

China Vanke Co., Ltd.

Diversity, Equity, and Inclusion Policy

1. Objective

China Vanke Co., Ltd. (hereinafter referred to as "Vanke") believes that the sustainable development of an enterprise relies on fostering a workplace culture that values Diversity, Equity, and Inclusion (hereinafter referred to as "DEI"). By valuing diversity and ensuring equal opportunities in the workplace, we attract and retain a diverse workforce, which drives innovation and creativity. Vanke is committed to the belief that DEI practices at the organizational level contribute to fostering social cohesion, eliminating discrimination and prejudice, and promoting a more equitable and just society.

2. Scope of Application

This policy applies to all business activities of all business units and subsidiaries of Vanke Co., Ltd. Individual business units and subsidiaries may refer to the principles outlined in this policy and develop relevant policies as applicable. Additionally, Vanke encourages all its business partners, including partners, contractors, and suppliers, to adhere to this policy.

3. Responsibilities

Vanke has established an ESG governance framework with the Board of Directors serving as the highest decision-making body. The Board is responsible for determining the company's ESG management framework and strategies, ensuring the establishment of appropriate and effective ESG risk management and internal control systems. The Board has incorporated DEI management into the scope of ESG management. Vanke has established an ESG Working Committee responsible for formulating, managing, overseeing, implementing, and evaluating the company's DEI strategy.

4. Management Principles

The DEI strategies at Vanke Co., Ltd. are spearheaded by the management team and specifically advanced by the Human Resources Department. This ensures that DEI principles are seamlessly integrated into the company's operational processes and future development plans. As part of this initiative, comprehensive DEI policy training is conducted for all employees, and progress updates are regularly submitted to the ESG Working Committee for review and guidance.

In addition, to protect employee rights and foster a more inclusive work environment, Vanke is committed to enhancing and refining its union and staff representative conference systems. Specifically, to support the professional advancement and personal growth of female employees, the company has established a Women Workers' Committee at the group level. This committee is dedicated to understanding the unique needs of female staff members and actively addressing challenges to create a supportive and equitable workplace for all.

5. Our Measures

Vanke is committed to fostering an inclusive and supportive work environment for all employees, adopting a zero-tolerance approach to any form of discrimination, firmly prohibiting discriminatory practices based on gender, age, race, nationality, religious beliefs, or other social or personal factors. We strictly prohibit any form of harassment (including sexual harassment and non-sexual harassment) within our operations. To achieve this, we have established comprehensive mechanisms to ensure equal employment opportunities, promote a corporate culture that values DEI, maintain clear and effective employee communication channels, and continuously improve procedures for reporting and addressing misconduct. These efforts aim to create a secure and empowering workplace where employees can focus on their professional growth and contributions.

● Equal Workplace Assurance Mechanisms

Vanke strictly adheres to relevant laws and regulations, including the *Labour Law of the People's Republic of China*, the *Labour Contract Law of the People's Republic of China*, and the *Laborer Rights Protection Law*. The company has established comprehensive talent management policies such as the *Vanke Human Resources Manual*, the *Code of Conduct for Employees*, and the *Salary Scale*. These policies govern the entire employment lifecycle, encompassing recruitment, job assignments, employee incentives, promotions, skill development, and training, while integrating principles of diversity and inclusion into hiring practices.

We provide equitable and nondiscriminatory compensation and benefits for all employees, ensuring equal employment opportunities for everyone. Vanke strives to eliminate discriminatory practices and arbitrary termination of employment, while continually enhancing the inclusivity of the workplace and the sustainability of the company's development. During the hiring and promotion processes, we adhere to the *Salary Scale* and prioritize performance evaluation, making concerted efforts to eliminate biases and discrimination in all forms.

To verify the effectiveness of these measures, we collect relevant data and conduct risk assessments. This includes continuously monitoring the gender pay ratio within the same job levels to ensure equal pay for equal work. Additionally, Vanke conducts annual organization-wide personnel operational audits, focusing specifically on recruitment, compensation, and welfare processes. These audits ensure that all units strictly comply with rules and regulations, safeguarding employees' rights to equal opportunities, fair labor compensation, rest and leave entitlements, and access to welfare benefits.

● A Diverse, Equitable, and Inclusive Corporate Culture

At Vanke, the personal value, unique perspectives, and contributions of each employee are respected and recognized. Our corporate culture upholds gender equality, values capability differences, and prioritizes the cultivation of a multifarious and inclusive talent pool. We implement comprehensive DEI policy training and organize employee DEI workshops to champion the unique strengths of a multicultural environment. By fostering an open, receptive, and inclusive mindset among employees, we encourage mutual understanding and respect for individual differences in background, identity, thoughts, and cultural perspectives. This collective commitment helps to effectively

mitigate conflicts and disparities, fostering a harmonious and integrated workplace.

- **Effective Employee Communication**

Vanke ensures that employees' rights to be informed, participate, express, and supervise are fully protected. The company has established twelve communication channels, including an employee care hotline and email, and implemented communication initiatives such as the “Forefront Voice” Programme and the Battlefield Report Programme. These measures serve as a bridge for communication between employees and management. Additionally, Vanke conducts ongoing employee satisfaction surveys and business operations loyalty surveys at the BGBU level to understand employee satisfaction, stress levels, and corporate culture. Based on the survey results, the company makes timely adjustments to continuously improve employee satisfaction and loyalty.

- **Reporting of Misconduct and Complaint Handling**

Vanke actively encourages employees to report any instances of unfair treatment and has established a comprehensive reporting procedure along with stringent confidentiality measures to protect whistleblowers. Upon receiving a report, the Internal Audit Department will conduct an independent investigation to ensure impartial handling of each case. Additionally, the company provides timely psychological counselling and support to affected parties and develops remedial measures based on the nature of the incident. Disciplinary actions against those responsible are strictly enforced. Senior management oversees the resolution process to guarantee that employees' legitimate rights and interests are fully protected and respected.

6. Monitoring and Regular Review of Policies

Vanke will continue to monitor the implementation and compliance of this policy and review and update it every three years or as appropriate.