

EXTRACT OF CAPITALAND DIVERSITY & INCLUSION POLICY

CapitaLand Group Human Resource Policies & Guidelines

Diversity & Inclusion

1. OVERVIEW

- 1.1. This policy sets out the basic principles on how employees should conduct themselves to create an environment that is committed to workplace diversity and foster a culture of inclusion, across all aspects of CapitaLand's business and operations.
- 1.2. The CapitaLand workforce is made up of employees with unique skills, values, backgrounds and experiences. Such diversity and inclusion are business imperatives that provide a foundation to enable CapitaLand to attain its objectives and achieve sustainable business results.
- 1.3. At CapitaLand, "Diversity" refers to all the characteristics that make individuals different from each other. They may include, but not limited to attributes or characteristics such as religion, ethnicity, language, gender, disability, age, competencies and skill levels.
- 1.4. "Inclusion" at CapitaLand refers to ensuring that employees have equal opportunity in the organisation without any barriers or obstacles as a result of their gender, age, ethnic background, religion, family/marital status or physical ability. Inclusion is about the commitment to treating individuals equally and with respect.

2. POLICY

- 2.1. This policy applies to all employees and all aspects of our businesses and operations in the CapitaLand Group. It is the responsibility of all employees to adhere to the policy and ensure that it is adhered to 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 law.

3. ROLES AND RESPONSIBILITIES

- 3.1. CapitaLand employees are expected to foster a culture of diversity and inclusion, where different perspectives, experiences and skillsets are respected and valued. Specific responsibilities include:
 - i. ensuring that colleagues, customers and other stakeholders are treated fairly and equally within the workplace.
 - ii. ensuring that business practices and processes allow people from diverse backgrounds to have equal opportunity within CapitaLand Group.
 - iii. promoting and encouraging a diverse and inclusive workforce drawing on the differing knowledge, perspectives, ways of thinking, experiences and working styles present in our global community.
 - iv. striving to create an inclusive environment which is respectful of all cultural backgrounds and beliefs, across the business.

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4. FAILURE TO COMPLY

- 4.1. Breaches or alleged breaches of this policy will not be tolerated and will be fully investigated and dealt with under the prevailing disciplinary procedures where appropriate.
- 4.2. Preventing and tackling inappropriate behaviour and conduct is essential to ensuring that CapitaLand is well-managed. CapitaLand is committed to continually working towards achieving a discrimination-free culture.
- 4.3. Employees should immediately report any unlawful discrimination or alleged breaches of this policy to one of the following and co-operate with company investigations:
 - i. Immediate Supervisor
 - ii. Human Resources

FOR DETAILED POLICY, PLEASE REFER TO CAPITALAND INTRANET.