

EXTRACT OF CAPITALAND DIVERSITY, EQUITY AND INCLUSION POLICY

CapitaLand Group Human Resource Policies & Guidelines

Diversity, Equity, and Inclusion (DEI) Policy

1 OVERVIEW

- 1.1 This Diversity, Equity and Inclusion (DEI) policy sets out the intention and approach to guide our diversity, equity and inclusion practices across all aspects of CapitaLand's business and operations.
- 1.2 To build a strong foundation for CapitaLand to attain its objectives and achieve sustainable business results, we are committed to fostering diversity of talent and providing a fair and inclusive environment for all.
- 1.3 At CapitaLand, our approach to DEI ensures that our people policies and practices respect the rule of law and embody best practices in the countries that we operate in. By doing so, we aim to create a #OneCapitaLand culture that leverages our global workforce's collective capabilities.

2 POLICY

- 2.1 This policy applies to all employees and all aspects of our businesses and operations in CapitaLand. Employees are to adhere to the policy and ensure adherence by all parties acting for or on behalf of CapitaLand.
- 2.2 This policy is subject to change from time to time as necessary or if required by any applicable law or regulations.

3 ROLES AND RESPONSIBILITIES

- 3.1 Senior Leadership: CapitaLand's senior leadership team is responsible for embracing and promoting the principles of diversity, equity, and inclusion throughout the organization. They lead by example, foster an inclusive culture, and promote the benefits of a diverse workforce.
- 3.2 Managers and Supervisors: Managers and supervisors play a crucial role in implementing this policy. They are responsible for fostering an inclusive work environment, addressing any instances of discrimination or harassment promptly, and providing equal opportunities for all employees.
- 3.3 All Employees: Every employee at CapitaLand has a responsibility to create and maintain a positive work environment that embraces diversity, equity, and inclusion. All employees are expected to treat their colleagues, customers, and other stakeholders with dignity, respect, and fairness.

4 REPORTING AND COMPLIANCE

- 4.1 CapitaLand is committed to promptly addressing any breaches or alleged breaches of this policy. Breaches will be fully investigated and dealt with under the prevailing disciplinary procedures where appropriate.
- 4.2 Employees who witness or experience any instance of unlawful discrimination, harassment, or any other alleged breaches of this policy are encouraged to report such incidents immediately. All reports will be treated confidentially and with sensitivity.
- 4.3 Employees can report incidents to their immediate supervisors or the Human Resources department, or through the confidential whistleblowing channel. All reports will be handled with utmost confidentiality and will be appropriately addressed. CapitaLand ensures that appropriate investigations will be conducted, and appropriate action will be taken to address any violations of this policy.

FOR DETAILED POLICY, PLEASE REFER TO CAPITALAND INTRANET.