

DIVERSITY AND INCLUSION POLICY

POLICY STATEMENT

Arvida embraces, supports and nurtures the rich diversity of employees and residents in our communities.

Arvida values its employees' unique backgrounds, views, experiences and capabilities as well as their beliefs, physical differences, ethnicity, gender, age, thinking styles, preferences and behaviours.

This policy reinforces our commitment to improving diversity and inclusion in our workplace.

WHY DIVERSITY AND INCLUSION MATTER TO US

Arvida believes that having a team of individuals with different backgrounds, views, experiences and capabilities working together makes us stronger, vibrant and better as an organisation. It is committed to retaining and recruiting people who are passionate about our customers and have a range of skills, experiences and frames of reference to drive innovation and to help us to achieve our vision. Innovation is key to improving the lives and wellbeing of residents through transformation of the ageing process. Every employee, no matter what their role has a big part to play in delivering that vision and meaningfully contribute to the Arvida Way. A more inclusive workplace enables greater diversity of thought, more informed decision making and ultimately better business outcomes.

OUR APPROACH TO ENCOURAGING DIVERSITY AND INCLUSION

Arvida's approach to encouraging diversity and inclusion can be summed up as follows:

RECRUITMENT AND SELECTION

The recruitment process is focused on preventing discrimination throughout all phases of the employment lifecycle, beginning with recruitment and selection. Recruitment is focused on selecting the best person for the job, taking into account only factors relevant to the person's ability to successfully perform the role.

Arvida seeks to advertise roles internally to ensure they are accessible to all employees.

CULTURE AND ENVIRONMENT

While the recruitment process has been developed to attract suitably skilled applicants, Arvida continuously strives to support diversity and inclusion through its everyday culture, policies and initiatives.

The following are just some examples of how diversity and inclusion is embraced in the workplace:

- Induction – upon commencing with Arvida, all employees are provided with a copy of our Employee Handbook that sets out the policies and standards that apply to all employees. They are also able to view an induction video presented by the CEO;

- Flexibility – it is recognised that employees have a variety of commitments and responsibilities outside of work. Wherever possible, flexible working arrangement support team members;
- Code of Ethics – Arvida’s code of ethics explains clearly the expectations regarding personal behaviour, fairness, safety, integrity and professionalism expected in the workplace;
- Events – various events are hosted for staff that promote inclusiveness and diversity of thought;
- Learning and Development – a range of learning initiatives are offered to encourage an environment that embraces continuous learning and skill progression; and
- Inclusion – diversity of thought is embraced by involving employees from across the business to contribute and participate in discussions and forums.

REVIEW AND MEASUREMENT

The Board is responsible for:

- Ensuring that, as a collective group, it has the skills, experience, knowledge, diversity and perspective to fulfil its purpose and responsibilities;
- Ensuring that succession and development plans are in place for the processes to appoint or rotate Directors to ensure that the right mix of skills, experience, knowledge, diversity (including looking at gender, race, ethnicity, country of origin, nationality or cultural background) and perspective for the future;
- Ensuring that succession and development plans are in place for the CEO and the senior management team to ensure the right mix of skills, experience, knowledge, diversity and perspective for the future; and
- Promoting a corporate culture which embraces diversity.

The Board is also responsible for establishing measurable objectives for assessing performance against our Diversity and Inclusion Policy.

To ensure continued focus and prioritisation, each year Arvida will set, review and report on measurable objectives for achieving and promoting diversity and inclusion across the business. The Board will review this policy as required but at least every two years in order to identify areas where diversity may be improved.

MEASURABLE OBJECTIVES

As aligned to our approach to Diversity and Inclusion, the Board has identified these objectives as the most appropriate measures to use in reviewing performance against our Diversity and Inclusion Policy.

These measurable objectives are made up of a mixture of targets and benchmarks. For the purposes of measuring this Policy, employees have been broadly classified as Directors, senior management team, village managers or other employees.

REVIEW

This Policy has been approved by the Board and will be review as required and at least every two years.

MEASURABLE OBJECTIVES

Area of focus	Objective	How we measure performance	Benchmark or targets
Gender	Work towards improving gender diversity	Compare gender proportions for employee classifications to benchmark	Overall gender balance in Directors and People leaders (senior executives & VMs)
Diversity	Ensure diversity is valued and encouraged	Compare engagement survey of People leaders (as individual groups and in aggregate) response to the diversity question: "A diverse workforce is a clear priority at Arvida (for example, in terms of gender, ethnicity, disability, socio-economic status)?"	Positive NPS
Remuneration	Ensure fair evaluation of employee performance and equitable remuneration decisions	Compare remuneration of workforce by role by gender	Achieve gender pay equity for role
Inclusion	Ensure our team is treated fairly and with respect	Compare engagement survey of employee response to the inclusion question: "I'm satisfied with Arvida's efforts to support diversity and inclusion (for example, in terms of gender, ethnicity, disability, socio-economic status)."	Positive NPS

Arvida is developing internal systems and processes to allow regular and efficient monitoring of Policy objectives.