

DIVERSITY, EQUITY AND INCLUSION
POLICY

Policy owner	Human Resources
Document owner	Head of Human Resources
Approvals	Management Committee
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DEFINITIONS

For the purposes of this policy, the following terms shall carry the following meanings:

“**CEO**” means the Chief Executive Officer;

“**Company or Redefine**” means Redefine Properties Limited, registration number 1999/018591/06, a limited liability public company incorporated in South Africa and listed on the stock exchange operated by the JSE Limited;

“**Demographically representative**” means the representation of designated groups in the workplace (at all levels) compared to their representation in the labour market. The comparison is to the Economically Active Population at national, provincial, or regional level. The economically active population consists of both those who are employed and those who are unemployed;

“**Designated Manager**” means the Head of Human Resources;

“**Employee**” means an individual who works part- or full-time under a contract of employment and includes Executive directors, senior and middle management and junior Employees;

“**Employment Equity Committee**” means a consultative forum, appointed in terms of the Employment Equity Act No.55 of 1998, which consults with its constituents about Employment Equity-related matters and assists with the workplace analysis and the drafting of the Employment Equity Plan;

“**Line Mangers**” means those who are responsible for overseeing and managing other Employees to fulfil business goals on a day-to-day basis;

	<p>“Manco” means the members of the Management Committee of Redefine, who are involved in execution of the Company’s strategy through the management of its operations;</p> <p>“South African Constitution” means the Constitution of the Republic of South Africa, Act No.108 of 1996;</p> <p>“Unfair Discrimination” means the intentional or unintentional conduct which adversely affects employment opportunities based on race, colour, culture, language, gender, generation/age, sexual orientation, gender identification or expression, religion, disability, marital status, origin, mental and/or physical health status including HIV/AIDS, political opinion, or any other item that undermines human dignity or any other status protected by applicable laws.</p>
<p>1.</p>	<p>PURPOSE</p> <p>1.1. This policy promotes the founding provisions of the South African Constitution and its guiding values of human dignity, the achievement of equality, and the promotion of human rights and freedoms, as well as Redefine’s commitment to fostering, cultivating, and preserving a culture of diversity, equity, and inclusion by:</p> <p>1.1.1. Ensuring a fair and equitable workplace and that employment practices are created and maintained.</p> <p>1.1.2. Upholding the Company’s values.</p> <p>1.1.3. Eliminating all forms of Unfair Discrimination and promoting equal opportunities.</p> <p>1.1.4. Creating an environment within which diversity is embraced and valued.</p> <p>1.1.5. Assigning clear responsibilities to achieve the objectives of this policy.</p> <p>1.2. The policy aims to assist Employees at all levels to actively contribute towards and encourage diversity, equity and inclusion in our workforce because we understand that different backgrounds, abilities and perspectives will help to keep us innovative, resilient and agile.</p>
<p>2.</p>	<p>SCOPE</p> <p>2.1. This policy applies to all Employees of the Company and its subsidiaries.</p> <p>2.2. This policy is particularly relevant for Employees who make or influence decisions of the Company.</p> <p>2.3. Third parties who have business dealings with Redefine, including contractors and vendors, are expected to comply with any provision of their contract or the Supplier Code of Conduct relating to diversity and inclusion.</p>

<p>3.</p>	<p>AUTHORITY AND RESPONSIBILITY</p> <p>3.1. The CEO of the Company will be ultimately responsible for ensuring that discrimination in the workplace is eliminated and that the objectives of the Diversity and Inclusion policy are achieved.</p> <p>3.2. The Designated Manager is responsible for monitoring the achievement of the policy and giving feedback to the CEO.</p> <p>3.3. Manco has the authority and is responsible for monitoring the objectives of this policy.</p> <p>3.4. The members of the Employment Equity Committee are responsible for assisting in monitoring the successful implementation of the processes and practices relating to this policy.</p> <p>3.5. Line Managers have the responsibility to ensure that the work area for which they are responsible is free of any discrimination, and for taking such measures, as may be deemed appropriate, to address and eliminate any form of discrimination that will undermine the objectives of this policy.</p> <p>3.6. All Employees have the responsibility to ensure their own compliance with this policy and to foster an environment where everyone can participate in the work of the Company without fear or intimidation, and not to victimise any Employee and/or person who has complained, including complaints of unlawful harassment or discrimination, or who has given information in connection with a complaint.</p>
<p>4.</p>	<p>POLICY</p> <p>4.1. Redefine's Employees are the driving force of its success. We harness their creativity and realise their full potential by accepting and appreciating their unique perspectives to engender diversity of thought.</p> <p>4.2. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that Employees invest in their work represents a significant part of not only the culture, but also the Company's reputation and achievements.</p> <p>4.3. By employing and retaining a diverse workforce with a range of different backgrounds and perspectives, the Company is able to leverage a broad range of ideas and insights in decision making and business strategies.</p> <p>4.4. Being demographically representative positions Redefine to better understand the communities in which it operates.</p> <p>4.5. The Company's diversity initiatives are applicable – but not limited – to our practices and policies on employment equity; recruitment and selection; remuneration and benefits; learning and development; promotions; transfers; wellness programmes; retrenchments; terminations; and the ongoing development of a work environment built on the premise of diversity, equity and inclusion that encourages and enforces:</p>

	<ul style="list-style-type: none"> 4.5.1. Respectful communication and cooperation between all Employees. 4.5.2. Teamwork and Employee participation, permitting the representation of all groups and Employee perspectives. 4.5.3. Work/life balance, through flexible hours and remote work schedules to accommodate Employees' varying needs. 4.5.4. Fostering authenticity and Employee well-being with programmes that support human connectivity and purpose in society. 4.5.5. Employer and Employee contributions to the communities we serve, to promote a greater understanding and respect for diversity. 4.6. All Employees have a responsibility to treat others with dignity and respect at all times. They are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other Company-sponsored and participative events. 4.7. All Employees are also required to attend and complete annual diversity awareness training to enhance their knowledge to fulfil this responsibility. 4.8. Any Employee found to have exhibited any inappropriate conduct or behaviour against others may be subject to disciplinary action. 4.9. Employees who believe they have been subjected to any kind of discrimination that conflicts with the Company's diversity policy and initiatives should seek assistance from Manco or a Line Manager or a Human Resources representative.
<p>5.</p>	<p>RELATED POLICIES AND OTHER REFERENCES</p> <ul style="list-style-type: none"> 5.1. This policy must be read in conjunction with: <ul style="list-style-type: none"> 5.1.1. Code of Business Conduct 5.1.2. Employment Equity policy 5.1.3. Flexible Working Hours policy 5.1.4. Freedom of Association policy 5.1.5. Human Rights policy 5.1.6. Learning and Development policy 5.1.7. Recruitment and Selection policy 5.1.8. Remote Working policy 5.1.9. Remuneration policy

6.	NON-COMPLIANCE 6.1. Failure to comply with this policy may result in disciplinary action.
7.	REVIEW AND ASSESSMENT 7.1. This policy will be reviewed annually. 7.2. Employees will be consulted annually through surveys, focus groups and forums to gain insight into potential barriers to diversity and inclusion as well as to identify opportunities for further action. 7.3. All and any changes will be formally communicated to Employees.