



SCENTRE GROUP



Code of Conduct

Acting with Integrity

*Creating extraordinary places,
connecting and enriching communities.*

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Message from our CEO



Scentre Group's purpose – *creating extraordinary places, connecting and enriching communities* – has been constant since the Group was established.

Our Plan is to create the places more people choose to come, more often for longer.

Our Ambition is to become essential to people, communities and businesses that seek to interact with them.

In striving to achieve Our Purpose and Our Ambition we are guided by our values – our DNA – which underpin the way we build relationships within our teams, with our business partners, our communities and other stakeholders.

Ethical business practices and high standards of personal behaviour are fundamental to the way we work as a responsible, sustainable business.

Our Code of Conduct reflects who we are, what is important to us and outlines our expectations and our responsibilities.

Our code guides each of us in our decision making. In making decisions our people are expected to always put the Group first, followed by the team and then, themselves.

Please read and use our code – and our DNA – which reflect what the Group, and we as individuals, stand for.

Peter Allen
Chief Executive Officer



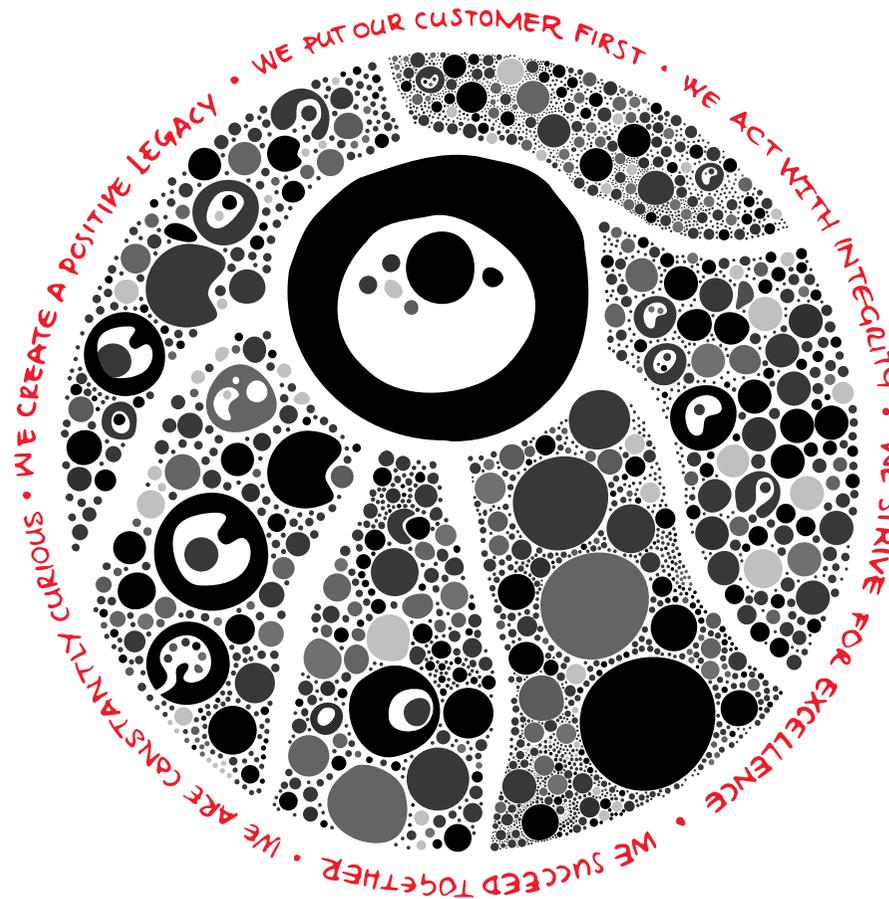
Our Purpose and DNA

Our Purpose – *creating extraordinary places, connecting and enriching communities* – is an aspirational statement that unites us in what we do at Scentre Group.

Our DNA is the ‘cultural blueprint’ for our organisational behaviour.

- We put our customer first
- We act with integrity
- We strive for excellence
- We succeed together
- We are constantly curious
- We create a positive legacy

Our DNA underpins the way we build relationships within our teams, with our business partners, our communities and other stakeholders.



Need more information?

-  Watch our DNA video [Living the DNA values](#)



What is expected of our people

Scentre Group Code of Conduct

At Scentre Group, we are committed to acting fairly, honestly and with integrity.

Our Board and Executive Leadership Team have approved and fully support our Code of Conduct.

The code reflects who we are, what is important to us and sets out the standards we require of everyone who works for Scentre Group including our Directors. You must understand our Code of Conduct and comply with it, and the law, at all times.

If you breach the Code of Conduct or Group policies, you may face consequences including disciplinary action or termination of employment.

Our code doesn't cover every situation you may face so it is important to use good judgement in everything you do. Our DNA can help to guide you in this.

If in doubt about a course of conduct, ask yourself:

- Is this consistent with our Code of Conduct and expected standards of behaviour?
- Could it endanger anyone's safety or cause injury?
- How does this sit with our DNA?
- How will it reflect on me and the Group?
- Am I willing to be held accountable for this decision?

Difficulty in answering questions means you should seek guidance from your manager, Human Resources or the Legal team.



Living our DNA

In line with our DNA, you are required to:

- Treat everyone you deal with fairly, courteously and with respect
- Perform your duties to the best of your ability
- Ensure your personal interests do not conflict with your duty to Scentre Group
- Never unfairly discriminate against or bully or harass anyone
- Never engage in improper or offensive behaviour
- Comply with all laws and regulations applicable to any activity undertaken by members of Scentre Group
- Perform your work in a safe manner

- Always work within Scentre Group's policies and rules
- Never act in a way that would harm Scentre Group's reputation

Our DNA shapes our decisions and actions.

At Scentre Group we demonstrate accountability and are honest and transparent in our dealings with others. We foster open and transparent communication. This means that we don't hide or hold back facts or information, good or bad, from our managers, our leadership team or our Board.



How we treat one another

Diversity, equity and inclusion

We believe that diversity, equity and inclusion contribute to our business success and that providing and promoting a positive work environment allows us to achieve excellence in our workplace.

Our People Vision – to create *‘a place where talent can thrive’* – is built on a culture where everyone feels safe to bring their whole self to work and to succeed to the best of their ability.

Our Ambition is for the Group to become essential to people, communities and business that seek to interact with them. We believe that a diverse and engaged workforce contributes to strong business performance which will enable us to deliver on Our Ambition.

Our people are key to our success and we aim to provide a healthy, safe and inclusive workplace free from discrimination, harassment and bullying.

Our employment decisions are based on qualifications, merit and business needs. Our decisions are made without considering a person’s racial origin, age, disability, religion, culture, sexual orientation or gender identity.

At Scentre Group we treat each other fairly, equitably and with dignity and respect.

We do not tolerate discrimination, harassment or bullying.

Our People Vision is to create *‘a place where talent can thrive’*

We treat all people with dignity and respect

Need more information?

- 📄 Diversity, Equity and Inclusion Policy
- Human Rights Policy
- Recruitment and Selection Statement
- Anti-Bullying Policy
- Sexual Harassment Policy
- Domestic & Family Violence Policy
- 🗣️ Speak to your manager or Human Resources representative



Diversity, equity and inclusion cont.

Harassment is behaviour which is viewed as unwelcome, offensive, intimidating or humiliating by the recipient.

Scentre Group has zero tolerance to any form of unwelcome sexual conduct, in any area of our business, under any circumstances. Sexual harassment may include physical contact of a sexual nature, suggestive behaviour, comments or jokes, or sending sexually explicit emails or messages.

Bullying is unreasonable behaviour directed towards a person or group of people at work that creates a risk to health and safety.

It's important to support your team mates to speak up if they believe they are experiencing harassment or bullying. If you see this behaviour, you have a responsibility to speak up.

We do not tolerate discrimination, harassment or bullying in any area of our business, under any circumstances.

Need more information?

- 📄 Diversity, Equity and Inclusion Policy
- Human Rights Policy
- Recruitment and Selection Statement
- Anti-Bullying Policy
- Sexual Harassment Policy
- Domestic & Family Violence Policy
- 🗣️ Speak to your manager or Human Resources representative



Working safely

Health, safety and welfare are business priorities and we actively promote a culture of *people protecting people*.

Your safety and the safety of our contractors, business partners, customers and visitors is of paramount importance.

We have an obligation to ensure that we take all reasonably practicable steps to protect the health and safety of people in our workplaces and to consult with other stakeholders who may be impacted by our work activities.

Health and safety is everyone's responsibility and we all need to look out for one another's physical and mental wellbeing. As part of our commitment to mental wellbeing, we provide access to Employee Assistance Programs and other resources to support the ongoing mental health and wellbeing of our people.

We also recognise that personal matters outside of the workplace may affect the way we work.

We are committed to:

- creating an environment where our people feel they can discuss issues or concerns without fear of negative consequences
- providing practical support for our people who are impacted by domestic or family violence

Our life safety framework applies to all our operations

You must:

- Always comply with our work, health and safety policies and procedures
- Look out for your own safety and the safety of others
- Question unsafe or improper operations and, if necessary, stop work to address them
- Report all injuries and safety incidents
- Report any hazard or risk you identify to your supervisor or the location manager

Need more information?

- 📄 Life Safety Policy
- Human Rights Policy
- Domestic & Family Violence Policy
- 🗣️ Speak to your manager or Life Safety representative



Dealing with others

Human rights

We believe that respecting human rights is fundamental to the way Scentre Group operates as a responsible, sustainable business.

We believe that our success depends on respecting the dignity, wellbeing and human rights of our people, our contractors, the communities in which we operate and other stakeholders who interact with us and are impacted by our business.

We treat everyone equally, regardless of their industry association or participation, or non-participation, in those activities.

Supply chains

We are committed to being a responsible and valued partner in the supply chain. Our approach to human rights includes a commitment to addressing the risk of modern slavery in our supply chains.

Through our Supplier Code of Conduct we seek to encourage and, where appropriate, mandate requirements to help us and our suppliers in conducting business in a safe, accountable and equitable manner. Our suppliers are required to observe our Supplier Code of Conduct in delivering products or services to the Group.

Need more information?

- 📄 Anti-Fraud, Bribery and Corruption Policy
 - Business Integrity Framework
 - Human Rights Policy
 - Supplier Code of Conduct
-
- 🗉 Speak to your Divisional Director, the Legal team, or Corporate Affairs

Anti-fraud, bribery and corruption

Scentre Group has zero tolerance of fraud, bribery or corruption. Improper or dishonest conduct under our Anti-Fraud, Bribery and Corruption Policy may constitute serious criminal and civil offences for the Group and any individuals involved as well as attracting serious penalties. Reputational damage may also occur to the Group and any individual involved.

The making, paying or procuring of facilitation payments or secret commissions by an employee or any person acting on behalf of the Group is prohibited as is any activity in relation to or connected with money laundering.

Political donations and contributions

No political donations may be made without the consent of the Chief Executive Officer. You should also be aware that some jurisdictions prohibit political donations. For example, in NSW property developers (such as Scentre Group) are prohibited from making political donations.

You must also obtain prior approval from the Chief Executive Officer for involvement in any business-related event which is organised by or on behalf of a political party or candidate to ensure compliance with the law and the Group's policies.



Conflicts of interest

What is a conflict of interest?

We must always make business decisions based on what is best for Scentre Group.

A conflict of interest can arise when personal activities, interests or relationships (whether direct or indirect) are inconsistent with the interests of the Group. Conflicts of interests can take many forms.

These include:

- Having a personal or business interest with persons involved in business dealings with the Group
- Having an interest in a tenancy in any centre owned or managed by the Group
- Material business interests of close relatives which may put you in a position of conflict with the Group

- Engaging in private dealings with any supplier of goods or services to the Group
- Accepting gifts and entertainment or other personal benefits
- Holding employment or operating a business outside of the Group

Having a conflict of interest is not necessarily a breach of our Code of Conduct. However, failure to disclose a conflict and, where required, obtain consent, will be a breach of the code.

At Scentre Group, we act in the best interests of the Group and work together as one team.

Need more information?

 Conflicts of Interest Policy

Conflicts of Interest and Related Party Transaction Policy

 Speak to your manager or Human Resources representative

Gifts and entertainment

You must not accept or provide gifts, entertainment or hospitality other than as permitted by our Gift and Entertainment Policy.

Gifts, entertainment and hospitality (benefits) can take many forms.

You may not accept a benefit from any party which has commercial ties to Scentre Group unless:

- the value of the benefit is \$250 or less (in aggregate)
- the benefit is generally available to customers of the provider of the benefit and is obtained on normal commercial terms
- in the case of Board members, the benefit is obtained through a relationship that does not involve Scentre Group
- the benefit is otherwise approved in accordance with our Gift and Entertainment Policy.

A benefit in the form of cash, or cash equivalent (for example, a gift card) cannot be accepted, irrespective of the amount or value.

Within 14 days of receipt of entertainment or hospitality with a value of \$100 or more, or any other benefit (such as a gift) irrespective of value, you must record the benefit in the gifts and entertainment register via MyHub.

Our code also sets out our policy on political donations and contributions under the section 'Dealing with others'.

Need more information?

- 📄 Conflicts of interest Policy
Gift and Entertainment Policy
- 🗣️ Speak to your manager or Human Resources representative



Discounts

You may not accept personal discounts or other benefits from suppliers or our business partners if they are not available to the public or to Scentre Group employees generally under an approved employee discount scheme.

Approved employee discounts schemes are explained in our Conflicts of Interest Policy.

Employment of family members and relatives

Family members and relatives of employees may be employed by the Group. However, our policy is that no employee may have a family member or relative in a direct reporting role.

Team members who are related may not work in the same team without the approval of the Director, Human Resources (in consultation with the team's Divisional Director).

Personal relationships

Team members in a direct reporting line cannot be in a personal relationship.

If you are in a personal relationship with another person in your team or with a person who you work on a regular basis, you must inform your manager or Human Resources representative as soon as practicable.

Outside employment

You may not hold:

- employment or operate a business outside of the Group or provide consultancy or other services to any person other than the Group
- a position as an officer or director of any entity that competes with or has business dealings with the Group; or
- a position as an officer or director of any other entity that would interfere your ability to perform your responsibilities and duties to the Group;

without the approval of the Director, Human Resources (in consultation with your Divisional Director).



Business practices

Financial records

We must keep financial records and have appropriate controls in place to evidence the business reason for making payments to third parties and that all expenditures are properly authorised and accurately and transparently recorded.

You must comply with the recording, reporting and approval requirements of our Gift and Functions Guidelines, Gift and Entertainment Policy, Gift, Business Travel and Expense Policy, Credit Card Policy and Authorisations Policy.

No entry may be made in the Group's records that distorts or disguises the true nature of any transaction.

Group property and assets

Scentre Group property and assets (including personal work equipment and credit accounts such as corporate credit cards) are critical to our business success. While some incidental

personal use of Group assets is acceptable, you must always use Scentre Group assets appropriately and responsibly. Scentre Group credit cards must not be used for personal purposes.

Confidentiality

During your employment, you may have access to information relating to our strategy, operations and finances. You may also learn confidential information about our business partners, suppliers or customers.

You must treat all information about the Group, our business partners, suppliers and customers as confidential unless that information is publicly available.

You must not give or communicate any confidential information to anyone outside the Group or to anyone within the Group who is not authorised to see that information. This duty of confidentiality continues to apply after your employment with the Group ends.

Need more information?

-  Authorisations Policy
- Gift and Functions Guidelines
- Gift and Entertainment Policy
- Gift, Business Travel and Expense Policy
- Credit Card Policy

-  Speak to your manager or Human Resources representative



Information systems

You must operate our information technology, devices, networks and systems in accordance with our policies and procedures.

Users must only use Scentre Group systems for Scentre Group business purposes.

All information stored on, or created or modified using Scentre Group systems is the property of Scentre Group.

A small incidental amount of personal use of Scentre Group systems is permitted, provided that the use is otherwise consistent with the Responsible Use of Technology Policy and our Code of Conduct. Any personal data stored on Scentre Group systems is at the risk of the user.

We may undertake surveillance of any Scentre Group equipment, including computers, phones, internet and email.

Access to internet sites or emails may be blocked from time-to-time, for example, if it is suspected that they contain inappropriate material, a suspected virus or spam or other risk.

Need more information?

-  Responsible Use of Technology Policy
-  Speak to your manager or Human Resources representative

Security trading

Insider trading is prohibited by law as well as under our Security Trading Policy.

Insider trading laws prohibit any person with inside information from dealing in the securities or tipping, influencing or procuring another person to deal in the securities.

Inside information is information that is not generally available to the public and, if it were generally available, a reasonable person would expect it to have a material effect on Scentre Group securities, Carindale Property Trust securities or the securities of another entity.

In addition, the Group has 'black-out' periods in which certain employees are prohibited from buying or selling Scentre Group or Carindale Property Trust securities.

The black-out periods commence on 1 January and 1 July and end 2 hours after the release of the full year or half-year results (as applicable). In addition, at all times Board members, members of the Executive Leadership Team and other designated executives may only deal in Scentre Group or Carindale Property Trust securities with prior approval.

Need more information?

-  Security Trading Policy
Continuous Disclosure and Communications Policy
-  Speak to your manager or Human Resources representative



Communicating externally

Continuous disclosure

We are committed to ensuring that the market is provided with high quality, relevant and accurate information about our activities in a timely manner to enable investors to make informed investment decisions.

- Scentre Group and Carindale Property Trust are listed on the Australian Securities Exchange (ASX) and must comply with the ASX Listing Rules
- All of our external communications must have regard to our reputation and our obligations under the law and the listing rules

Social media

Social media is a big part in the lives of most of us and use of social media - whether work-related or otherwise - could have a workplace impact.

Our Social Media Policy outlines the principles and requirements for representing the Group on social media.

Our DNA and Code of Conduct apply to your personal communications on social media.

Need more information?

- 📄 Continuous Disclosure and Communications Policy
 - Social Media Policy
 - Social Media Engagement Guidelines
- 🗣️ Speak to your Divisional Director, the Legal team or Corporate Affairs



External stakeholders

Only certain executives are authorised to engage directly with investors, the media, law enforcement, the government or regulators. This is to ensure that those external parties receive accurate and properly co-ordinated information in response to their enquires.

To ensure that external enquires are handled appropriately, employees who receive an enquiry should politely request it be made in writing to the relevant executive.

If you are approached by an external party for comment or information, you must:

- in the case of investors, refer this to Investor Relations
- in the case of the media, refer this to Corporate Affairs
- in the case of the government or a regulator, refer this to the Legal team

or as otherwise set out in guidance provided to your business unit from time-to-time.

Need more information?

- 📄 Media Policy
Financial Services Policies
- 👤 Speak to your manager or Human Resources representative



Asking for guidance and speaking up

Scentre Group is committed to complying with all relevant laws and regulations

We all have a responsibility to help prevent, detect and report unethical, unlawful or improper conduct.

If you need information or advice as to how our Code of Conduct or other policies work, you should ask for guidance from your manager, Human Resources or the Legal team.

We also have a Whistleblower Protection Policy. The policy encourages the reporting of instances of unethical, unlawful or improper conduct.

We are committed to the process by which any concerns raised are reviewed in an impartial, fair and objective manner. Anyone who makes a report may do so without fear of reprisal, intimidation or disadvantage.

False reports may damage the Group's reputation and the reputation of people named in a report.

Deliberately making a false report will be treated as a serious disciplinary matter.

Need more information?

 Whistleblower Protection Policy

Our Whistleblower Protection Officers are:

Paul Giugni,
General Counsel
T: +61 2 9358 7730
E: pgiugni@scentregroup.com

Janine Frew,
Director, Human Resources
T: +61 2 9358 7668
E: jfrew@scentregroup.com

 Speak to your manager or Whistleblower Protection Officer



Ongoing commitment to the code

On joining Scentre Group everyone is asked to read and sign the Code of Conduct and acknowledge that we all have an ongoing obligation to comply with the code and other Group policies.

On an annual basis, we are all required to provide an acknowledgement that we have read, understood and complied with the code and that it forms part of our employment arrangements.