

1. DIVERSITY, EQUITY AND INCLUSION POLICY

1.1. Policy Statement

Arvida's three core values of *Being There*, *In it Together* and *Look for a Way* inherently recognise the importance of Diversity, Equity and Inclusion (DEI) in helping Arvida deliver our business objectives and our purpose to create communities with the freedom to thrive.

This Policy reinforces Arvida's commitment to improving DEI in our workplace.

1.2. Principles

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

Arvida does not condone discrimination in any form.

Arvida is committed to retaining and recruiting people who are passionate about our residents and have a wide range of skills, experiences, and backgrounds. Every employee, no matter what their role, has a big part to play in delivering our Purpose and contributing to the Arvida Way. We know that a team of individuals with different backgrounds, views, experiences, and capabilities, working together, leads to more innovation, better decision-making and improved financial performance.

It is our intent to take an active approach to embedding and promoting DEI.

We are continually developing a work environment (awareness, training, policies and procedures) that prioritises respectful and positive communication and cooperation, where team members of all backgrounds and experiences can feel included.

1.3. Measurement

Each year Arvida will set, review and report on measurable objectives for achieving and promoting Diversity, Equity and Inclusion across the business.

These measurable objectives will be a mixture of both 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.

Alongside this Policy, these measurable objectives are contained in a separate document.

1.4. Roles and Responsibilities

In relation to Diversity, Equity and Inclusion leadership, the Board is responsible for ensuring that Arvida:

- Recognises that discrimination and bias against anyone (whether staff, residents, contractors or suppliers etc), on the basis of an identity characteristic, is wrong.

- Recognises that having a team with a wide range of skills, experience, knowledge, diversity and perspectives is in its best interest; and
- Promotes a corporate culture that embraces Diversity, Equity and Inclusion.

In relation to this Policy, the Board is responsible for approving this Policy and the DEI objectives recommended by the People and Remuneration Committee.

The People and Remuneration Committee is responsible for:

- Recommending Diversity, Equity and Inclusion objectives to the Board for measuring performance against this Policy;
- Reviewing the effectiveness of this Policy and progress toward the achievement of Diversity, Equity and Inclusion objectives.

CEO and General Manager People & Culture are responsible for:

- Establishing programmes and initiatives to achieve the Diversity, Equity and Inclusion objectives;
- Tracking progress and providing regular reporting to the People and Remuneration Committee on progress towards achieving DEI objectives.

Village Managers and other team leaders are responsible for:

- Promoting awareness of Diversity, Equity and Inclusion in the workplace through internal communications and events, and active team engagement on objectives set out in this Policy;
- Providing learning opportunities that encourage Diversity, Equity and Inclusion in the workplace;
- Respecting the company's obligations under the Human Rights Act 1993.

All other employees are responsible for:

- Engaging in initiatives that promote awareness of Diversity, Equity and Inclusion in the workplace and adherence to this Policy.

1.5. Review

The Board will review this policy as required but at least every two years.

1.6. Related Policies and Documents

- Arvida Team Handbook
- Recruitment Policy
- Anti-Bullying and Harassment Policy
- Whistleblower Policy

DIVERSITY, EQUITY AND INCLUSION MEASURABLE OBJECTIVES FY 25

AREA OF FOCUS	OBJECTIVE	HOW WE MEASURE	BENCHMARK OR TARGETS
Diversity	Diversity is recognised as being valued at every level of the organisation	Peakon Engagement Survey Statement = <i>"A diverse workforce is a clear priority for Arvida (for example in terms of gender, ethnicity, disability, socio-economic status)"</i>	8.0 Peakon score for this question Trending upwards
Freedom of opinion	Team value and respect each other's individual differences, creating an environment for people to speak up without fearing negative consequences	Peakon Engagement survey = <i>"At work, my opinions seem to be valued"</i>	7.6 Peakon score for this question Trending upwards
Equity	Ensure appropriate treatment of all team members regardless of background	Peakon Engagement Survey Statement = <i>"People of all backgrounds have the same opportunities at Arvida."</i>	8.0 Peakon score for this question Trending upwards
Inclusion	Team feel that they are treated with respect and have a sense of belonging	Peakon Engagement Survey Statement = <i>"I feel a sense of belonging at Arvida"</i>	8.0 Peakon score for this question Trending upwards
Gender	Measure gender diversity at every level of the organisation. Recognition that 78% of team are women.	Compare gender of workforce including permanent, part-time and casual employees	Overall gender balance within senior executives and people leaders.
Remuneration	Ensure fair evaluation of employee performance and equitable remuneration decisions	Compare remuneration of workforce by role by gender	Achieve gender pay equity by role