

Diversity & Inclusion

Our vision on D&I
April 2021



This document describes our vision for and approach to equality, diversity & inclusion (in general also referred to as D&I), how we weave it into the identity of our company and what it means to each of us. It starts with a statement that captures our ambition.

We are many and one.

Recognising the strength of individual differences, yet ensuring equality in how we treat every person, is part of our culture, and therefore the basis for our success. At Redevco we value diversity and strive to create a workplace where everyone feels welcome, included, and respected. We realise it takes continuous and deliberate effort to build a team that is home to people indifferent of their race, gender, age, religion, identity, disability, and experience. We know we will only become a better version of ourselves -as a company and as individuals- by listening to, learning from, and giving back to all others.

Introduction

The above statement captures our commitment to be a company with a diverse and multicultural workforce. A safe place that embraces the uniqueness of people, and where inclusion and equality are not just words. As a pan-European company with a focus on cities, Redevco operates across increasingly diverse communities, and we understand that all our stakeholders, from employees to investors clients and from occupiers to suppliers have different characteristics and experiences, needs and aspirations.

Humans differ from each other in many ways. We come from various cultural or socio-economic backgrounds. We practice different religions or none. We represent different age groups. We are proud of the many skin colors we have and racial heritages we represent. And in terms of gender identity and sexual orientation, we are free to be who we are. Tapping into this diversity with different ideas and perspectives is helping us to grow as a company and to be a more creative, innovative, and an attractive partner to our (potential) employees, our clients, and wider society.

To us, the power of equality, diversity & inclusion, is crystal clear and that is why we aim to reflect the multifaceted society by increasingly diversifying the composition of our employee population in all layers of the organisation. We want to be the place where each employee is able to fulfil his/her potential and maximise his/her contribution. This is a prerequisite for offering our employees a healthy and sustainable working environment, and ultimately the success of this company.

Basic principles of equality, diversity, and inclusion

To help us create the above described circumstances, we adhere to three key principles:

(i) Equality – we promote equality of opportunity by removing barriers, eliminating discrimination, and ensuring equal opportunity and access for all groups of people independent of race, disability, religion or belief or creed, color, gender or sex, transgender or gender re-assignment, national origin, age, marriage or civil partnership, ancestry, citizenship, ethnic origin, sexual orientation, pregnancy, maternity, paternity, or other factors prohibited by law.

(ii) Diversity – we accept each person as an individual. Our success is built on our ability to embrace diversity – and we believe that everyone should feel valued for their contributions. By working together, we will deliver the best possible service for our staff, stakeholders, and investors.

(iii) Inclusion – we create a working culture where differences are not merely accepted but valued; where everyone has the opportunity to develop in a way that is consistent with, and adheres to, Redevco's values of impartiality, honesty, integrity, and objectivity. Our aim is to be an organisation where people feel involved, respected, and connected to our success.

We have identified four focus areas that we believe can and should help us in and progress our journey towards creating a workplace where everyone feels equally treated, welcome, included, and respected: 1) the process of recruiting, growing and retaining talent across our organisation 2) special attention to create diversity at the top 3) continuously ensuring that diversity & inclusion is a topic of conversation and recognised as a basis for the company to be successful and 4) using our influence to learn from and contribute to improving the industry's performance concerning diversity and inclusion.

1. Attracting, recruiting, developing, and retaining the very best people.

In our view the people are Redevco's most important asset. Without them, there is no company, no business, and no possibility to realise our vision. We challenge ourselves to ensure that our company is seen and experienced as a diverse and inclusive organisation throughout the entire HR life cycle. In our communication to attract new colleagues, we need to better represent the diversity in society. When recruiting we want the best candidate for the job, yet we are also looking for those candidates that can help us become a more diverse team, bringing additional perspectives to the table. And when they become colleagues, we aim to retain them by offering them our respect, value their contribution, treat them fairly and equally, providing them room to grow (as described in our Health and Well-being vision) and help maximise their potential.

2. Ensuring diversity at the top.

Every position in our company deserves the best person qualified and suited for the job. Likewise, every member of our team deserves equal opportunity to be that best person for the job. At Redevco, we stimulate our colleagues to be the best they can be in their profession – this is one of six specific competencies that Redevco pursues in its performance and development approach. It is our responsibility to offer our employees the means to develop, grow and perform.

We create opportunities for people to move into new roles, and to adopt new responsibilities and take on new functions. We are especially aware that diversity in the higher hierarchal levels in our organisation can be improved. That is why when recruiting for management functions we are particularly interested to invite individuals that are underrepresented in our team in terms of, for example, gender or cultural background.

3. Creating awareness by dialogue and training.

Often change starts by clarifying why change is necessary. And to start change we need to know where we are currently at. Diversity & inclusion is not an easy theme to grasp. What do we mean by diversity & inclusion? What are the different views and opinions? How do we define what the optimal situation looks like? What do we include on our journey? There are many questions and just as many opinions.

Like with many complex subjects it starts by providing insights, helping to increase knowledge about the topic and understanding the various viewpoints. Therefore we are facilitating the dialogue, stimulating the conversation and offering training sessions. We believe increased awareness and understanding will help build a collective mindset that automatically helps to embed our diversity & inclusion vision in all that we do.

4. Identifying where and how to make a positive impact in the industry and take action.

At Redevco we are strongly committed to contributing to a better world. This is true in the context of ESG and when focusing on the topic we will not limit our action to our own organisation. We seek to collaborate with other stakeholders in our industry to make our industry diverse, to stimulate the sector to be inclusive and one that values and respects individual differences.

This is why we check and challenge our suppliers and tenants to see what they do to help advance diversity and inclusion in our sector. This is why we are identifying industry associations and to collaborate with and to discuss how we can make a change and what actions we can take.

A responsibility of all

To create and sustain a diverse and inclusive organisation we need every single colleague across the whole organisation to behave responsibly and to take responsibility for how they interact with others. Although some functions and groups within the organisation have an additional role to play when it comes to initiating and driving action as well as monitoring and measuring progress, we view our journey as a collective effort. That is why we not only invite and stimulate every colleague to join us, but we also expect all the members of this organisation to:

- Create a safe environment for people to feel free to speak up, especially if any form of discrimination or misconduct has taken place, whether they or someone else is the victim.
- Have a personal responsibility for implementing and promoting the principles of equality, diversity, and inclusion in his/her day-to-day dealings with everyone – including colleagues, job applicants, tenants, customers, partners, and members of the public.
- Treat all colleagues in a fair and non-discriminatory way, respecting cultural and other differences.
- Avoid discriminating and inducing or attempting to induce colleagues to discriminate, in either a direct or indirect manner.
- Do not victimise or attempt to victimise individuals on the grounds that they have made complaints or have provided information on cases of alleged discrimination.
- Do not harass, abuse, or intimidate their colleagues or any person they may have dealings with during the course of their employment.
- Comply with the diversity & inclusion policy and be aware that any behaviours, actions, or words that breach our diversity & inclusion principles will not be tolerated. Serious offences may be treated as gross misconduct and may lead to immediate termination of employment.

Policies

Our vision on diversity & inclusion provides guidance for the various (functional) areas in our organisation when making policy. In this context our diversity & inclusion policy provides a more in-depth description of how to integrate and translate our vision into policy making and how to apply this in the day-to-day operation. The theme diversity & inclusion as well as the actions related to this, are part of [our ESG approach](#) and closely linked to Redevco's core values (Integrity, Excellence, Balance and Team Spirit) and our [Business Integrity Principles \(BIP\)](#).