CapitaLand Investment Limited (CLI)

Human Capital Management Policy Framework

At CapitaLand Investment Limited (CLI), we are committed to responsible human capital management practices that support sustainable business performance, workforce resilience and long-term value creation. We believe our people are fundamental to the success of our business and seek to foster a workplace where employees are respected, supported and empowered to realise their full potential. Our approach is guided by principles of fairness, inclusion, integrity, accountability and respect for human rights, and is embedded throughout the employee lifecycle.

CLI's Human Capital Management Policy Framework establishes the foundation for attracting, developing, engaging and retaining a diverse, inclusive and future-ready workforce. The framework encompasses policies and practices relating to diversity, equity and inclusion; equal opportunity; human rights; employee well-being; learning and development; fair and competitive remuneration; workplace respect; and responsible employment practices. These policies support our commitment to building a high-performing organisation while promoting sustainable growth and organisational effectiveness.

Governance and Accountability

Human capital management is supported by leadership oversight, established governance processes and organisation-wide accountability. Senior leaders set the tone and direction for an inclusive, respectful and high-performing workplace culture, while managers and employees share responsibility for upholding CLI's values, policies and expected standards of conduct. Structured processes support policy implementation, employee engagement, workforce capability development and the effective management of workplace concerns

Diversity, Equity, Inclusion and Equal Opportunity

CLI is committed to fostering a workplace where diversity is valued, inclusion is encouraged and all employees have equitable access to opportunities. Employment-related decisions are based on business needs, job requirements, qualifications, performance and contribution. We maintain a zero-tolerance approach towards discrimination, harassment and unfair treatment, and strive to provide a psychologically safe and inclusive environment where employees feel respected, valued and empowered to contribute diverse perspectives and experiences. These principles apply throughout the employee lifecycle, including recruitment, hiring, development, career progression, remuneration and separation.

Human Rights and Respectful Workplace

CLI respects internationally recognised human rights and integrates human rights considerations into its policies, practices and business activities. Our approach is guided by the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact and applicable local laws and regulations. We are committed to providing fair, safe and healthy working conditions and prohibit all forms of discrimination, harassment, forced labour, child labour and human trafficking. We adopt a risk-based approach to identifying, preventing, mitigating and addressing potential human rights impacts across our operations and business activities.

Talent Development and Workforce Capability

CLI recognises that continuous learning and capability development are critical to maintaining a resilient and future-ready workforce. Employees are encouraged to take ownership of their development, supported by structured learning frameworks, development programmes and access to diverse learning opportunities. Guided by the 70-20-10 learning philosophy, our approach emphasises experiential learning, knowledge sharing, coaching and formal development interventions to strengthen technical, professional and leadership capabilities. Learning investments are aligned with business priorities, workforce needs and long-term organisational capability building

Employee Well-being and Employee Experience

Employee well-being is a core component of CLI's workforce strategy and employee value proposition. We support employee well-being through leave provisions, workplace practices and initiatives designed to promote work-life integration, employee engagement and sustainable performance. Our approach seeks to provide employees with opportunities to rest, recharge and manage personal commitments, recognising that employee well-being contributes to workforce resilience, productivity and long-term organisational success.

Fair and Competitive Reward Practices

CLI adopts a fair, competitive and performance-based approach to remuneration. Our total rewards framework is designed to attract, motivate and retain talent while reinforcing accountability, recognising performance and supporting long-term sustainable value creation. Compensation practices are supported by structured remuneration frameworks, market benchmarking and periodic reviews to promote competitiveness, consistency and equitable outcomes. Performance-linked incentives align employee contributions with business objectives and long-term organisational success.

Reporting and Grievance Mechanisms

CLI promotes a culture of integrity, transparency and accountability. Employees and stakeholders have access to formal and confidential channels to raise concerns relating to discrimination, harassment, human rights matters, workplace conduct or other policy violations. Reports are handled confidentially, assessed impartially and investigated in accordance with established procedures. Individuals who raise concerns in good faith are protected from retaliation, supporting a workplace where concerns can be raised and addressed responsibly and fairly.

Monitoring, Review and Disclosure

CLI periodically reviews its human capital policies, practices and programmes to ensure continued alignment with applicable laws and regulations, organisational priorities and evolving industry best practices. We monitor key workforce indicators and report on relevant human capital metrics, including workforce diversity, employee development and training participation, through our annual sustainability disclosures. Through regular review and transparent reporting, we seek to strengthen accountability, drive continuous improvement and demonstrate our commitment to responsible workforce management and sustainable business performance.

Related Policy Documents

The following policy extracts provide additional information on CLI's Human Capital Management Framework (by alphabetical order)

a. Diversity, Equity and Inclusion (DEI) Policy
b. Employee Well-being and Leave Policy
c. Equal Opportunity and Non-Discrimination Policy
d. Fair and Competitive Compensation Policy
e. Learning and Development Policy
f. Respectful Workplace and Anti-Harassment Policy
g. Social Charter

These policy extracts should be read together with CLI's broader Human Resource Policies and Guidelines, which are reviewed periodically to ensure alignment with applicable laws, regulatory requirements and evolving best practices.

EXTRACT OF CAPITALAND INVESTMENT LIMITED (CLI) DIVERSITY, EQUITY AND INCLUSION POLICY

CLI Human Resource Policies & Guidelines

Diversity, Equity and Inclusion

We are committed to fostering a diverse, equitable and inclusive workplace that enables all individuals to thrive and contribute to sustainable business success. Our Diversity, Equity and Inclusion (DEI) approach guides our people practices across all markets in which we operate and supports the development of a unified and inclusive organisational culture.

We value diversity across a wide range of backgrounds, perspectives and experiences, and are committed to creating a workplace where individuals are treated with dignity, fairness and respect. We promote equitable access to opportunities and ensure that our people policies and practices support fair outcomes based on merit, performance and contribution.

We strive to build an inclusive and psychologically safe environment where employees feel valued and empowered to contribute. By encouraging diverse perspectives, experiences and ways of thinking, we strengthen innovation, collaboration and organisational resilience.

Our Commitments

- Senior leadership sets the tone and direction for inclusion, while managers and employees are responsible for fostering a respectful and inclusive workplace culture in their daily interactions and decision-making.
- Formal, confidential channels are in place for employees and stakeholders to report concerns relating to discrimination, harassment or unfair treatment.

Our Progress

We report on our workforce diversity representation annually in our CLI Global Sustainability Report.

Related Policies

- Equal Opportunity and Non-Discrimination
- Fair and Competitive Compensation
- Social Charter

FOR DETAILED POLICY, PLEASE REFER TO CAPITALAND INTRANET.

This policy is reviewed periodically to ensure alignment with organisational priorities, regulatory requirements and evolving best practices in talent development.

EXTRACT OF CAPITALAND INVESTMENT LIMITED (CLI) ANNUAL LEAVE POLICY

CLI Human Resource Policies & Guidelines

Employee Well-being and Leave

Supporting employee well-being is a key component of sustainable workforce management. Paid annual leave is provided to enable employees to rest, recharge and maintain a healthy work-life balance, contributing to sustained performance and overall engagement.

Annual leave entitlements are structured based on job grade and length of service, with eligibility extended to both confirmed and probationary employees. Entitlements are accrued on a pro-rated basis in accordance with the period of active service, ensuring a fair and consistent approach across the workforce.

Our leave provisions are designed to support equitable treatment, including pro-ration for part-time employees and those with partial-year service, as well as recognition of prior service for re-employed employees where applicable.

Our Commitments

- Employees are encouraged to plan and use their leave in a timely manner to support well-being, balanced against operational requirements for business continuity.
- Flexibility is supported through provisions such as half-day leave arrangements and alignment with flexible work practices.
- Clear, transparent processes are in place for leave application, approval and tracking through designated systems.

Our Progress

Employee well-being initiatives and engagement outcomes are reported in our CLI Global Sustainability Report.

Related Policies

- Fair and Competitive Compensation

FOR DETAILED POLICY, PLEASE REFER TO CAPITALAND INTRANET.

This policy is reviewed periodically to ensure alignment with organisational priorities, regulatory requirements and evolving best practices in talent development.

EXTRACT OF CAPITALAND INVESTMENT LIMITED (CLI) EQUAL OPPORTUNITY EMPLOYER POLICY

CLI Human Resource Policies & Guidelines

Equal Opportunity and Non-Discrimination

We are committed to being an equal opportunity employer and to fostering a fair, respectful, and inclusive workplace. This commitment is embedded in our Diversity, Equity, and Inclusion (DEI) policy and Social Charter, ensuring that all individuals are treated equitably regardless of their background or personal attributes.

All employment-related decisions are based on business needs, job requirements and individual qualifications. We maintain a zero-tolerance approach to discrimination and do not tolerate any form of unfair treatment based on age, disability, gender, marital or pregnancy status, family or caregiving responsibilities, national origin, race/ethnicity, religion or other characteristics protected under applicable laws.

These principles apply consistently across the full employee lifecycle including recruitment, hiring, placement, development and separation, enduring fair and equitable outcomes in all employment practices.

Our Commitments

- Formal channels for employees and stakeholders to raise concerns relating to discrimination, bias or unfair treatment, handled confidentially and investigated impartially.
- A strict non-retaliation principle to protect individuals who raise concerns in good faith.
- Diversity recognised as a strategic enabler of innovation, engagement and long-term sustainable performance.

Our Progress

Our approach to fair employment practice is described further in our CLI Global Sustainability Report.

Related Policies

- Diversity, Equity and Inclusion
- Respectful Workplace and Anti Harassment
- Social Charter

FOR DETAILED POLICY, PLEASE REFER TO CAPITALAND INTRANET.

This policy is reviewed periodically to ensure alignment with organisational priorities, regulatory requirements and evolving best practices in talent development.

EXTRACT OF CAPITALAND INVESTMENT LIMITED (CLI) COMPENSATION PHILOSOPHY

CLI Human Resource Policies & Guidelines

Fair and Competitive Compensation

Fair, competitive and performance-driven remuneration is a key component of the organisation's approach to attracting, motivating and retaining talent, while supporting long-term sustainable business performance. The compensation approach is anchored on a pay-for performance philosophy with remuneration linked to business outcomes, individual contributions and market benchmarks.
Compensation is structured around total rewards, comprising base salary, variable incentives, and benefits. Base salaries are aligned to the market value of roles and calibrated against industry benchmarks to ensure competitiveness and consistency across comparable positions.

Variable remuneration is designed to reward performance and value creation. Short-term incentives are linked to Group, business unit, and individual performance, while long-term incentives, including equity-based plans support employee retention, align interests with stakeholders, and reinforce sustainable growth.

Our Commitments

- Structured compensation frameworks, including defined salary ranges and job grading, to ensure fair and consistent application across the organisation.
- Regular reviews to ensure compensation practices remain competitive and equitable, including benchmarking against industry peers and participation in compensation surveys.
- Employee benefits and welfare programmes provided in recognition of employees' contributions and to support their work and life needs.

Our Progress

Our approach to pay equity and reward governance is described futher in our CLI Global Sustainability Report.

Related Policies

- Diversity, Equity and Inclusion
- Employee Well-being and Leave

FOR DETAILED POLICY, PLEASE REFER TO CAPITALAND INTRANET.

This policy is reviewed periodically to ensure alignment with organisational priorities, regulatory requirements and evolving best practices in talent development.

EXTRACT OF CAPITALAND INVESTMENT LIMITED (CLI) LEARNING AND DEVELOPMENT PHILOSOPHY AND GUIDELINES

CLI Human Resource Policies & Guidelines

Learning and Development

Continuous learning and development are key enablers of a resilient and future-ready workforce. Investment in employee development supports the enhancement of skills, capabilities and leadership readiness, enabling sustained individual performance and long-term business success.

Learning and development are recognised as a shared responsibility between the organisation and employees. Employees are encouraged to take ownership of their development, while the organisation provides a supportive environment, structured frameworks and access to learning opportunities to facilitate continuous growth

Our approach to learning is guided by the 70-20-10 framework, recognising that the most effective development occurs through a combination of on-the-job experiences, feedback and collaboration, and formal training. Emphasis is placed on the practical application of learning in real work situations to reinforce capability building and performance outcomes.

A range of learning opportunities is made available to support employees across different roles and career stages. These include structured programmes such as courses, workshops, conferences, online learning, professional certifications and on-the-job development, delivered through both internal and external platforms.

Access to learning is guided by relevance to job responsibilities and development needs, ensuring that learning interventions are aligned with organisational priorities and individual performance requirements.

Our Commitments

- A structured framework is in place to support the governance and consistency of learning activities. Learning programmes are subject to defined approval processes and oversight, ensuring alignment with business needs and appropriate allocation of resources.
- Support is provided for approved learning programmes, including the coverage of relevant course fees and associated expenses, as well as continued salary during participation. This enables employees to focus on capability development while maintaining their employment benefits.
- Where applicable, learning sponsorship arrangements may include service commitments to ensure alignment between employee development and organisational investment, with clear expectations on programme completion and participation.

Our Progress

We report on workforce training participation and investment annually in our CLI Global Sustainability Report.

Related Policies

- Diversity, Equity and Inclusion
- Fair and Competitive Compensation

FOR DETAILED POLICY, PLEASE REFER TO CAPITALAND INTRANET.

This policy is reviewed periodically to ensure alignment with organisational priorities, regulatory requirements and evolving best practices in talent development.

EXTRACT OF CAPITALAND INVESTMENT LIMITED (CLI) HARASSMENT POLICY CLI Human Resource Policies & Guidelines

Respectful Workplace and Anti-Harassment

A respectful, safe and inclusive workplace is fundamental to effective human capital management. Harassment of any form is not tolerated, and all individuals are expected to be treated with dignity, fairness and respect in accordance with established policies and applicable laws.

Harassment is defined as any unwelcome conduct based on protected characteristics, including but not limited to race or ethnicity, gender, age, religion, nationality, disability, or other characteristics protected under applicable laws and regulations. Such conduct may take various forms, including verbal, physical, visual or sexual harassment, and is prohibited in all work-related settings.

This policy operates in alignment with the organisation’s Diversity, Equity and Inclusion framework and Human Rights commitments, reinforcing a consistent approach to maintaining a workplace free from discrimination, harassment and inappropriate behaviour.

Our Commitments

- Clear processes for raising concerns through line management, Human Resources, or confidential whistleblowing channels.
- All concerns handled with confidentiality, assessed impartially and investigated promptly.
- Appropriate, proportionate disciplinary action where breaches are substantiated, in line with applicable laws.

Our Progress

Leadership sets the tone and expectations for a respectful workplace, with accountability shared across the organisation. Read more in our CLI Global Sustainability Report.

Related Policies

- Diversity, Equity and Inclusion
- Equal Opportunity and Non-Discrimination
- Social Charter

FOR DETAILED POLICY, PLEASE REFER TO CAPITALAND INTRANET.

This policy is reviewed periodically to ensure alignment with organisational priorities, regulatory requirements and evolving best practices in talent development.

EXTRACT OF CAPITALAND INVESTMENT LIMITED (CLI) SOCIAL CHARTER
CLI Human Resource Policies & Guidelines

Social Charter

Respect for internationally recognised human rights is embedded across operations and the broader value chain. This commitment is guided by the principles set out in the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact, and applicable local laws and regulations.

Human rights considerations are integrated into policies, practices and business activities, reinforcing a consistent approach to treating all individuals with dignity, fairness and respect across all locations of operation.

We maintain fair, safe and healthy working conditions in accordance with applicable labour standards, including adherence to fair employment practices, safeguarding of workplace health and safety, and prohibition of all forms of forced labour, child labour and human trafficking. These expectations extend to our suppliers, contractors and business partners, working alongside our Supply Chain Code of Conduct.

We respect the rights and dignity of local communities are respected, with a focus on responsible, transparent and constructive engagement where operations may have an impact. Consideration is given to the potential social implications of business activities, reinforcing responsible corporate citizenship.

Our Commitments

- A risk-based approach to ongoing human rights due diligence, including the identification, prevention, mitigation and remediation of potential adverse impacts.
- Accessible, confidential channels for employees, stakeholders and communities to raise human rights concerns, with reports assessed impartially and addressed in a timely manner.
- Accountability embedded across the organisation, with senior leadership providing oversight.

Our Progress

- We conduct regular human rights risk assessments and supplier audits across our value chain. Our approach and progress are described in our CLI Global Sustainability Report.

Related Policies

- Equal Opportunity and Non-Discrimination
  Respectful Workplace and Anti-Harassment
  Supply Chain Code of Conduct

FOR DETAILED POLICY, PLEASE REFER TO CAPITALAND INTRANET.

This policy is reviewed periodically to ensure alignment with applicable laws, regulatory requirements and evolving international best practices in human rights and responsible business conduct.