

Diversity & Inclusion Policy

Scope

Investa Property Group (**Investa**) is fully committed to creating a workplace in which diversity in all its forms is recognised, embraced and respected. We know a diverse and inclusive work environment drives improved commercial performance and contributes to investor value. Diversity and inclusion help us to:

- Attract, retain and develop employees from a wide range of backgrounds. This in turn broadens our perspective, thinking and decision making as well as our creativity and innovative capability as an organisation;
- Connect with, reflect and understand the communities and markets in which we operate, allowing us to better serve and meet the needs of our clients, investors and employees;
- Enhance our culture by creating a safe environment where employees feel welcomed, respected and valued to fully participate and contribute;
- Improve employee engagement and productivity by harnessing each individual's unique capabilities and contribution; and
- Achieve competitive advantage by improving our reputation and optimising business performance.

This policy sets out Investa's commitment to encouraging diversity and inclusion in the workplace. It applies to all Investa employees whether on a permanent, contract, casual, temporary or independent contract basis.

Our Commitment

We will embrace, encourage and value the contribution of all employees irrespective of difference in terms of age, gender, religion, nationality, ethnicity, sexual orientation, gender identity, physical appearance, disability, family responsibilities, personal values/beliefs or educational background. We will seek to identify and eliminate practices or procedures which may unconsciously impede achievement of diversity goals. We will assess annually our Gender Equality Strategy and Action Plan, including progress against our gender diversity objectives, whilst also continuing to drive and achieve the outcomes and targets identified in our Reconciliation Action Plan.

Objective

Through continued focus on equality of access to employment, development and promotion opportunities using merit-based recruitment, selection, performance measurement and development practices we will:

- Improve the representation of women across all levels of our organisation, striving to achieve the 40/40/20 gender representation target for managerial and professional role classifications;
- Engage a culturally diverse workforce improving representation across age, cultural, religious, ethnic, socio-economic and educational backgrounds;
- Support and encourage ongoing career development opportunities for all employees;
- Ensure fairness and parity across our organisation, particularly with respect to remuneration; and
- Increase the cultural awareness of our employees via cultural awareness training and associated initiatives.

Managing Diversity

Recruitment & Selection

Investa is committed to following a high-quality recruitment and selection process for vacancies that ensures:

- All candidates are treated with dignity, respect, and confidentiality;
- Suitably qualified male and female candidates are included on shortlists for each role;
- Candidates are selected on the basis of their individual merit without patronage or favouritism;
- The selection decision is free of bias and meets all legal and legislative requirements in terms of Equal Employment Opportunity and Anti-Discrimination; and
- Investa consistently selects the best possible candidate for the role.

Investa's Recruitment Policy provides further detail on our approach, including gender equality guidelines applicable.

Workplace Conduct

Investa has an Equal Employment Opportunity policy which promotes zero-tolerance towards all forms of discrimination, harassment and bullying. All employees are required to complete Equal Employment Opportunity training on an annual basis, with various other programs supporting our managers here, including unconscious bias training, run as needed.

Promotion & Transfer

We are firmly committed to creating opportunities for employees to grow and develop their careers within the organisation. All employees are given access to internal promotion and transfer opportunities with most vacancies advertised by email and via the website. The intention will always be to fill a position based on merit, whether the candidate is currently employed with the organisation or a potential external hire. Promotion and transfer decisions are free of bias and meet all legal and legislative requirements in terms of Equal Employment Opportunity and Anti-Discrimination.

Restructures and Operational Changes

From time to time there will be a need for Investa to make changes to its business operations, including restructures, significant operational changes or redundancies. We will always seek to minimise impacts to employees from these changes. In cases where such impacts are unavoidable, we are firmly committed to analysing proposed outcomes by gender, age and other protected attributes to ensure decisions have been made equitably and in keeping with both this policy and our Equal Employment Opportunity Policy.

Learning & Development

Investa offers a range of learning and development options to our people to assist them in developing and maintaining the required capabilities for both current and future individual and organisational success. Employees have access to a wide range of skill development and learning programs relevant to their current role and future career aspirations, regardless of their gender, seniority or role within the organisation.

Balancing Work and other Commitments

We recognise the significant competing demands that are placed on employees outside of work, and promote and encourage our employees to adopt a flexible approach to work. Investa's *Flexible Working Arrangements Policy* provides for employees to access flexible work through discussion and mutual agreement with their manager. In particular, in line with the National Employment Standards, employees

with caring responsibilities or those enduring circumstances of family and domestic violence are given priority access to these flexible arrangements.

Parental Leave

Investa recognises the importance of parental leave and is committed to supporting employees during this time, and securing their return to the workforce. As such, the Group provides financial and non-financial assistance to new parents including paid parental leave of 16 weeks, regardless of gender, per the terms outlined in Investa's *Parental Leave Policy*.

Remuneration & Benefits

All permanent male and female employees have equal access rights to the employment benefits as offered by Investa. Variance in terms of actual entitlements occurs only when taking into account the pro-rata effect related to part-time versus full-time employment. Investa is committed to monitoring remuneration by gender to ensure fair and equitable outcomes for all employees. A comprehensive analysis of outcomes is conducted each year as part of the annual remuneration review, and ahead of determination of short-term incentive outcomes to ensure no gender bias occurs. The same analysis and monitoring occurs as part of Investa's recruitment and promotions processes to ensure no gender bias.

Additionally, an external gender pay equity analysis will be conducted at least every two years to drive gender pay equity across the business.

Governance Framework

On a macro level, Investa acknowledges that females are underrepresented in senior leadership roles and as members of boards across Australia. Investa, in consultation with the Board, establishes and assesses progress against measurable objectives that are designed to improve gender diversity in leadership roles within the organisation. The General Manager, People & Culture provides regular updates to the Board and Executive team in relation to progress towards targets and the broader Gender Equality Strategy and Action Plan.

In addition, Investa plays an active role as part of the Champions of Change Coalition initiative to improve gender balance within the property sector more broadly.

Investa's Diversity & Inclusion Committee guides strategies and sponsors initiatives to create an inclusive culture aligned to this policy. The Committee plays an oversight and advisory role on diversity and inclusion matters, as well as assisting in the implementation of related initiatives in support of the People & Culture team.

Roles and Responsibilities

In consultation with our Directors, CEO and Group Executive, the General Manager, People & Culture will assume responsibility for the creation, management and review of Investa's diversity strategies.

Managers are responsible for:

- Demonstrating alignment with the Diversity & Inclusion Policy and any other related objectives;
- Supporting and encouraging employees to balance their career and home life by promoting, facilitating, and trialling Flexible Work Arrangements where requested;
- Fostering employee career development in line with Investa's diversity objectives, and ensuring all decisions regarding selection and promotion are based on merit;
- Creating a working environment where individuals demonstrate respect for one another and that is free from unlawful discrimination, harassment and bullying; and
- Supporting employees to quickly and respectfully resolve concerns in line with Investa's Grievance Handling Policy.

Employees are responsible for:

- Demonstrating consideration for the cultural and social differences of their workmates;
- Treating all employees fairly and with respect;
- Raising any diversity concerns quickly and in line with the Grievance Handling Policy;
- Engaging quickly and constructively in the event that a concern regarding this policy has been raised in relation to their behaviour; and
- Participating in any initiatives that support Investa's diversity objectives.

Policy Information

Responsibility: Group Executive, Head of Corporate Operations

Date Created: 14 August 2012

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