgeable in relation to equal employment opportunity, and appropriate workplace behaviours, all team members complete Respect@Vicinity online training on commencement of employment, then every two years thereafter. Our leaders undertake training in inclusive leadership, allyship, and DIB to equip them with holistic understanding of DIB and empower them practically to lead and shape our culture.

These training programs raise awareness, promote the role of active bystanders and encourage behaviour that supports an inclusive work environment free from discrimination, bullying, harassment and victimisation.

6.6 Flexibility

We have built a flexible organisation, providing opportunities for work and leave types that accommodate the individual needs of our people at various career and life stages. In particular, we value and promote equal experience for parents and carers and have changed the traditionally gendered caregiving benefits to ensure they are inclusive for all for all parents and families.

We have a 60:40 policy in place for office-based roles where we empower our people with a measure of control over where, when and how they work to balance individual, team and business needs. Our Flexible Work Policy sets out flexibility options and processes to help support and embed flexible work practices in the organisation.

6.7 Reconciliation Action Plan (RAP)

Vicinity's Innovate RAP (2024–2026) demonstrates our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples. It focuses on building respectful relationships, creating opportunities, and embedding cultural awareness across our business. Through initiatives such as cultural learning, Indigenous procurement, and community partnerships, we aim to honour Traditional Custodians and integrate reconciliation into how we operate every day.

6.8 Team Member Consultation

We continuously listen to our people to provide a consistent, equitable and positive employment experience. Team members are consulted frequently through surveys and working groups to gain insight into potential barriers to diversity and challenges and opportunities for further action. This feedback is used to shape our people strategy and better integrate DIB principles and practices through the team member lifecycle.

6.9 Complaints and transparency

Complaints from or about our team members are managed through our People team, Leaders and Whistleblower channels with strict confidentiality. Regular reporting of complaint and other formal matters is made through the Remuneration & Human Resources Committee, and broader team member training and education is implemented where appropriate.

7. Governance

The Vicinity Executive Leadership Team leads and governs our commitment to DIB. The ELT receives regular updates on DIB progress throughout the year, at least bi-annually with key responsibilities including:

- Agree and own strategic direction and goals for DIB, and to ensure commitments are coherent and mutually reinforcing of organisational goals and priorities;
- Provide sponsorship and advocacy for the DIB Roadmap, priorities and initiatives, ensuring team ownership, accountability and empowerment to participate;
- Communicate the business case for DIB, role model inclusive and respectful behaviour, and hold people accountable for demonstrating inclusive and respectful behaviour;
- Align initiatives with external partnerships e.g. Champions of Change, Pride in Diversity, Australian Disability Network and Diversity Council Australia;
- Refine and adapt DIB priorities and initiatives to reflect current and emerging societal, stakeholder and team member expectations, perspectives, and lived experiences; and
- Be an ally and/or advocate for our people to embrace new knowledge and initiatives that help create a more diverse and inclusive culture.

8. Reporting on progress and compliance

Vicinity's DIB Roadmap and targets are agreed by the Diversity Council and approved by the Remuneration & Human Resources Committee. Vicinity's DIB targets align with the Workplace Gender Equality Agency (WGEA) and ASX Corporate Governance Principles and Recommendations 4th Edition.

Progress against the delivery of Vicinity's DIB Roadmap and targets is reported to the Remuneration & Human Resources Committee on a quarterly basis, and reported annually via our annual Corporate Governance Statement, Annual Report and Sustainability Report.

Vicinity reports annually to the Workplace Gender Equality Agency (WGEA), the Coalition for the Champions of Change and the Property Council of Australia. The Vicinity CEO and Managing Director is the convener of the Property Champions of Change. We measure our DIB progress through our Employee Experience survey to understand how employees experience workplace culture, including the impact of DIB initiatives.

9. Further information

For further information please contact:

Shared Services

E sharedservices@vicinity.com.au

10. Appendix One: Definitions

Term	Meaning
Accessibility	Designing environments, systems, and processes so that people of all abilities can participate fully and equitably.
Active Bystander	An active bystander is someone who notices inappropriate or harmful behaviour and takes thoughtful action to prevent escalation, interrupt the situation, or call it out - often by offering support or standing up as an ally.
Advocacy	Advocacy in Diversity, Inclusion, and Belonging (DIB) means taking deliberate actions to promote visibility, acceptance, and equality for people from diverse backgrounds.
Allyship	Allyship is the ongoing practice of supporting, amplifying, and advocating for others - especially those from underrepresented or marginalised groups - through intentional actions and behaviours.
Belonging	Belonging is the sense that your contributions are valued and that you feel accepted, included, and supported. It reflects the comfort and security of being your authentic self at work.
Cultural Competence	The ability to understand, communicate with, and effectively interact with people across cultures by being aware of your own worldview and learning about others.
Diversity	Diversity recognises and values differences in background, experience, and perspective. It includes, but is not limited to, gender, age, ethnicity, cultural background, disability, family status, socioeconomic status or background, gender identity, and sexual orientation.
Equality	Equality means treating everyone consistently and in the same way. While this approach aims for fairness, it does not account for systemic privilege or barriers that can create unequal outcomes.
Equity	Equity is about fairness and justice. Unlike equality, which gives everyone the same resources, equity acknowledges individual differences and works to address imbalances so everyone has what they need to succeed.
Inclusion	Inclusion is the act of creating an environment where all individuals feel safe, respected, and valued for who they are. An inclusive culture celebrates differences and ensures everyone feels they belong.
Inclusive Language	Language that avoids bias, stereotypes, or exclusion and respects all people's identities and experiences.
Intersectionality	The concept that individuals can experience overlapping forms of discrimination or disadvantage based on multiple aspects of their identity (e.g., race, gender, sexuality, disability).
LGBTQ+	An evolving acronym that stands for Lesbian, Gay, Bisexual, Transgender, Queer. The "+" represents other identities such as non-binary and pansexual, acknowledging the diversity of gender, sexuality, and sex characteristics.
Microaffirmations	Small, intentional acts that validate, support, and encourage others. They include behaviours such as actively listening, acknowledging contributions, expressing appreciation, and creating space for diverse voices. These subtle actions help foster inclusion and belonging.
Microaggressions	Subtle, sometimes unintentional comments or behaviours that convey bias or reinforce stereotypes, which can negatively impact individuals from marginalised groups.
Privilege	Unearned advantages or benefits that individuals have based on aspects of their identity (such as gender, race, or socioeconomic status), often without being aware of them.
Protected Attribute or Personal Characteristic	Under the Fair Work Act, employees and job applicants are protected from adverse action based on attributes such as race, colour, sex, sexual orientation, age, disability, marital status, family responsibilities, pregnancy, religion, political opinion, national extraction, social origin, breastfeeding, gender identity, intersex status, and experiences of family or domestic violence.
Psychologically Safe	Psychological safety means feeling safe to speak up, share ideas, raise concerns, and take risks without fear of negative consequences or retaliation.
Reconciliation Action Plan (RAP)	A Reconciliation Action Plan (RAP) is a formal framework developed by an organization to demonstrate its commitment to reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. It outlines practical actions and measurable targets to build respectful relationships, foster cultural understanding, and create opportunities for First Nations peoples. RAPs are endorsed by Reconciliation Australia and typically focus on four pillars: Relationships, Respect, Opportunities, and Governance.
Representation	The presence and visibility of diverse individuals in decision-making roles, leadership positions, and organisational activities.
Systemic Bias	Patterns within policies, practices, and structures that create or perpetuate inequities for certain groups.

Term	Meaning
Trust	Trust is the confidence that others will act with integrity and respect, creating a foundation for psychological safety.
Unconscious Bias	Unconscious bias refers to automatic attitudes or stereotypes that influence decisions and behaviours without conscious awareness, often leading to unintended advantages or disadvantages.
Unlawful Discrimination	Unlawful discrimination occurs when someone is treated unfairly because of a personal characteristic (protected attribute) that is safeguarded by law.