



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 (**DIBs**).

The DIBs 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 does not tolerate discrimination, bullying, harassment, vilification and victimisation. The Workplace Behaviour Policy specifically addresses our expectations of all our team members in how they conduct themselves.

Leaders, in particular, have a vital role to play in creating psychological safety and encouraging DIBs. 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 DIBs being an integrated part of our organisation's people strategy, leadership, and everyday way 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 lived experiences 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, 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 recognises and values the contributions of people with differences in background, experience and perspectives. It encompasses but is not limited to gender, age, ethnicity, cultural background, disability status, marital or family status, gender identity and sexual orientation.

Inclusion is reflected in an environment where individuals feel comfortable to be themselves and bring their unique self to work. An inclusive culture is where all team members feel that they belong and that individual differences are valued and celebrated.

Belonging is a feeling that your insights and contributions are valued. It is the level of security and comfort a team member feels at work when they are accepted, included and supported.

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 frameworks and policies, processes and practices that limit potential unconscious bias
- Equal employment opportunities based on capability and performance
- Awareness 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 Strategy

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

6.1 Employee Advocacy Groups

An important part of our DIBs strategy is our Employee Advocacy Groups (EAGs). These groups empower our people to take up an active role in supporting Vicinity to create an inclusive culture. To date, we have four groups that all team members are invited to join at any time. 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 in inclusive ways.
- **Disability & Access:** To make celebrate people for their physical and neurological abilities and there is meaningful awareness around Disability & Access issues.
- **Gender Balance:** To make ensure there is equal opportunity, recognition and respect for individuals of all genders.
- **Pride & Allies:** Make Vicinity a truly inclusive place for LGBTQI+ communities.

Our EAGs individually and collectively enable and empower all our people to thrive in the workplace, and to better serve our communities.

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 equality 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 equality in recruitment, we have a 40:40:20: recruitment target 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 capabilities and all team members are supported to participate in career development conversations. 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 reviews that include P&OD Business Partners as well as people managers 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 DIBs to equip them with holistic understanding of DIBs and empower them practically to lead and shape culture.

These training programs raise awareness, promote active bystanders and encourage behaviour that supports an inclusive and prosperous 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 have changed the traditionally gendered caregiving benefits for all parents.

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 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 DIBs principles and practices through the team member lifecycle.

6.8 Complaints and transparency

Complaints from or about our team members are managed through our People & Organisational Development 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 implemented where appropriate.

7. Governance

Vicinity's Diversity Council leads and governs our commitment to DIBs. The Diversity Council comprises the full Vicinity Executive Leadership Team, is chaired by the CEO and Managing Director and meets bi-annually as part of the regular Executive Leadership Team meetings. The role of the Diversity Council is to:

- Agree and own strategic direction and goals for DIBs, and to ensure commitments are coherent and mutually reinforcing of organisational goals and priorities;
- Provide sponsorship and advocacy for DIBs priorities and initiatives, ensuring team ownership, accountability and empowerment to participate;

- Communicate the business case for DIBs, 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 Network on Disability;
- Refine and adapt DIBs priorities and initiatives to reflect current and emerging societal, stakeholder and team member expectations, perspectives, and recent 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 DIBs initiatives and targets are agreed by the Diversity Council and approved by the Remuneration & Human Resources Committee. Vicinity's DIBs targets align with the ASX Corporate Governance Principles and Recommendations 4th Edition.

Progress against the delivery of Vicinity's DIBs initiatives and targets is reported to the Remuneration & Human Resources Committee on a periodic 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), and Coalition for the Champions of Change and the Property Council which our CEO and CPO sit on. We measure our DIBs progress through our Employee Experience survey to understand how employees experience workplace culture, including the impact of DIBs initiatives.

9. Further information

For further information please contact:

P&OD Shared Services

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10. Appendix One: Definitions

Term	Meaning
Active Bystander	An active bystander is someone who witnesses an inappropriate situation and takes considered action to prevent a situation from escalating, to disrupt/call out a problematic situation or stand up as a ally.
Advocacy	Advocacy in DIBs encompasses actions taken to advance the visibility, acceptance, and equality of individuals from diverse backgrounds.
Allyship	Allyship refers to the actions, behaviours, and practices that leaders take to support, amplify, and advocate with others, especially with individuals who may not appear to belong to the same social identity groups as themselves.
Belonging	This is a feeling that your insights and contributions are valued. It is the level of security and comfort a team member feels at work when they are accepted, included and supported.
Diversity	This recognises and values the contributions of people with differences in background, experience and perspectives. It encompasses but is not limited to gender, age, ethnicity, cultural background, disability status, marital or family status, gender identity and sexual orientation.
Equality	Formal equality is the belief that, for fairness to prevail, all people should be treated consistently and in the same way, always. This form does not consider workplace privilege, which occurs when one person has advantages or realizes benefits over another, even unintentionally.
Equity	The term “equity” refers to fairness and justice and is distinguished from equality. Where equality means providing the same to all, equity is the active effort of recognising the inherent differences in our upbringing, beliefs, social customs, and abilities, in service of respect and adjustments to imbalances.
Inclusion	This the action and result of making individuals feel safe and accepted to be their themselves. In our workplace, an inclusive culture is where all team members feel that they belong and that individual differences are valued and celebrated.
LGBTQI+	This is an evolving acronym that stands for Lesbian, Gay, Bi-Sexual, Transsexual, Queer or Questioning, Intersex. The ‘+’ refers to other terms (such as non-binary and pansexual) that people use to describe their experiences of their gender, sexuality and physiological sex.
Protected Attribute or Personal Characteristic	Employees and prospective employees are protected from adverse action because of protected attributes. The protected attributes under the Fair Work Act are: race, colour, sex, sexual orientation, age, physical or mental disability, marital status, family or carer’s responsibilities, pregnancy, religion, political opinion, national extraction, social origin, breastfeeding, gender identity, intersex status and experiencing family and domestic violence.
Psychologically Safe	Psychological safety means feeling safe to take interpersonal risks, to speak up, to disagree openly, to surface concerns without fear of negative repercussions or pressure to sugarcoat bad news.
Unconscious Bias	Unconscious bias refers to attitudes and patterns of perceptions that we hold subconsciously or that we are unaware of. Unconscious bias influences thoughts and actions that can result in the creation of unfair advantages or disadvantages without the decision-maker’s awareness.
Unlawful Discrimination	Unlawful discrimination means being treated unfairly, or not as well as others, because of a personal characteristic (protected attribute) that is protected by law (refer to Protected Attribute definition above)