



ComfortDelGro Corporation Limited

Diversity, Equity and Inclusion (DEI) Policy

ComfortDelGro is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion on a corporate-wide basis.

Our human capital is the most valuable resource we have. We have a diverse workforce of different backgrounds, life experiences, beliefs and capabilities.

We embrace our employees' differences in age, colour, nationality, ethnicity, family or marital status, gender identity or expression, sexual orientation, national origin, physical or mental ability, political affiliation, religious belief, socio-economic status, and other characteristics that make our employees unique.

ComfortDelGro's DEI initiatives are applicable but not limited to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of diversity, equality and inclusion. The Board drives ComfortDelGro's DEI by setting the example of ensuring that the composition of Directors is a balance of tripartism experience from government, labour and business in order to appreciate the values of collective consensus and avoid unproductive group-think and biasness. All employees share the same values to facilitate inclusive discussions to push for innovative business developments.

All employees of **ComfortDelGro** have a responsibility to always treat one another with dignity and respect. All employees are expected to exhibit teamwork, cooperation and conduct that reflects inclusion at all times.

All employees are also required to attend and complete annual diversity awareness training to enhance their knowledge and deepen their understanding of their responsibilities. Any employee found to have exhibited any inappropriate conduct or behaviour against others may be subject to disciplinary action. Employees who believe they have been subjected to any kind of discrimination that conflicts with the company's DEI policy and initiatives should seek assistance from a supervisor or an HR representative.

ComfortDelGro reserves the right to modify, suspend, change or terminate this Policy at any time in accordance with local law. This Policy does not create any contractual rights or obligations, whether expressed or implied. Subject to local law, the English-language version will prevail.