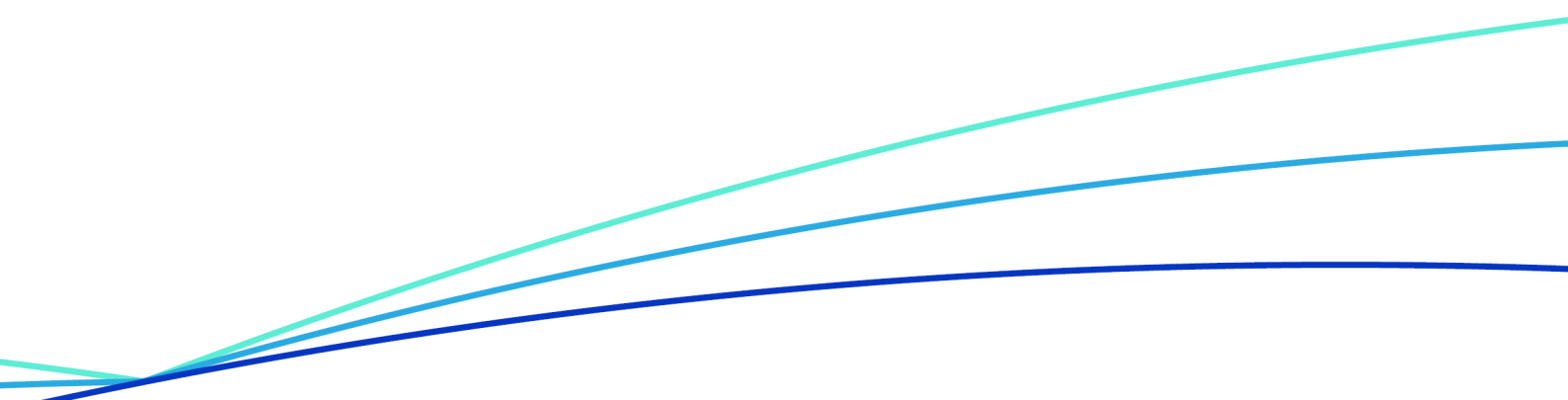




# Diversity and Inclusion Policy



Owner	Chief People Officer
Application	Region
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## 1. Background

Region comprises Region Management Trust, Region Retail Trust (together, Trusts), Region RE Limited (“**Region RE**”) and any entities owned and / or managed, either beneficially or legally, by the Trusts or Region RE (“**Region**”).

## 2. Purpose and Commitment

- (a) This policy sets out Region’s approach to Diversity and Inclusion (“**D&I**”).
- (b) Region recognises the value of a diverse Board and employee base and is committed to creating and maintaining an environment where diverse backgrounds, experiences and perspectives are encouraged in order to allow our people to reach their potential regardless of difference. Region acknowledges that this value in diversity will drive the overall performance of Region in meeting its stated objectives.
- (c) Diversity is increasingly seen as an asset to organisations and is linked to better economic performance and creation of shareholder/unitholder value.
- (d) The Board of Region is committed to an inclusive workplace that embraces and promotes diversity, allowing individuals to reach their full potential irrespective of individual background or difference.

## 3. Who does this Policy apply to?

- (a) This policy applies to the Board, all officers, all employees and contractors, across all work-related activities and is not just restricted to the internal workplace. That is, it

includes interaction with clients or other third parties and work related functions.

## 4. What does D&I mean to Region?

- (a) Region is committed to an inclusive workplace that embraces and promotes diversity, which is articulated in our values.
- (b) Diversity is a term used to describe visible and invisible differences and uniqueness that exist between people, including (but not limited to) race, colour, physical features, sex, sexual preference, gender identity, age, physical or mental disability, marital status, family responsibilities, pregnancy, breast feeding, carer responsibilities, religion, political opinion, national extraction, social origin, industrial activity or trade union membership. It also refers to diverse ways of thinking and working.
- (c) Inclusion refers to getting the mix of people in Region to work together to improve performance and well-being. Inclusion in a workplace is fostered when all people feel that they are:
  - (i) respected for who they are;
  - (ii) connected to their colleagues and feel they belong;
  - (iii) contributing their perspectives and talents to the workplace; and
  - (iv) progressing in their career (i.e. have equal access to opportunities and resources).
- (d) It is only through inclusion that Region can make the most out of diversity.
- (e) We aim to create an environment where there is tolerance of difference. Region ensures that all employees are treated fairly

and with respect and dignity, and that opportunities are based on merit allowing employees to contribute to the best of their ability. Inappropriate attitudes or behaviours are not tolerated.

- (f) To achieve this, Region has supportive and inclusive diversity-related workplace policies and practices which ensure we are recruiting from a diverse pool of candidates and in a manner that minimises bias in selection decisions. Once recruited, Region assists employees to actively promote and be part of an inclusive diverse culture.
- (g) Region also recognises that a diverse workforce, with its broad range of experiences and perspectives, has a better opportunity to understand and engage Regions customers and the communities in which it operates.

## 5. Policy Framework and Initiatives Underpinning Region's Commitment to Diversity

Region has implemented a range of supporting policies and initiatives that underpin Region's commitment to diversity. These include:

- (a) **Employee Handbook and Human Resources Policies and Procedures:** Region sets clear expectations of its leaders and employees regarding action, conduct and behaviour that support a diverse and inclusive workplace. This is reinforced with Regions' values. Region is committed to eliminating all forms of unlawful discrimination, unlawful harassment, bullying and victimisation of people in the workplace. The Code of Conduct plays an important role not only in relation to Region's federal

and state legislative obligations, but also in respect of Region's commitment to maintaining a workplace where discrimination, harassment, vilification and victimisation cannot and will not be tolerated. It also outlines procedures that Region has in place to hear and resolve workplace complaints relating to discrimination and harassment; and who you can talk to at Region if you wish to make a complaint. Region is an Equal Opportunity Employer committed to treating all employees on their merits without regard to race, age, gender or any other personal characteristics.

- (b) **Recruitment Policy:** Region requires that all positions are filled on the basis of merit, with candidates for vacant positions assessed on the basis of the relevant skills and competencies they possess and requirements of the role. Region encourages candidates (with relevant experience) from all backgrounds to apply for vacant positions, and to apply for promotion opportunities once employed by Region. The *Recruitment Policy* provides a framework for the fair and effective recruitment of employees which seeks to ensure that there is no conscious or unconscious bias that might discriminate against certain candidates in the recruitment process. The Recruitment Policy seeks to ensure that capable and diverse employees are attracted, retained and motivated to maximise their contribution to Region.
- (c) **Workplace Health and Safety Policy:** The health and safety of our Board, employees, customers, tenants and contractors are of paramount importance to Region. Region is committed to providing a healthy and safe place to work. Our *Workplace Health and*

*Safety Policy* forms part of the overall framework that Region has in place to maintain a workplace where unlawful harassment, bullying and victimisation are not tolerated so that Region has a culture where a diverse range of employees wish to be employed and are supported to succeed.

- (d) **Flexible working and leave arrangements:** Region is committed to attracting and retaining the best talent in a competitive market, and this means Region needs to be adaptable in the way it meets the needs of its employees. Flexible working and leave arrangements are two ways that Region accommodates individual circumstances and the changing needs of its employees during different life and career stages, whilst balancing Region's business and operational requirements. Flexible work and leave arrangements seek to ensure that Region can, and does, recruit a diverse range of employees.
- (e) **Study Support and Study Leave:** Region encourages all employees to develop their technical skills, people management, and leadership skills by participating in continuous learning opportunities and development programs. Region provides study support and study leave to enable its employees to participate in these opportunities and programs.
- (f) **Whistleblower Policy:** All employees have a duty to promptly report any incidents or breaches of Region's Code of Conduct, policies, procedures or the law as soon as a breach is observed. It may seem easier to look the other way, but that is not the expected standard of behaviour of Region's employees, as taking no action can have very serious consequences. Region's Whistleblower Policy sets out the steps to be

undertaken to make anonymous or confidential disclosures if there are reasonable grounds to suspect improper conduct.

## 6. Roles & Responsibilities

Every Board member, officer, employee and contractor of Region ("Members of Region") are expected to contribute to the maintenance of an appropriate and professional work environment by not behaving in a manner which unlawfully discriminates, harasses, intimidates, belittles or offends others, or condone such behaviour by others. In doing so, all Members of Region will promote a diverse and inclusive working environment and treat all colleagues and customers with respect and professionalism. Region will report on its D&I activities annually.

Roles	Responsibilities
Board	<p>(a) Review and approve measurable objectives as recommended by the Remuneration Committee.</p> <p>(b) Assess the agreed objectives on an annual basis via a report approved by the Remuneration Committee.</p> <p>(c) Review the effectiveness of the D&amp;I policy, including Board diversity, on an annual basis.</p>
Remuneration Committee	<p>(a) Promote D&amp;I as an important strategic and cultural pillar to achieve business goals.</p>

	<ul style="list-style-type: none"> <li>(b) Identify ways to achieve and remove barriers if any.</li> <li>(c) Report to the Board on D&amp;I issues within Region and make recommendations as appropriate.</li> <li>(d) Monitor the progress and report to the Board on the effectiveness of Region's D&amp;I objectives and measures.</li> </ul>
<b>CEO</b>	<ul style="list-style-type: none"> <li>(a) Responsible for ensuring Region has a clear and actionable D&amp;I strategy in order to achieve business goals.</li> <li>(b) Demonstrates inclusive leadership and language.</li> <li>(c) Monitor the progress of the ELT in providing visible leadership of D&amp;I behaviours.</li> </ul>
<b>Executive Leadership Team (ELT) &amp; other Senior Leaders</b>	<ul style="list-style-type: none"> <li>(a) Encourage, support and role model a positive environment through Region's targeted culture, where all employees are treated with respect, dignity and fairness.</li> <li>(b) Lead a team that behaves inclusively through recruitment activities, onboarding, induction, team activities, employee engagement initiatives and career development.</li> <li>(c) Understand and commit to effectively implement D&amp;I</li> </ul>

	<ul style="list-style-type: none"> <li>agreed goals and cascade to team members ensuring the common goals are understood.</li> <li>(d) Take all reasonable steps to ensure all employees are aware of their obligations, responsibilities and rights in relation to D&amp;I.</li> <li>(e) Address any matters promptly and actively participate in workplace investigations if/when required.</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>(a) Take all reasonable steps to ensure all employees and leaders are aware of their obligations, responsibilities and rights in relation to D&amp;I.</li> <li>(b) Ensure non-compliance matters are addressed in alignment with Region's grievance and workplace investigation guidelines.</li> <li>(c) Identify programs designed to broaden the candidate pool and initiatives that that will assist employees to develop the skills and experience that will prepare them for career progression or advancement positions.</li> <li>(d) Ongoing awareness, support and guidance are provided to all employees on D&amp;I matters.</li> </ul>

	<p>(e) Lead and support workplace investigations as required.</p> <p>(f) Assist leaders to apply the policy appropriately</p>
<b>All employees</b>	<p>(a) Role model behaviours in line with Region's purpose and values, being clear on their obligations and responsibilities in relation to D&amp;I.</p> <p>(b) Challenge behaviours that are not demonstrating alignment to our D&amp;I expectations.</p>