



DIVERSITY, EQUITY, AND INCLUSION POLICY

VERSION 2.0

October 2025

TABLE OF CONTENTS

1.	INTRODUCTION	3
2.	DEFINITIONS	3
3.	GOVERNANCE	3
4.	OBJECTIVES	4
5.	STRATEGIC FOCUS	4
6.	RELATED POLICIES	5
7.	REPORTING AND INVESTIGATING DEI ISSUES	5

1. INTRODUCTION

RioCan is dedicated to fostering a culture of excellence by ensuring that all RioCan employees, regardless of their race, gender, age, sexual orientation, physical ability, neurotype, or position within the company, have an equal opportunity for success, feel a sense of belonging within the company, and are empowered to contribute to RioCan's advancement of Diversity, Equity, and Inclusion (DEI) within the workplace and in the communities we serve.

2. DEFINITIONS

2.1 Diversity

The full range of differences and similarities, visible and nonvisible, that make each individual unique, such as race, ethnicity, sexual orientation, gender, neurotype, abilities and disabilities, religion, age, and perspectives arising from different backgrounds, as well as additional dimensions including, but not limited to, parental/family status, work experience, educational background, geographic location, organizational affiliation, management status, etc.

2.2 Equity

Fairness with regard to the utilization of practices, policies and systems maintained by organizations. Equity values equal outputs and recognizes that everyone starts from a different place.

2.3 Inclusion

The process of engaging/leveraging a diverse population across the wide range of dimensions and welcoming them to contribute their full selves to assist in achieving the organization's mission.

3. GOVERNANCE

At the Board level, the Nominating, Environmental, Social, and Governance Committee (NESGC) is dedicated to overseeing RioCan's strategy, policies, and practices concerning all aspects of diversity, equity, and inclusion.

In 2020, RioCan established a DEI Committee to provide governance and embed DEI considerations throughout the organization. To strengthen alignment and impact, the DEI Committee was formally transitioned to report under the People and Brand team in 2022. The DEI Committee plays a crucial role in fostering strategic accountability for results, offering governance and oversight on DEI efforts, and facilitating company-wide communication to ensure the seamless integration and embedding of DEI initiatives across the organization.

4. OBJECTIVES

RioCan commits to promoting DEI through the following objectives:

- Cultivate an environment of continual learning and awareness.
- Encourage accountability at all levels of the organization that facilitates an inclusive environment.
- Provide a platform for employees to share feedback and report on DEI developments.
- Embed DEI principles into community engagement efforts within the communities where we operate.

5. STRATEGIC FOCUS

RioCan's DEI strategy is built on four pillars:

5.1 Training & Education

Cultivate an environment of learning and awareness, empowering our teams with the necessary knowledge and tools to embrace actively and champion DEI principles in their daily interactions and decision-making processes. We promote meaningful conversations on diversity, equity, and inclusion across the organization through proactive engagement and a commitment to ongoing learning.

5.2 Community Partnership and Engagement

Embed DEI principles and objectives across all RioCan partnerships and community engagements. We champion sustainable anti-racist initiatives and community stewardship that support equity-deserving communities.

5.3 Policies and Advocacy

Commitment to strategic policy development and proactive advocacy initiatives that embed diversity, equity, and inclusion objectives across the business. We continually review and enhance RioCan's policies and ensure these policies reflect our unwavering dedication to fostering an inclusive workplace and support for communities across Canada.

5.4 Commitment

Drive authentic, informed, and measured commitment to diversity, equity, and inclusion by establishing clear metrics and tracking RioCan's progress. We leverage data-driven insights to inform and shape our practices, ensuring accountability and meaningful change.

6. RELATED POLICIES

Following existing policies support RioCan's DEI principles:

- [Code of Business Conduct and Ethics Policy](#)
- [Corporate Donations Policy](#)
- [Continuing Education and Training Policy](#)
- [Discrimination and Harassment Policy](#)
- [Environmental, Social and Governance Policy](#)
- [Social Media Policy](#)
- [Whistleblower Policy](#)
- [Diversity Policy](#)
- [Supplier Code of Conduct](#)

7. REPORTING AND INVESTIGATING DEI ISSUES

For questions or concerns regarding RioCan's DEI policy, please contact DEI@riocan.com.

For reporting DEI issues, refer to the Code of Conduct and Whistleblower policies. Investigations will be conducted per these policies. All records of DEI complaints and investigations are confidential and disclosed only as required by law.