

Diversity and Inclusion
Group People & Culture

Appraiser’s name and title: Board
Effective date: 19 May 2015
Review date: February 2019
Next review date: February 2021

Purpose
The Lendlease Group comprising Lendlease Corporation Limited and Lendlease Responsible Entity Limited as responsible entity of the Lendlease Trust (Lendlease) is committed to building a workplace in which all individuals are supported, respected and connected.

Scope
Lendlease embraces all employee differences including age, gender, ethnicity, physical appearance, physical or mental disabilities, values, lifestyle, religion, sexual orientation and identity, nationality, education, family responsibilities and military or veteran status and recognises the benefits that diversity brings to maximise corporate goals.

Policy
Reasons for Diversity and Inclusion
To create the best places, we need a culture and an environment that embraces and respects difference. One where people can bring their ‘whole self’ to work and feel safe, empowered and motivated to be the best they can be. Diversity and Inclusion is a key enabler to realising our vision to create the best places. Specifically:

- Innovation and productivity – to remain competitive and to differentiate in the market, innovation is critical. We know that our people will be more innovative, productive and engaged when they can bring their ‘whole self’ to work.
- Core values – Diversity and inclusion is key to bringing our desired culture and core values to life.
- Employer of choice – Lendlease strives to be an employer of choice and an inclusive culture, embedded throughout the employee life cycle, is critical to this.
- Global market forces – Lendlease is a global company made up of people with diverse ideas, experiences and backgrounds. We need to harness this to realise greater productivity and success.
- It’s the right thing to do – whilst we aspire beyond compliance to market best practice in Diversity and Inclusion, we can’t ignore the important compliance elements to ensuring that our workforce is inclusive and free of any harassment or discrimination.
The Board's Commitment
The Lendlease Board fully supports Diversity and Inclusion, and is instrumental in driving Lendlease’s Diversity and Inclusion agenda.

As part of its wider process of increasing diversity and inclusion across the Group, Lendlease is focused on:
- realising gender equality throughout all key employee experiences, including recruitment, performance and remuneration reviews and development opportunities;
- realising workplace flexibility for all employees across the Lendlease Group;
- creating accessible ‘places’, both for our employees in workplace design and our customers in construction design;
- driving an inclusion culture through communication and education campaigns;
- providing holistic support to our employees in their role as carers.

In relation to gender diversity, the Board has set targets in accordance with the ASX Corporate Governance Principles and Recommendations. The achievement of these goals will be supported by succession planning, career development programs, graduate programs, mentoring and recruiting activities. Objectives are reviewed by the Board on an annual basis.

Board Composition - Commitment
When identifying candidates for vacancies on the Lendlease Board of Directors, the Nomination Committee:
- will commit to achieving a Board composition that reflects a diversity of backgrounds, knowledge, experience and abilities;
- include at least one female as part of the interview and selection panel for Board appointments; and
- for Board succession planning, identify and include female candidates with suitable skills and experience.

Lendlease will disclose annually, the proportion of women in senior executive positions against targets and the number of women on the Lendlease Board.

Diversity and Inclusion Goals of Lendlease
Five key goals underpin Lendlease’s approach to managing Diversity and Inclusion, and they are as follows:
1. Become a leader in establishing and maintaining a diverse and inclusive workplace.
2. Include and embed diversity and inclusion principles in the Lendlease culture so that they are followed in the Lendlease community.
3. Provide career development opportunities for all key talent in a fair and equitable way.
4. Continually educate all employees about the importance of a diverse and inclusive workplace to business success.
5. Ensure fairness and parity in creating and maintaining a diverse and inclusive workplace.
Measuring Diversity and Inclusion

Lendlease is committed to becoming a leader in establishing and maintaining a Diverse and Inclusive workplace. A number of methods are used to assess Lendlease’s performance in terms of achieving its diversity goals. These include:

- Employee perceptions which are measured quantitatively and qualitatively. Periodic global employee engagement surveys will assess sentiment on a quantitative basis, and employee focus groups and feedback forums, will capture sentiment on a qualitative basis. These will identify issues, collect ideas, test solutions and track and measure sentiment regarding a range of diversity topics including cultural diversity, workplace flexibility and gender equity. All results drive diversity priorities.
- Employee Resource Groups governed by Regional Diversity Councils, continually track issues and identify opportunities to further progress the Groups Diversity and Inclusion agenda and performance.
- Employee data such as workforce diversity by itself as well as across employee learning and development, succession planning and recruitment, are tracked and used to further refine diversity and inclusion strategies, initiatives and processes. For example in relation to gender equity, key data is tracked including gender splits by region, business, role and level, retention development programs and the recruitment process.
- External benchmarking is undertaken on a regular basis. We compare ourselves to other organisations, both within industry and more broadly on a number of key Diversity and Inclusion criteria.

Managing Diversity and Inclusion Day to Day

The following committees and teams oversee Lendlease’s Diversity and inclusion strategies:

- **The People and Culture (P&C) Committee** is a committee of the Lendlease Board to which the Board has delegated the responsibility to review the effectiveness of policies on workplace diversity and equal opportunity. Diversity and Inclusion issues are considered during discussion at every P&C Committee meeting and recommendations are made to the Board as appropriate. The P&C Committee will establish with management and the Board a process that will also measure the extent to which the Board and senior executives adhere to the measurable objectives.
- The Nomination Committee is responsible for reviewing the performance of existing Lendlease Board members and identifying potential board candidates. The Nomination Committee provides advice and support to the Board so that the Board is comprised of individuals who in combination bring a mix of expertise, skills, experience and perspectives and who will enhance the Board’s strength and range of insight.
- The Group Head of Diversity and Inclusion works with the Global & Regional Leadership teams to determine priorities and drive implementation of the global diversity and inclusion programs which are reflective of Board recommendations and consistent global priorities.
Disclosure
Information regarding Lendlease’s Diversity and Inclusion policy, strategies and performance is included in the Group’s Annual Report.

A copy of this policy is available on the Lendlease website at www.lendlease.com in the ‘Corporate Governance’ section.

Endorsed by the Board on 21 February 2019.