



CITY DEVELOPMENTS LIMITED **DIVERSITY, EQUITY & INCLUSION POLICY**

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I. Purpose

City Developments Limited (“CDL” or the “Company”, together with its subsidiaries, the “Group”) is committed to creating a workplace that values diversity, equity and inclusion. Cultivating and preserving an enriched corporate culture where our employees are respected, supported and heard enhances the development of our human capital and contributes to the success of our business.

Our Global Diversity, Equity and Inclusion (DEI) policy is guided by international standards described in the Universal Declaration of Human Rights, the International Labour Organization’s Transforming Enterprises through [Diversity and Inclusion Report](#) and the [2030 Agenda for Sustainable Development’s pledge](#). The policy guidelines ensure that our practices provide our employees and new applicants equal access to employment, development and advancement opportunities.

CDL Group is committed to ensuring a dignity-centred workplace where our employees are always mutually respected. We seek to address discrimination on all grounds, notably in gender identity, ethnicity, race, religion, age, disability, national origin, socio-economic status, familial/marital status, and sexual orientation by ensuring fairness in our employment practices, non-discrimination and fair compensation.

Our Global DEI policy outlines CDL Group’s responsibility to embed DEI into our value chain, organisational culture and activities worldwide. We strive to ensure that these principles are understood, observed and adhered to by all employees as far as is reasonably practicable.

II. Application

This policy applies to all CDL Group employees, including our wholly-owned subsidiaries, Millennium & Copthorne Hotels Limited (M&C) and CBM Pte Ltd. Where CDL does not have a controlling interest, we will encourage our stakeholders, including business and joint venture partners, contractors and suppliers, to observe this policy and uphold the fundamental principles in the [CDL Human Rights Policy](#) and our [Corporate EHS Policy](#).

III. DEI Principles

The following reflects the values that CDL upholds in our operations, and we expect our stakeholders to follow the spirit and intent of these principles:

A) Workplace Diversity, Equal Opportunity and Inclusivity

- i. Prioritise, nurture and protect a culture of diversity, equity and inclusivity in the workplace, ensuring all employees, especially senior leaders, are held accountable as role models for diversity and inclusion actions.
- ii. Maintain a balanced representation of women in leadership positions.
- iii. Ensure equal opportunity with respect to employment and occupation within the CDL Group.
- iv. Create local employment in the communities that we operate in.

- v. Enhance employees' awareness of potential conscious or unconscious biases that might hinder their ability to foster an inclusive work environment. All employees are required to review this policy at least once a year.
- vi. Provide training, educational programmes and guidance on diversity and unconscious bias.

B) Zero Tolerance of Discrimination, Harassment or Violence

- i. Provide a fair and favourable work environment free from physical, psychological or verbal abuse, sexual or other harassment, retaliation, intimidation of any kind and improper conduct.
- ii. Refrain from discriminating against anyone based on gender, ethnicity, race, religion, disability, age, sexual orientation and gender identity, marital status or family responsibilities, or any other status protected by applicable local law.
- iii. Workplace harassment can take different forms and occur through different modes of communication, such as by email, text messaging or social media. Examples that may be considered harassment include but are not limited to:
 - threatening, abusive or insulting language, comments or other non-verbal gestures
 - cyber bullying
 - doxing
 - sexual harassment
 - stalking
- iv. Employees who witness inappropriate behaviour are encouraged to speak up through channels listed in section IV below ("Responsibilities").
- v. Internal investigation of allegations of improprieties pertaining to any forms of harassment will be conducted where necessary, in accordance with reporting and investigation procedures as covered under section 5 of CDL's [Workplace Anti-Harassment and Anti-Bullying Policy](#).

C) Employee Rights

- i. **Remuneration and Benefits:** Our employees are compensated relative to the industry and local labour market, operating in compliance with applicable government policies on wages, work hours, overtime and benefits laws. We are committed to regularly reviewing our compensation practices to ensure that our pay is fair and equitable. This includes our commitment towards gender parity and equal pay, closing the gender pay gap, if any.
- ii. **Flexible Working Arrangements:** The working hours of CDL Group employees shall comply with applicable laws. Recognising the need for employees to have a work-life balance, we offer flexible working hours and flexible work arrangements where appropriate and discourage excessive working hours as far as is reasonably practicable within the constraints of running the business effectively.

D) Recruitment, Retention and Employee Development

- i. The basis for recruitment, placement, training, compensation and advancement is based on merit, qualifications, performance, achievements, skills and experience. No employee shall be discriminated against on the above due to race, nationality, ethnicity, religion, disability, gender, age, sexual orientation, marital status, and family responsibilities.
- ii. We are committed to building long-term careers for our employees by providing a robust range of education, exposure, training and development opportunities, including opportunities to develop their skills and capabilities for advancement where reasonable and possible.

IV. Responsibilities

Heads of Divisions/Departments are accountable for compliance with the policy. They are to establish appropriate responsibilities and procedures within their divisions/departments.

We have a collective responsibility to treat others with dignity and respect as we work towards ensuring an inclusive and safe work environment for everyone. All employees are expected to comply with this Policy. Disciplinary measures shall be enforced against any employee found guilty of inappropriate behaviour.

Should any employees feel they have been treated contrary to the guidelines of this Policy or have any concerns of conduct inconsistent with this Policy, they can raise them through their reporting manager in accordance with the CDL Grievance Management Policy or CDL Workplace Anti-Harassment and Anti-Bullying Policy. Respective supervisors and/or the Human Resource (HR) department is/are to review and take appropriate action to address valid concerns. Employees may also raise concerns via the CDL Group's confidential whistleblowing hotline.

V. Governance

This Policy shall be owned by Group Chief Human Resource Officer, CDL, and shall be reviewed once every two years, commencing from the last approval date.

This policy has been reviewed by the Board Sustainability Committee and approved by the Board.

Approved on 3 May 2023.