Diversity, Equity, and Inclusion Policy

June 2026

Bouwinvest Real Estate Investors

Statement of Commitment

Bouwinvest contributes to the future of society through investing in real estate on behalf of institutional investors. We believe that not only our investments but also Bouwinvest REI should contribute to the future of society by creating a diverse and inclusive working environment for our employees. Doing so creates real value for life, which is our purpose and our guiding principle when making executive decisions. For us, real value for life means that our investments create financial, ecologic and social returns, and therefore foster better living, working, recreational and/or healthcare environments It also means a workplace where people with different backgrounds, perspectives and experiences feel valued and empowered to contribute.

A key element of enabling the achievement of our investment goals is being an employer that fully embraces all aspects of diversity, equity and inclusion. We acknowledge that Bouwinvest is still at an early stage of its DE&I journey. Today's reality shows that our corporate culture and workforce do not yet fully reflect the level of diversity and inclusion we aspire to achieve. We fully recognise this and have set ambitious goals to further develop a more diverse and inclusive organisation. This document outlines the key pillars that guide the transformation towards this future culture and workforce.

In the path towards this inclusive reality, we as an Executive Board see that our leadership will have to set the example. We will actively spread the message of opening up our culture to more diverse thoughts and opinions. We fully acknowledge that diversity within our company will improve our organization as a whole. Diverse ways of thinking foster creativity, entrepreneurism and ownership. This contributes to positive results for our clients and for society. We can only thrive when employees are encouraged to be themselves, are free to speak their minds, and are confident in standing for their convictions. When being able to be their best selves, together they will create the best teams, and thereby in effect create more return for our investors and for society.

Through this statement I, on behalf of the Executive Board, commit to doing what is necessary to achieve all the goals set in this document. I will actively work on creating a Bouwinvest in which diversity, equity and inclusion are an integral part of our company culture.

Mark Siezen
Chief Executive Officer

June 2026

Contents

1. Document history

Version	Date	Responsible	Action/changes
1.0	06/11/2023	HR	Approved by the Executive Board
2.0	March-May 2026	HR/DE&I Chair	Policy update and alignment with current practice; no material changes

2. Introduction

Bouwinvest Real Estate Investors B.V. (hereinafter referred to as Bouwinvest) continues to pursue its purpose of 'Real Value for Life' with this Diversity, Equity and Inclusion Policy (DE&I Policy). We at Bouwinvest strongly support a diverse, equitable, and inclusive workforce. We aim to create an environment in which everyone feels safe, respected, and free to be who they are. This pursuit is aimed at all offices of Bouwinvest, located in Amsterdam, New York, and Sydney. These offices and employees stationed at these offices are equal in this policy and are not subject to any exceptions to this policy.

2.1 Audience and scope of the policy

The policy is aimed at the entire Bouwinvest organisation, consisting out of all three Bouwinvest offices and all employees, including interns and (temporary) external employees, as it impacts all employees' awareness, inclusiveness and work ethics. Furthermore, this policy will be available to our current and future clients to understand our values and resulting policies.

2.2 Maintenance

The DE&I policy is subject to annual review by a DE&I Committee representative and the HR department and approval of the Executive Board. The DE&I policy shall be revised if deemed necessary by a DE&I Committee representative and the HR department or the Executive Board.

2.3 Alignment with related policies

DE&I Strategy

To support the achievement of our DE&I ambitions, a dedicated strategy document (Bouwinvest DE&I Strategy 2025-2027) has been developed. This strategy provides concrete guidance for implementation and outlines how DE&I will be embedded throughout the organisation. The document presents an updated vision and mission and is structured around three central focus pillars. Please refer to the Strategy section for further information on these focus pillars.

Code of Conduct

This DE&I Policy aligns with the Code of Conduct of Bouwinvest. The Code of Conduct outlines the behavioural standards expected of all Bouwinvest employees. These standards are grounded not only in applicable laws and regulations, but also in our core values of integrity, honesty, and transparency. The Code of Conduct is accessible to all employees at all times via the company intranet. All new employees are required to read and sign the Code of Conduct as part of the pre-employment process. In addition, all existing employees are required to review and re-sign the Code of Conduct and related policies on an annual basis.

Social Safety and Unwanted Conduct in the Workplace

The DE&I Policy aligns with the Policy for Social Safety and Unwanted Conduct in the Workplace ('Beleid sociale veiligheid en ongewenste omgangsvormen op de werkvloer'). The purpose of this policy is to prevent unwanted conduct by clearly outlining the standards for respectful behaviour within our organisation. It sets out how employees are expected to treat one another, emphasising the distinct responsibilities of both employees and managers in fostering a safe and respectful workplace. The policy also describes the procedure for reporting incidents when employees encounter behaviour that breaches the code.

2.4 Mission & Vision of the DE&I policy

Our mission is to create a culture where openness and transparency, appreciation for each individual's unique contribution, and empowerment are at the forefront, allowing everyone to thrive, be their authentic selves, and achieve their full potential. This will ensure the best decision-making for all our stakeholders. Our vision is that by 2030 we are committed to fostering inclusive and equal employment practices that enable us to attract, develop, and retain diverse workforce. We envision a culture in which all employees experience a constructive, open, and safe environment, recognising that different opinions and perspectives drive innovation and lead to better results. Through this we believe we contribute to the return on investment on both social and financial targets for our investors.

2.5 Sustainable development goals

We commit, through our real estate investments, to contributing to five Sustainable Development Goals (SDGs), that fall within our sphere of influence:

- **Affordable and clean energy (SDG 7): reduce energy use and invest in renewable energy.**
- **Sustainable cities and communities (SDG 11): invest in real estate with an above-average sustainability rating and in affordable homes.**
- **Take urgent action to combat climate change and its impacts (SDG 13): invest in sustainable and climate-adaptive real estate, which will result in a near energy-neutral portfolio in 2045. With this DE&I Policy,**

Bouwinvest acknowledges the importance of Diversity, Equity & Inclusion as a fundamental part of our organisation. We recognise that DE&I requires continuous attention and improvement, and we are committed to further strengthening our efforts in this area. Through this policy, we aim to contribute to the following Sustainable Development Goals:

- **Gender Equality (SDG 5): equal rights and opportunities between all genders.**
- **Reduced Inequalities (SDG 10): empower and promote the social and economic inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.**

2.6 DE&I Strategy

To support the achievement of our DE&I ambitions, a dedicated strategy document (Bouwinvest DE&I Strategy 2025-2027) has been developed. This strategy provides concrete guidance for implementation and outlines how DE&I will be embedded throughout the organisation. The document presents an updated vision and mission, and is structured around three central focus pillars:

I. Aware, inspire & empower-Advancing DE&I for a brighter future

This pillar aims to strengthen employees' understanding and engagement through targeted training, inspirational sessions, and interactive workshops.

II. Educate: building a culture of inclusion

This pillar aims to equip employees with the awareness, skills, and tools needed to recognize inequities, challenge biases, and understand diverse perspectives. By strengthening knowledge and encouraging continuous learning, this pillar lays the foundation for an inclusive culture in which individuals can make informed choices that advance diversity, equity, and inclusion across Bouwinvest.

III. Future-proof employment-embracing diversity equity and inclusion

This pillar focuses on positioning Bouwinvest as a future-proof, inclusive employer. It goes beyond workforce composition and includes how we attract and retain talent through inclusive employer branding, recruitment practices, and fair working conditions. By offering equitable benefits and creating a workplace where all talents can thrive, we ensure that Bouwinvest remains open, accessible and prepared for the future.

The DE&I strategy document, developed in 2025, outlines the activities and priorities supporting each of the three pillars. It included a quarterly activity schedule for 2025 and sets out initial proposals for 2026 and 2027. The strategy also describes how employees across Bouwinvest are involved in DE&I initiatives and provides an overview of the resources, governance arrangements and budget supporting its implementation. Designed as a three-year framework, the strategy is reviewed and refined annually to ensure continued alignment with Bouwinvest organisational development and transformation.

3. Organisation wide

A diverse, equative, and inclusive work environment can only be realized when the whole organisation actively participates in supporting and executing this policy. It is the responsibility of each employee within our workforce to be mindful on the subject, and to equally value all the different viewpoints and opinions within the company.

This does not imply that all employees should always be heard on each decision made. It does mean that decision-making processes and teams are constructed in such a way that a diverse group of employees participates.

3.1 DE&I Committee

Since September 2024, Bouwinvest has an internal Diversity, Equity, and Inclusion (DE&I) Committee. This Committee brings together employees with diverse perspectives to advise the organisation on relevant and emerging DE&I topics. Through this structure, we collectively shape, support and implement our DE&I strategy and related initiatives aimed at fostering an inclusive workplace.

The DE&I Committee plays a key role in raising awareness of DE&I issues, equipping employees with knowledge and practical tools to recognise systemic barriers and value diverse perspectives and contributing to fair and inclusive working conditions for all. The Committee supports these objectives by organising targeted training sessions, inspirational events and interactive workshops, and by proactively gathering and sharing feedback on the DE&I policy and related initiatives.

Members

The committee consists of six to eight members representing different functions, departments and organisational levels. Members participate on a voluntary basis. Interested employees may indicate their interest in becoming a member, after which HR makes the final selection. Members rotate every two years and may choose to step down earlier in consultation with HR. Additional members may be appointed at any time if deemed appropriate by HR, provided the maximum number of committee members is not exceeded.

Meetings

The committee meets on a regular basis, (in practice once a month). A chairperson is elected within the committee on a rotationally basis.

3.2 DE&I Training

All employees are required to attend Diversity, Equity, and Inclusion (DE&I) training sessions once every two years. These training sessions are conducted in person at the office and are delivered by external DE&I professionals. The DE&I Committee is responsible for the coordination, organisation and implementation of these training sessions, including collaboration with external providers and internal stakeholders such as HR. The purpose of the DE&I training is to build a shared foundation in diversity, equity and inclusion, strengthen awareness and understanding of relevant topics, and support the organisation in achieving its DE&I objectives. Participation in the mandatory DE&I training forms part of the organisation's expectations regarding professional behaviour and development and is taken into account in the annual performance review process.

3.3 General onboarding

As part of the onboarding process at Bouwinvest, all new hires are required to complete an online Diversity, Equity & Inclusion (DE&I) training. Completion of this training is mandatory for all employees, including existing staff.

This training ensures that everyone within the organisation understands our DE&I objectives and values, as well as their individual responsibility in contributing to an inclusive and respectful workplace. From the moment employees join Bouwinvest, they are expected to embrace our commitment to diversity, equity and inclusion, as these principles are fundamental to our organisational culture, long-term success and sustainable growth.

3.4 Employee satisfaction survey

Every two years, we conduct an employee satisfaction survey that measures the contentment level of personnel regarding the various components of their job. The results contribute to an overall employee satisfaction score and provides the internal organisation with insights on the subject.

3.5 Performance Management

At Bouwinvest, employee performance is assessed based on individual role-related objectives. Employment conditions such as variable compensation, salary progression and promotion are linked to the achievement of these objectives and are not determined through comparison with other employees. To further support consistency and objectivity, the performance management system includes calibration sessions in which managers jointly review and challenge performance assessments. This approach promotes fairness and helps mitigate the risk of unconscious bias, including gender stereotyping.

3.6 DE&I budget

On an annual basis, the Executive Board allocates a dedicated DE&I budget to support initiatives that align with Bouwinvest's diversity, equity and inclusion objectives. This budget may be used for external and internal activities such as cultural and social events, awareness-raising initiatives and educational programmes. Through this budget, Bouwinvest aims to foster internal awareness and engagement, while also demonstrating its commitment to DE&I in a broader societal context.

4. Management and leadership

An inclusive and diverse work environment is only realized if management have the skills and commitment to lead by example for all employees. Management fully support and advocate our inclusive culture and the improved recruitment process that aims to create a diverse workforce. We recognize that our leadership's commitment is critical in creating a workplace that embodies our DE&I vison and values.

4.1 DE&I training for managers

All managers, including the Executive Board, are required to participate training sessions tailored to their roles. There is a leadership programme in place, in which inclusive leadership is embedded as an underlying component. As part of this programme, training on inclusive leadership is offered. Within the leadership programme, topics such as effective coaching, providing clear direction, and strong leadership are addressed.

These subsequential periodical training sessions will be in-person and delivered by external experts and are integral to our commitment to continuous education for all managers. Attendance is mandatory without exception and is reviewed during the annual performance review.

This continuous and periodic education holds significant value because it empowers our managers to:

- Recognise cognitive diversity[1] and gain a heightened awareness of DE&I.
- Develop inclusive leadership skills, including fostering inclusive communication. It enables management to create a safe environment for everyone and gives them the capacity to inspire, motivate, and cultivate their teams.

We believe that investing in these training programs is essential to equip our management with the knowledge and skills necessary to champion diversity, equity, and inclusion in our organisation. This is how we create value for life.

4.2 Leadership onboarding

The training programme for new and aspiring leaders is currently being developed, with DE&I embedded as an integral part of the programme. This will raise awareness where needed, enhance leadership abilities and provide them with the right tools to set a positive example for the entire organisation. All newly hired managers (including temporary staff) are expected to complete this DE&I training within the first four months of employment.

4.3 Executive Board

We strive for balanced gender representation within the Executive Board. Given the size of the Executive Board, this means aiming for representation of more than one gender whenever possible.

4.4 Supervisory Board

We strive for equal gender representation within the Supervisory Board, aiming for a balanced composition of two female and two male members.

[1] See ANNEX A: Definition of Terms

5. Recruitment & offboarding

We are dedicated to building strong and diverse teams by actively recruiting and onboarding a more diverse range of candidates. We firmly believe that cognitive diversity enriches our organisation and we are committed to matching the candidates to the right roles. Below the different measures that we take to achieve this goal are described.

5.1 Preferred Suppliers

Our aim is to work with preferred suppliers that can provide a diverse range of candidate's organisation wide. We currently have an interim recruiter who conducts recruitment activities in alignment with these goals. This is essential for optimising the hiring process and helps us to ensure a diverse and skilled workforce, enabling us to remain competitive in today's dynamic job market. By engaging a broad pool of candidates, we increase the likelihood of attracting individuals with a wide variety of expertise, competencies, cultural backgrounds, and genders. This diversity of perspectives contributes to greater cognitive diversity within our organisation.

5.2 Employer branding

We believe in the power of honest communication, so we show diversity related data and figures on our website and vacancies. As the policy has been fully in effect since 2025, we expect that these figures over time will increasingly display the envisioned diversity in our company.

The outcomes and impact of the measures described in this policy may, where appropriate, be shared externally through reporting or other suitable channels. Through transparent and proportionate communication about our DE&I development and initiatives, we aim to contribute to awareness and dialogue on diversity and inclusion within the Dutch real estate and financial sector.

5.3 Vacancy text

In our efforts to attract a more diverse pool of candidates, we use gender-neutral language in our job postings. Furthermore, to attract diverse groups, we employ "audience-focused" writing. This approach entails customizing language, outreach, and messaging to align with the preferences, interests, and needs of the targeted groups.

5.4 Recruitment process

In our recruitment process, Bouwinvest focuses on selecting the most suitable candidate, with explicit attention to cognitive diversity. By emphasising differences in perspectives, thinking styles and problem-solving approaches, we also address diversity related to different cultural backgrounds, beliefs and life experiences.
This focus supports fair and unbiased hiring decisions, captures both visible and non-visible forms of diversity, and strengthens team effectiveness and performance for our clients. It requires a culture in which differing viewpoints are welcomed and respectfully considered, while enabling a more structured, transparent and manageable recruitment process.

To support this approach, candidates may be asked to complete an assessment, which may include a personality assessment (such as Ember Profile Dynamics) and, where relevant, additional selection tools. These assessments are conducted by an external provider and aim to provide insight into candidates' preferred ways of working and underlying values.
The outcomes of the assessments form an integral part of the overall matching and selection process.

Hiring managers and the involved HR Business Partner are trained to interpret and apply the assessment outcomes appropriately during the interview process. The results are considered in relation to the existing cognitive diversity within the team and the organisation as a whole.

This recruitment approach helps to mitigate unconscious bias, including the tendency to favour candidates who closely resemble the hiring manager or the existing team, and supports fairer, more inclusive and objective hiring decisions.

5.5 HR training

As of 2026, HR employees are required to complete training on recognising cognitive diversity to support the identification and effective management of cognitive diversity within teams.
This training has been newly introduced and is delivered by an external provider. All existing HR employees, as well as newly hired HR employees who have not previously completed comparable training, are required to complete the full programme.

5.6 Offboarding

As part of the standard exit interview process, attention is given to whether aspects of the organisational culture, including topics related to Diversity, Equity, and Inclusion (DE&I), have played a role in an employee's decision to leave the organisation. Where employees indicate that DE&I-related factors are relevant and consent to sharing this information, these insights are recorded and used to support continuous learning and improvement.

6. Flexible and inclusive employment and working conditions

6.1 Work-life balance

At Bouwinvest, we believe that collaboration, knowledge sharing, and social cohesion are essential to fostering an inclusive and high-performing work environment. We therefore encourage employees to regularly come together at the office to strengthen connections and work effectively as teams. At the same time, we offer flexibility through a hybrid way of working, as fully set out in the Flexible Working Policy. As a general principle, employees with a full-time contract are expected to work at least three days per week in the office, subject to role and team requirements and agreed with the manager. All guiding principles, expectations, and details regarding flexible working are defined in this policy. This balance between in-person collaboration and flexibility supports a healthy work-life balance and is facilitated by ergonomic home working provisions through Health2Work (see section 3.6.1).

6.2 Quiet room

We provide a quiet and private room, accessible to all employees, which can be used for activities such as prayer, meditation, rest or lactation. This space is equipped with an internal lock and is intended to enable employees to accommodate personal needs during working hours in a respectful and comfortable manner.

6.3 Gender-neutral restrooms

At Bouwinvest, we are committed to fostering an inclusive and respectful working environment for all employees and visitors. As part of this commitment, we are working towards the introduction of a gender-neutral restroom facility. This initiative aims to ensure that everyone who enters our office feels comfortable, respected and recognised, regardless of gender identity.

7. Equitable workforce

We are committed to ensuring fair and equitable treatment and remuneration for our entire workforce. All employees are given equitable opportunities to develop and thrive, regardless of gender, background, identity or personal circumstances.

7.1 Equal pay

The organisation is committed to achieving pay equity across all levels and roles. Employees are compensated fairly and equitably for their work, regardless of gender, race or any other characteristic.

To monitor progress, a pay gap analysis will be conducted by an external party as of 2026. This aligns with the implementation timeline of the EU Pay Transparency Directive (Directive (EU) 2023/970), for which the reporting requirements will apply from 2027 onwards.

7.2 Languages

Over the next years we expect the stakeholder base of Bouwinvest to diversify further. This includes employees, clients, partners and public stakeholders. We therefore expect the English language to become more and more important and prominent for us. Documents and other forms of written communication that need to be shared, or are expected to be shared in the future, with non-Dutch speaking stakeholders will therefore all be produced in English. The exception is legal documents that are required to be produced in Dutch by law. In verbal communication, English is used whenever one or more participants are not comfortable communicating in Dutch. To facilitate the use of English across our organisation we offer courses for (business) English and other languages via our online learning platform.

7.3 Multiple-Parent families

In all communication, Bouwinvest uses the term *life partner* rather than gender-specific terms such as *husband* or *wife*. This applies to both internal and external communication with individuals and institutions.

7.4 Mental and physical health

Bouwinvest recognises that mental and physical health form an essential foundation for employee well-being, inclusion, and sustainable performance. Supporting health in a structured and equitable way contributes directly to an inclusive work environment in which all employees can thrive.

Mental health

We are committed to promoting mental well-being by providing employees with access to resources that support stress management, resilience, and a healthy work-life balance. Complementary relaxation initiatives, such as chair massages, are offered as accessible ways to reduce stress during the workday. We are introducing a new mental-health provider, Binqy, which offers preventive medical assessments and provides employees with insights into their mental and physical well-being. Through Binqy, employees also have access to lifestyle coaches and psychologists, enabling early support and personalised guidance when needed.

Physical health

We stimulate physical well-being through Bouwinvest in beweging ("Bouwinvest Moves"), a programme that organises internal sports activities and encourages participation in external events. These activities contribute not only to physical health but also to social cohesion and onboarding of new colleagues.
Furthermore, we collaborate with Health2Work to ensure that ergonomic, certified equipment is available for employees working remotely, promoting safe and healthy working conditions across the organisation.

8. Inclusive employership

To foster an inclusive work environment, we actively listen to colleagues who may encounter unwanted conduct, ensuring that their concerns are acknowledged and addressed appropriately. We promote and facilitate open dialogue, creating a psychologically safe space for constructive conversations on diversity, inclusion, and respectful behaviour.

8.1 Confidential counsellors

To help maintain a safe working environment, Bouwinvest has two internal confidential counsellors and one independent external confidential counsellor available to employees.

Employees who experience or witness unwanted conduct can raise concerns through different channels, including their manager, Human Resources, or a confidential counsellor, depending on what feels most appropriate in the situation.

Confidential counsellors offer a safe and confidential space for employees to discuss concerns related to social safety and unwanted behaviour. Such concerns may include, but are not limited to, bullying, (sexual) harassment, aggression, violence and discrimination. The confidential counsellor provides initial support and discusses possible next steps with the employee.

8.2 Corporate partnerships

To achieve our mission regarding DE&I, the DE&I Committee aims to further strengthen its knowledge and inspiration by actively participating in external network events, conferences, and learning opportunities. By engaging with broader DE&I communities, we seek to continuously educate ourselves, stay informed about emerging best practices, and bring these insights back into the organisation.

8.3 DE&I within ESG Governance

The ESG Manager plays a role in safeguarding and strengthening Diversity, Equity & Inclusion within the organisation and beyond. Within the scope of the mandates, the ESG Manager assesses whether external managers have a DE&I policy in place. This information is primarily obtained through GRESB reporting. If such information is unavailable or provides insufficient insight, the DE&I policy is requested from the relevant manager to enable a substantive assessment. This approach is aligned with the ESG strategy and the principles set out in the strategy document.

9. Roles and responsibilities

The CEO is responsible for the DE&I Policy within Bouwinvest. The HR department and DE&I Committee is responsible for the implementation and execution of the DE&I policy.

Executive Board

The responsibilities of the Executive Board are as follows:

a. Approving this DE&I Policy and ensuring it remains consistent with Bouwinvest's vision with regard to diversity, equity, and inclusion.
b. Approving the annual DE&I budget.
c. Ensuring the diversity, equity, and inclusion are in line with this policy across the entire organisation, especially in the 2nd Echelon.
d. Leading by example, creating the appropriate corporate culture and participating in general and leadership DE&I training.
e. Setting the diversity goals for the 2nd Echelon.

Managers

The responsibilities of the Managers are as follows:

a. Ensuring the diversity, equity, and inclusion of the employees within their (functional) HR-scope are in line with this policy.
b. Leading by example and participate in general and leadership DE&I trainings.

Employees

The responsibilities of all employees are as follows:

a. Respecting the diversity of all people.
b. Creating an inclusive environment.
c. Enhancing their awareness of potential unconscious bias.
d. Driving DE&I with intentional actions.
e. Participating in general DE&I trainings.

Human Resources and reporting & monitoring

Head of People & Organisation

The Head of people & Organisation annually reports to the Executive Board about the progress of implementation, further developments, initiatives and the manner in which objectives are met regarding this policy. Periodically, all employees are informed on the progress through transparent communication.

The Head of People and Organisation is responsible for the periodic evaluation of the effectiveness of the DE&I Policy. Where appropriate, proposed amendments are submitted to the CEO for approval and implemented accordingly.
Such amendments may be informed by internal feedback or by insights derived from relevant external best practices.

Further responsibilities of the HR department are as follows:

a. Supporting managers by providing insights and guidance to mitigate bias and to promote inclusive and diverse recruitment practices.
b. Submitting an annual application for the DE&I budget.

DE&I Committee and DE&I Chair

The responsibilities of the DE&I Committee are as follows:

a. Advise HR on topics of current interest regarding DE&I.
b. Pro-actively gather and share feedback on the policy, its implementation and effect on the organisation with HR.
c. Raise awareness of Diversity, Equity & Inclusion across the organisation and promote understanding of DE&I principles.
d. Organise targeted learning activities, including DE&I trainings, inspirational sessions, and interactive workshops.
e. Act as a connector by engaging with external DE&I networks and events to gain insights, inspiration, and best practices for the organisation.

DE&I Chair

The DE&I chair is responsible for leading the DE&I Committee meetings, setting the agenda, and reviewing and updating the DE&I Policy when necessary. In addition, the DE&I Chair holds a bilateral meeting with the Head of HR at least twice a year to discuss DE&I planning, priorities, budget and ongoing actions.

Compliance

The responsibilities of the Compliance department are as follows:
Compliance is together with HR responsible for actively promoting the Social Safety and Unwanted Behaviour Policy.

ANNEX A:
Definition of Terms

Diversity
Diversity is the range of human differences, including differences in race, ethnicity, sex, gender, age, sexual orientation, ability, socioeconomic status, religious beliefs, neurodiversity, and more.

Equity
Equity refers to fair treatment for all people, so that the norms, practices, and policies in place ensure identity is not predictive of opportunities or workplace outcomes. Equity differs from equality: while equality assumes that all people should be treated the same, equity takes into consideration a person's unique circumstances, adjusting treatment accordingly so that the end result is equal.

Inclusion
Inclusion is acknowledging the differences between people and creating a culture of acceptance and understanding. It refers to how the workforce experiences the workplace and the degree to which the organisation enables all employees to make meaningful contributions.

Cognitive Diversity
We define cognitive diversity as differences in how people think. It refers to different work styles, learning styles, personality styles, perspectives, and information processing styles within the workforce.

Management
In this document, management is defined as all employees within Bouwinvest that have (functional) HR-responsibility for at least one employee.

Diversity Goal
A diversity goal is a commitment we set to increasing the representation of different identity groups in our workforce. We currently register the mandatory personal information, which is why the diversity goals in this policy are limited to gender diversity. In the future, if our employees agree to voluntarily register more personal information, then we might set more diversity goals. However, we also want to respect our employees' privacy to not register unnecessary information.

Pay Equity
Pay equity is the legal concept that equal work deserves equal pay regardless of an employee's race, gender, ethnicity, age, religion or other non-job-related factors. This means employees who perform the same or similar jobs should receive equal pay.

Life Partner
Our inclusive definition of a life partner encompasses a variety of family structures, recognizing families with different structures as equal in all our policies. This approach acknowledges and respects the diverse ways in which individuals choose to build and define their families.