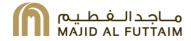# Majid al Futtaim Group Diversity, Equity and Inclusion Policy

V2

Majid Al Futtaim – People and Organisation

Last updated: February 2025

ACRONYMS AND KEY POLICY DEFINITIONS

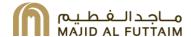| Term	Definition / description
Abilities	Refers to physical disabilities, sensory disabilities, intellectual disabilities, neurodevelopmental disabilities, and psychosocial disabilities.
Age	Refers to an individual's age, including both chronological age and perceived age (e.g., young, middle-aged, older adult).
CPO	Chief People Officer
Cognitive Diversity	Refers to the range of intellectual abilities, learning styles, and problem-solving approaches among individuals.
DEI	Diversity, Equity, and Inclusion.
Diversity	Recognising differences. It is acknowledging the benefit of having a range of perspectives in decision-making and the workforce being representative of the organisation's customers.
Education	Refers to a person's formal education, including degrees, diplomas, location and areas of study.
Equity	Ensuring fairness and justice in the treatment of all individuals, regardless of their background or identity. It involves addressing systemic biases, barriers, and disadvantages to ensure that all employees have equal access to resources, opportunities, and advancement within the organisation.
Ethnicity	Refers to an individual's cultural or national identity, including their ancestral or ethnic background.
Gender	Refers to an individual's gender identity, encompassing the social, cultural, and behavioural attributes that society associates with being male or female.
IDP	Individual Development Plan.
Inclusion	Where people's differences are valued and used to enable everyone to thrive at work. An inclusive working environment is one in which everyone feels that they belong without having to conform, that their contribution matters, and they can perform to their full potential, no matter their background, identity, or circumstances
KPI	Key Performance Indicator
L&D	Learning & Development.
MAF Business(es)	Majid Al Futtaim Businesses. They include: • Properties. • Retail. • Entertainment. • Lifestyle.

	• Customer Solutions. • Holding (Global Solutions overseen by Holding.)
P&O	People and Organisation
P&OP	People and Organisation Partner
Race	Refers to categories used to classify people based on physical characteristics such as skin colour, facial features, and hair texture.
Religion	Refers to an individual's spiritual beliefs or affiliation with a particular religion or faith.

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1.0 Introduction

1.1 Purpose and Objectives

Majid Al Futtaim (MAF) is dedicated to creating great moments for everyone, every day. As part of this overarching vision, the inclusive growth of employees is a key component of MAF's strategy, enabling individuals to reach their potential and, in turn, achieve the Majid al Futtaim's business objectives. This sets the context for introducing a MAF Group DEI Policy, emphasising a commitment to Diversity, Equity, and Inclusion (DEI). It provides actionable steps for creating a respectful and inclusive workplace, guided by the **Global Diversity, Equity & Inclusion Benchmarks (GDEIB)** and the **UN Sustainable Development Goals**. It is subject to continuous critical review, revision, and improvement

Majid Al Futtaim shall strive to recognise and understand the challenges faced by all employees and shall provide the necessary supports needed for employees to feel empowered, accepted, and supported in their overall well-being. The diversity of our workforce is a prerequisite for innovation and sustainable corporate prosperity, in line with our values of bold, passionate and together. We commit to respect and continuously elevate diversity among our employees at all levels to reflect the diverse communities we are privileged to serve. Fostering a culture of respect and belonging that ensures equity for all and values employees for their diverse backgrounds, perspectives and talent makes us a more inclusive organisation. We empower our employees to be their authentic selves at work and create a safe environment where they can voice their ideas, opinions, and criticisms openly and challenge convention, considering their individual needs. DEI is central to all our values and how we create a culture of belonging and respect in our workplace.

2.0 Policy Scope

This Policy is applicable across all subsidiaries, functions, and markets where Majid Al Futtaim operates. Specific regional adjustments can be appended without overriding the Policy's core principles. This Policy applies to all employees, contractors, vendors, customers, and visitors of Majid Al Futtaim assets. It encompasses all work-related interactions, both on and off the company premises, such as virtual meetings, company events, and business travel.

This Policy will apply to all operating countries and accompanies the full suite of Majid Al Futtaim policies, local DEI guidelines, and local legal frameworks. Majid Al Futtaim remains in full compliance with respecting employment laws and complying with national and local regulations in each operating country.

Our intent with this Policy is to reinforce DEI within our workforce and sets forth the necessary steps to ensure that no employee is discriminated against throughout the employee lifecycle such as recruitment, onboarding, learning, development, promotions, performance reviews, and terminations.

This Policy ensures that:

a. Employees of all ages, genders, and backgrounds are respected, accepted, and supported to carry out their responsibilities and realise their full potential in an equitable manner.

b. The workplace is an environment where all employees, regardless of their age, gender, ethnic, national, religious background, or physical and cognitive abilities feel welcome, safe, and accepted, irrespective of their differences.

c. Majid Al Futtaim is upheld as a diverse, inclusive, and equitable organisation that respects and accepts every individual, free from discrimination.

d. Processes are implemented to measure progress objectively and periodically against the objectives described in this Policy and report such progress to management on a regular basis. The section on reporting below expands this further.

e. Learning and education on DEI topics will be available for all employees, managers, and leaders to increase awareness and foster a culture of inclusion. The section on learning and development below expands this further.

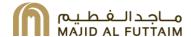## 3.0 Our DEI Strategy at Majid al Futtaim

3.1 Group-Wide DEI Vision

Majid Al Futtaim's DEI vision promotes a culture where diversity, equity, and inclusion are prioritised across all functions and regions.

3.2 Group-Wide DEI Approach

We promote an inclusive and fair work environment characterised by integrity, tolerance, trust and mutual respect that recognises the unique value and dignity of every individual. We do not allow discrimination on the basis of race, national or ethnic origin, gender, pregnancy, neurodiversity, marital or parental status, caring responsibilities, age, disability, religion or belief, social background, education, approved working time arrangements, or any other characteristic specified under applicable anti-discrimination law or company Policy. Racism, sexual harassment, bullying or mobbing, abuse of power, intimidation, threats or any other form of harassment are not tolerated. To ensure these principles, we are continuously examining our internal processes, policies, and workplace culture to make positive changes in the Majid al Futtaim organisation globally. All decisions, for example regarding recruitment, promotion, remuneration or disciplinary measures are to be made unbiased and without prejudice

In alignment with our commitment to creating a safe and inclusive workplace, Majid Al Futtaim introduced the Workplace Anti-Bullying, Anti-Harassment, and Anti-Intimidation Policy, which reinforces our dedication to fostering a respectful and supportive environment for all employees, free from any form of bullying,

harassment, or intimidation. By upholding the aforementioned Policy alongside our DEI initiatives, we aim to cultivate a workplace culture where every individual feels valued, respected, and empowered.

We design our recruiting, learning, and engagement practices to attract, develop, and retain diverse talent, and to accommodate individual needs at different career and life stages. Finally, we want to be transparent about our progress against our goals. We report annually in our Corporate Responsibility Report on key metrics, including those relating to employee learning, employee turnover, and the proportions of women on the board, in management positions, and in the company as a whole. We deploy an annual DEI survey we run, part of our Environment, Social and Governance (ESG) certification. Our Organisational Health Index (OHI) now has a new Inclusion and Belonging index. We measure through such questions as:

- The organisation creates an environment where all employees feel like they belong.
- The organisation values the unique perspectives of all employees.

3.3 Alignment with Values: Bold, Passionate, Together

At Majid Al Futtaim, we strive to empower our employees to become bold and passionate leaders who can come together and create great moments for everyone, every day. The True MAF Culture, where the three values are displayed in balance, supports an inclusive culture by fostering psychological safety for people to contribute their diverse opinions, experiment and learn and fail forward and together. Additionally, our value of being Together, entails respecting and seeking diverse perspectives, which produces greater prospects for future success. A diverse, equitable, and inclusive workforce is vital to cultivate greater innovation and creativity. By leveraging diverse perspectives to navigate complex problems, this produces greater prospects for success, reinforces collaboration to overcome unanticipated market changes and challenges, and drives employee engagement.

4.0   Governance of the Policy

4.1 Stakeholder Roles in Diversity, Equity & Inclusion

Systemic change begins at the top, and strategic accountability for diversity within the Group lies with the Board who will report publicly on DEI. While business and People leaders are responsible for increasing diversity and fostering equity through their function as role models, we expect all employees to contribute to creating an inclusive working environment. The Board and ExCom assess the status of DEI and initiate appropriate actions if needed. Furthermore, progress is being monitored by employee representatives, and other stakeholders and bodies at the various levels within the Group (for example, P&OPs, People COE leaders etc.). A DEI council comprised of Business and People representatives also supports the introduction of measures strengthening DEI in both People processes and our corporate culture and provides feedback.
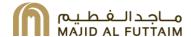
As part of Majid Al Futtaim's commitment to DEI, a robust yet simple governance structure has been established to guide the implementation and monitoring of DEI initiatives across all Businesses.

MAF stakeholder group	Role in DEI	Key Responsibility
Board	Accountable for DEI strategy integration and oversight.	Ensure DEI aligns with organisational strategy and approves measurable DEI objectives.
Executive Committee (ExCom)	Champion DEI, monitors progress, and ensures adequate resource allocation.	Drive DEI outcomes by embedding it into business goals and holding leaders accountable.
Chief People Officer (CPO)	Accountable for DEI implementation across People and organisational strategy.	Oversees DEI policies, metrics, and resource deployment across the organisation. Reports to ExCom and the board.
VP, People and Organisation Strategy	Responsible for designing, communicating and executing DEI initiatives.	Develop DEI frameworks, monitor progress, and report impact to CPO.
DEI Council	Advise, advocate and execute DEI initiatives, providing timely feedback.	Provide guidance, propose initiatives, and foster cross-functional DEI collaboration.
People and Organisation Partners (POPs)	Advise and execute the embedding of DEI in people processes.	Ensure recruitment, promotions, and processes align with DEI goals; coach managers.
Line Managers	Accountable for implementing DEI in their teams.	Foster inclusive cultures, address biases, and ensure fair team opportunities.
Employees	Participate in DEI culture and report experiences or witnessing of DEI violations.	Actively engage in DEI programs, provide feedback, and champion inclusive behaviour.

Table 1: Stakeholder DEI Roles and Responsibilities

This approach ensures accountability at every level while empowering individuals to contribute to a diverse, equitable, and inclusive culture. Specific geographies may also have Employee Resource groups (ERG) or specific geo-specific local mandates which require additional layers to this governance structure. These should be aligned with the Country HOP and Majid al Futtaim CPO.

The below outlines the role of several of these stakeholder groups in more detail:

a. The VP, People and Organisation Strategy: Sets the strategic direction and oversight for DEI initiatives across Majid Al Futtaim.

b. The DEI Council: Comprised of People representatives, and other departmental representatives from each Business, meets quarterly to govern and implement the Policy. At the start of the year, the Council establishes a shared action plan aligned with annual targets, encompassing essential elements such as learning, awareness sessions, and the annual DEI survey. The council key responsibilities include providing guidance on the DEI strategy, and deliverables, as well as facilitating engagements with employees to discuss DEI issues in the workplace. The Council plays a pivotal role in fostering collaboration and driving DEI initiatives organisation wide.

c. The Employee: To uphold our values and ensure a supportive work environment, we expect all employees to:

    a. Refrain from any form of discrimination or harassment based on the attributes listed above. This includes, but is not limited to, biases in hiring, promotions, daily interactions, and decision-making processes.

    b. Complete the mandatory annual online DEI learning module, which covers key topics such as diversity, equity, and inclusion in the workplace, different forms of disabilities, as well as creating a culture of conscious inclusion.

    c. Promote a positive work environment by being open to feedback, reflecting on your own biases, and treating all individuals with respect and dignity, regardless of their background or identity.

    d. Recognise that leadership plays a crucial role in advancing our DEI goals. Leaders are expected to champion DEI initiatives, model inclusive behaviour, and be accountable for fostering an inclusive work environment.

    e. Uphold our Code of Conduct by reporting any behaviour or incidents that do not align with our DEI Policy.

The collective efforts of everyone in Majid al Futtaim are required to uphold adherence to the established DEI Policy by ensuring that the Policy is cascaded throughout the organisation effectively, employee DEI adherence is monitored and relevant action is taken to improve DEI at MAF.

4.2 Reporting Cadence

The CPO shall engage in the following reporting cadence:

- Quarterly reviews with the VP, People and Organisation Strategy and DEI Council.

- Quarterly reviews with ExCom.

- Twice-annual reviews with the Board.

- Additional reporting to other internal and external stakeholder groups as required.

4.3 Key DEI Metrics

Metrics include:

- **Workforce Diversity**: Analysing representation by gender, ethnicity, disability status and age, by level including in recruiting.

- **Inclusion Index**: Derived from annual Majid al Futtaim data on DEI. The parameters may vary on what is measured and when.

- **Career development.**

- **Awareness, clarity and comfort**: With DEI related policies and procedures.

Additional metrics shall be shared as requested with different stakeholder groups, such as turnover by demographic group.

5.0   DEI Practices Across the Employee Lifecycle

5.1 Talent Sourcing and Acquisition

1. Inclusive Job Descriptions and Job postings:

Majid Al Futtaim ensures all job postings use inclusive language that reflects its commitment to diversity, equity, and inclusion. Job descriptions avoid biased phrasing that may discourage underrepresented groups from applying. Additionally, employer branding and outreach efforts incorporate relevant Employee Value Proposition (EVP) drivers to resonate with diverse talent pools and enhance conversion rates.

Diverse Sourcing Strategies:

2. Diversity:

Talent acquisition teams proactively seek candidates from diverse backgrounds by collaborating with organisations that champion underrepresented groups, attending inclusive career fairs, and leveraging community networks. The company partners with diverse recruitment agencies and adheres to the World Economic Forum's Diversity Hiring Standards to ensure expanded and equitable talent pipelines.

Unbiased Screening Processes:

3. The recruitment process:

This incorporates tools and techniques to minimise unconscious bias, such as blind resume screening and structured, standardised interview frameworks. These practices ensure all candidates are evaluated based on their qualifications and potential, fostering equitable opportunities throughout the hiring journey. Majid al Futtaim creates an inclusive and welcoming candidate experience to further reduce barriers and biases during the recruitment and onboarding process.

4. DEI Training for Recruiters and Hiring Managers:

Recruiters and hiring managers participate in comprehensive, ongoing training focused on identifying and mitigating biases. This training equips them with the tools and knowledge to make inclusive and equitable hiring decisions, contributing to a diverse workforce.

5. Metrics-Driven Accountability:

Majid Al Futtaim monitors key DEI hiring metrics, such as the representation of diverse candidates at various stages of the recruitment process. Regular reviews of these metrics ensure transparency and hold teams accountable for achieving defined representation and inclusion goals. There is also accountability beyond metrics and hiring teams will be held accountable through objectives and performance reviews) to ensure active commitment to DEI objectives.

6. Internal Mobility and Career Advancement:

To foster diversity across all levels of the organisation, Majid Al Futtaim actively encourages employees from all demographics to pursue growth opportunities, including expanded responsibilities and senior positions, with the support of their managers. Employment decisions are made solely on the basis of qualifications, skills, experience, merit, and development potential. By prioritising equitable access to career advancement, the organisation ensures that the best-suited individuals are placed in every role.
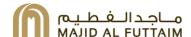
7. EVP Integration:

Majid al Futtaim has an Employee Value Proposition that highlights inclusivity, such as flexible work policies and cultural awareness initiatives, etc.

8. Pipeline Development:

Majid al Futtaim focuses on healthy and diverse pipeline development through activations such as mentorship programs, and internships aimed at fostering early talent from underrepresented backgrounds such as Emirati populations.

5.2 Learning and Development

Providing and encouraging timely and appropriate learning opportunities at the right time is crucial for employees to behave inclusively, understand their DEI responsibilities and support DEI practices at Majid al Futtaim, realise their potential, and adapt to changing demands.
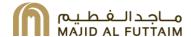
The scope of learning and talent development to support DEI is as follows:

1. DEI learning is defined as any learning activity aimed at helping employees enhance, update, or refine their DEI knowledge, skills, and competencies.

2. DEI learning will be available that is:

    a. Designed to enable inclusive culture and behaviours/

    b. For diverse talent to help them overcome barriers to progression e.g. women in leadership programmes.

3. DEI learning includes various activities such as on-the-job learning, coaching, mentoring, job rotation, shadowing, classroom learning, and online courses.

4. Employees are encouraged to take ownership of their DEI development and actively collaborate with their managers through regular development conversations, detailed in their Individual Development Plan (IDP.)

5. DEI development needs should be identified by the manager or employee during the formal performance reviews (mid-year and year-end) or during the continuous dialogue throughout the year. These should be noted in the employee's IDP.

6. Majid Al Futtaim and the Majid al Futtaim Businesses may mandate specific DEI learning for some or all employees in their Business e.g. Code of Conduct modules.

7. Employees are required to apply acquired DEI knowledge in the workplace and promote knowledge-sharing across the organisation, e.g., during team meetings.

8. All decisions regarding learning and development are made equitably and transparently.

9. DEI-specific learning is offered by the LLCOE as follows:

    a. Women in Leadership Programme: Provides development opportunities, networking and mentorship for female directors across businesses (in person over two days with a sustainment journey).

    b. Women in Executive Leadership Programme: Provides development opportunities, networking and mentorship for female VPs+ across businesses (format WIP).

    c. Male Allyship Learning: Compulsory for VP+ resources across businesses and delivered quarterly, equipping male employees with inclusive practices (online, 90m).

    d. DEI module: Focuses on cultural competence and combating unconscious bias, following **Catalyst's Inclusive Leadership Model** Catalyst Inclusive Leadership (online, 60m)

5.3 Culture and Employee Experience

At the heart of our DEI approach lies our commitment to fostering a culture where every employee feels valued, included, and empowered to contribute to their fullest potential. Our Culture and Employee Experience

frameworks and initiatives are designed to embed these principles into every aspect of our organisation, ensuring a workplace that not only celebrates diversity, but actively supports equity and inclusion at every level. This section outlines the foundational pillars of our approach to shaping an exceptional culture and employee experience.

1. Measurement: Fostering insight-driven culture decision-making

We believe that understanding our employees' experiences is essential for driving meaningful cultural transformation. To this end, we deploy comprehensive annual surveys to assess alignment with our desired culture, focusing on key dimensions such as inclusion, belonging, perceived equity, and diversity. These surveys will provide a holistic view of our organisational climate and guide our long-term DEI efforts.

In addition to annual assessments, we utilise continuous listening tools and pulse surveys to identify trends in real-time. This ongoing feedback enables us to address emerging challenges proactively, ensuring that our workplace evolves to meet the needs of our employees.

2. Large scale behavioural change programs

To ensure that our values are understood, and to equip employees with the skills needed to uphold them in their daily interactions, we run large-scale behavioural programs focused on fostering psychological safety, welcoming diverse viewpoints, and creating a sense of belonging. By embedding these practices into our organisational fabric, we ensure that inclusion and equity are not just ideals but lived experiences for all.
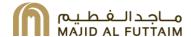
These programs include on the job learning through peer groups and practice.

3. Addressing structural barriers

Achieving equity requires addressing systemic and structural barriers that may hinder certain groups from thriving. The combination of measurement, culture cascades and employee listening, helps us identify and prioritise potential blockers, such as systemic inequities or inconsistencies in policy applications that can undermine our cultural and DEI efforts. Once identified, we ensure targeted interventions are in place to remove these barriers, ensuring that every employee has equitable access to opportunities and resources.

4. Communication and sharing success stories

Transparency and storytelling are vital in fostering a sense of belonging and shared purpose. We will regularly communicate the progress of Culture initiatives through internal platforms, newsletters, and town halls. Through these different channels of communication, we also highlight success stories that demonstrate the impact of inclusion, equity, and diversity in action. These stories celebrate the

efforts of employees and teams, inspiring others to contribute to a culture of belonging and reinforcing our organisational commitment to DEI.
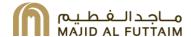
5.4 Total Reward

Majid al Futtaim is committed to pay for performance, and to ensuring equal pay for equal work. The following constitutes the role of Performance and Reward in DEI practices at the organisation.

- Equitable Pay Practices: Ensure all employees receive fair and equitable pay based on their role, experience, and performance, free from bias related to gender, race, ethnicity, or other protected characteristics.

- Transparent Compensation Frameworks: Establish clear and accessible guidelines for salary structures, bonuses, and incentives to foster trust and understanding among employees.

- Inclusive Benefits Offerings: Provide benefits to employees and eligible family members that address both core and diverse needs.

- Pay Equity Audits: Conduct periodic pay equity analyses to identify and address disparities, reporting findings and corrective actions transparently to leadership, highlighting these to Board level and ensuring that they are addressed.

- Recognition Programs: Design programs and implement systems that highlight, recognise and value contributions from all levels and roles, ensuring inclusivity in criteria and selection.

- Accessibility and Flexibility: Offer work-life balance initiatives, including flexible schedules and remote work options, to accommodate diverse needs and abilities.

- Employee Feedback Integration: Regularly gather input from employees through surveys or focus groups to ensure total rewards align with the diverse needs of the workforce.

- Equal Opportunities for Advancement: Align rewards with transparent pathways for career progression, ensuring underrepresented groups have equal access to growth opportunities.

6.0 Additional DEI practices

6.1 Sustainability

At Majid Al Futtaim, sustainability is at the heart of everything we do. We believe it's our duty to "Dare Today, Change Tomorrow". "Dare Today, Change Tomorrow" embodies DEI by challenging us to boldly address inequities today, paving the way for an inclusive future. It drives transformative actions that empower diverse voices and foster lasting cultural change. This is what drives the direction and decisions we make and prioritises values of diversity, equity, and inclusion. DEI is driven through sustainability aligned to our strategic focus areas which include:

- Transforming Lives in the communities we serve to provide a healthy, fulfilling, and sustainable way of life.

- Rethinking Resources to make a Net Positive Impact.

- Empowering our People to unlock the full potential of both our direct employees and those employed by our contractors.

These focus areas evidence our commitment to DEI internally within the organisation and externally with the communities and ecosystems we are privileged to serve. Sustainability fosters DEI by creating fair access to jobs and upskilling opportunities. It drives inclusion in the communities in which we operate by enabling partnerships with diverse suppliers, fostering equitable economic growth. Externally, it ensures all, and in particular, marginalised ecosystems are uplifted and represented in sustainable practices and decision-making.

7.0   Non-Compliance and Consequence Management

Violations of this Policy, including any discriminatory behaviour, will result in disciplinary action, which may include formal warnings, suspension, or termination of employment, depending on the severity and nature of the offense. Thorough and impartial investigations will be conducted to determine the nature of a violation and next actions. All imposed disciplinary actions will comply with the applicable labour laws across all operating countries, including the UAE. Our commitment to a safe, respectful, and inclusive workplace, rooted in our values of Bold, Passionate, and Together, is fundamental to our company culture. We expect all employees to uphold these values and contribute positively to our organisational environment.
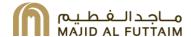
7.1 Reporting Mechanisms

Employees who believe they have experienced or witnessed a DEI violation are required to report the incident promptly to their line manager, P&OP, a member of the Ethics panel (which includes Chief Compliance Officer, CPO, Chief Financial Officer and Chief Legal Officer) or the Ethics Hotline.

Majid Al Futtaim is an organisation symbolising trust, passion, integrity and reliability. We require our employees and business partners to speak up when they see actions or behaviours that contravene our Code of Conduct, DEI Policy or values.

If you have a concern about a situation that you face or that you observe, and if you do not feel comfortable raising it internally, you can raise it in confidence by using an independent confidential Ethics hotline, hosted by a third-party hotline provider, EthicsPoint: EthicsPoint - Majid Al Futtaim Management Services

7.2 Transparency and Confidentiality

If you experience or witness a DEI violation, your P&OP, the Compliance team or another authorised function may reach out to you to ask you for further information related to your experiences. As a MAFer you have an

obligation to share any relevant information available to you. Delaying, not being fully transparent in sharing information or otherwise being unsupportive of requests in good faith will be deemed as obstruction and could result in disciplinary action.

To ensure reports are kept strictly confidential, the DEI reporting violation process is designed to operate without outside steer or influence, creating a safe space for MAFers to speak up without fear of reprisal.

If you are asked to contribute to a DEI investigation, you are required to not discuss and share the details of the request without prior written consent. If any MAFer within your team reports a matter related to a DEI violation report, you must not discuss that matter with anyone else and you must immediately refer it to your P&OP. Cases brought forward will be handled with the highest confidentiality for all involved.

7.3 Retaliation

Speaking up in confidence and good faith, with no fear of retaliation or reprisal, is crucial to a healthy working environment, welfare, and safety of our operations and our reputation.

Information will be shared on a restricted basis during the investigation process. Employees can expect full protection from retaliation for reporting in good faith.

We are committed to ensuring a transparent process where employees are informed of the steps taken in response to their concerns. Any form of intimidation, harassment, or adverse action against individuals who report or participate in an investigation is strictly prohibited and will result in disciplinary action.

8.0   Sources and References

- **Global Diversity, Equity & Inclusion Benchmarks (GDEIB)** GDEIB Guide.
- **UN Sustainable Development Goals - Goal 5: Gender Equality** UN SDG 5.
- **Society for Human Resource Management (SHRM) DEI Governance Model** SHRM Governance.
- **Mercer Inclusive Performance Guidelines** Mercer Guidelines.
- **ISO 30415:2021 Diversity and Inclusion Standards** ISO Standards.
- **Equal Pay International Coalition (EPIC)** EPIC Coalition.
- **Catalyst Inclusive Leadership Model** Catalyst Leadership.

9.0   Appendices

9.1 Local Market Appendices

Country-specific appendices shall be aligned with the CPO and will address regional needs without altering the Policy's intent. These shall be linked in the appendices section as and when they become available.