

**City Developments Limited's Gender Equality-related Key Performance Indicators in FY 2022**  
**For Bloomberg Gender Equality Index (GEI) 2024**

City Developments Limited ("CDL", together with its subsidiaries, the "Group") is committed to creating a workplace that values diversity, equity, and inclusion (DEI). 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.

This document supplements CDL's [Integrated Sustainability Report 2023](#)'s Environmental, Social and Governance disclosures for FY 2022. Information disclosed in this document covers 100% of the Group's Gender Equality-related key performance indicators in FY 2022, solely for the purpose of the Bloomberg GEI 2024.

KPI	Disclosure
<b>Leadership</b>	
Percentage of women on company board	20%. Two out of ten directors on the Board are women; they are Ms Chan Swee Liang Carolina and Mrs Wong Ai Ai. <sup>1</sup>
Chairperson is a woman	No. The Group's chairperson is Mr Kwek Leng Beng.
Gender balance in board leadership	One out of the Group's four board committees is chaired by a woman. Ms Chan Swee Liang Carolina chairs the Remuneration Committee. <sup>2</sup>
Chief executive officer (CEO) is a woman	No. The Group's CEO is Mr Sherman Kwek Eik Tse.
Woman chief financial officer (CFO) or equivalent	Yes. The Group's CFO is Ms Yiong Yim Ming.
Percentage of women executive officers	44%. Four out of nine members of the Group's <a href="#">Key</a> and <a href="#">Senior Management</a> are women; they are Ms Yiong Yim Ming, Ms Esther An, Ms Lee Mei Ling, Ms Callie Yah.
Chief diversity officer (CDO)	Yes. The Group's Chief Human Resources Officer has a primary business function of developing and maintaining the company's DEI strategies.
<b>Talent Pipeline</b>	
Percentage of women in total management	44% of the Group's total management (1,910) are women (841).
Percentage of women in senior management	32% of the Group's total senior management (155) are women (49).
Percentage of women in middle management	45% of the Group's total middle management (1,755) are women (792).
Percentage of women in non-managerial positions	46% of the Group's total non-managerial positions (5,666) are women (2,591).
Percentage of women in total workforce	45% of the Group's total workforce (7,576) are women (3,432).
Percentage of women total promotions	45% of the Group's total promotions (601) are women (268).
Percentage of Women IT/Engineering	10% of the Group's total IT/Engineering workforce (467) are women (46).
Percentage of new hires are women	44% of the Group's total new hires (4,138) are women (1,832).

<sup>1</sup> [CDL Annual Report 2022](#): Page 24

<sup>2</sup> [CDL Annual Report 2022](#): Page 33

Percentage of women attrition	50% of the Group's total attrition (3,756) are women (1,892).
Time-bound action plan with targets to increase the representation of women in leadership positions	Yes. The Group set out to achieve 20% female representation on the Board in 2022. With Mrs Wong Ai Ai's appointment in January 2022, the Board has achieved its target of 20% female representation. The Board will strive to increase its female representation to 25% by 2025. <sup>3</sup>
<b>Pay</b>	
Adjusted mean gender pay gap	2%
Global mean (average) raw gender pay gap*	4%
<b>Inclusive Culture</b>	
Number of weeks of fully paid primary parental leave offered	Minimally 8 weeks of paid primary parental leave is provided across the Group. In Singapore, the Group provides 16 weeks of paid primary parental leave.
Number of weeks of fully paid secondary parental leave offered	Minimally 2 weeks of paid secondary parental leave is provided across the Group.
Parental leave retention rate	36% of women employees remained employed 12 months after their return from parental leave out of all women employees that used parental leave in FY 2022.
Back-up family care services or subsidies through the company	Yes. Under CDL's Flexible Benefits Scheme, family-related expenses and insurance coverage are extended to all regular and contract employees. This includes: <ul style="list-style-type: none"> <li>✓ Infant and Childcare Expense</li> <li>✓ Medical Coverage for Family</li> <li>✓ Maternity Expenses</li> <li>✓ Group Insurance Coverage for Family</li> </ul>
Flexible working policy	Yes. As stipulated in the Group's <a href="#">DEI Policy</a> , the Group recognises the need for employees to have work-life balance and offers flexible working hours and flexible work arrangements where appropriate and discourages excessive working hours as far as is reasonably practicable within the constraints of running the business effectively. <p>The Flexible Work Arrangement<sup>4</sup> scheme includes:</p> <ul style="list-style-type: none"> <li>✓ Flexi Time: flexible start and end times; flexible lunch hours</li> <li>✓ Flexi Place: telecommuting/work from home arrangement</li> <li>✓ Flexi Load: conversion to part-time work</li> </ul>
Employee resource groups for women	Yes. Recognising that female empowerment is crucial for the advancement of climate action, CDL created <a href="#">Women4Green</a> in 2017, a platform dedicated to capacity-building and collaboration amongst female leaders, executives and youths to catalyse positive change towards a more sustainable future for all. The initiative supports SDG 5 (Gender Equality) and SDG 13 (Climate Action). Many engagement initiatives and events were organised since its inception in late 2017, covering themes like sustainable diet, fashion and jewellery. <p>Harnessing the collective knowledge and expertise of women across industries, the <a href="#">Women4Green Impact Series</a> strives to incite meaningful change at work, at home and at play via events and discussions. In FY 2022, four Women4Green Impact Series (#12 to #15) were initiated to develop women, including CDL employees.</p>

<sup>3</sup> [CDL Annual Report 2022](#): Page 39

<sup>4</sup> [CDL Integrated Sustainability Report 2023](#): Page 97

\*Calculation performed follows Bloomberg GEI methodology = (men's mean pay - women's mean pay)/men's mean pay.

	CDL has also established an internal CDL Diversity and Inclusion Task Force in 2017 to promote awareness and adoption of diversity and inclusion within our workplace and the wider community. Under the leadership of our Group CEO, the Task Force is co-chaired by the Sustainability and HR departments. <sup>5</sup>
Unconscious bias training	Yes. CDL offers training programmes to all CDL employees, including unconscious bias training.
Annual anti-sexual harassment training	<p>Yes. All CDL employees are required to complete an annual declaration of CDL's compliance and corporate governance policies, including workplace and sexual harassment. 100% of CDL's new hires and current employees have undergone the workplace harassment training.</p> <p>To reinforce our firm stance on anti-harassment and anti-bullying, a compulsory workshop on professional workplace boundaries was launched in January 2021 for all CDL staff, including a session for management, focusing on their leadership roles.<sup>6</sup></p>

<sup>5</sup> [CDL Integrated Sustainability Report 2023](#): Page 95

<sup>6</sup> [CDL Integrated Sustainability Report 2023](#): Page 95