

## People and Talent Management

In CMMT, we see the infinite value in people. They are vital in our pursuit of our business growth today and in the future. We see their passion, professionalism, talent and commitment that provide us with the competitive advantage contributing to the business success and growth. We adopt an integrated human capital strategy to attract, reward, develop, motivate and engage employees.

### Talent Management

The Manager actively seeks innovative, dynamic and talented employees both internally and externally to strengthen the Management's bench strength in order to optimise the performance of the assets in CMMT's portfolio and facilitate CMMT's future expansion within Malaysia. High potential individuals are recruited at different points in their careers, from fresh graduates to young, mid-career professionals and industry veterans. Robust succession planning and talent management strategies are in place to ensure that CMMT's current and future human capital requirements are met.

### Developing People

The Manager is committed to continuous development of its staff and life-long learning. Employees are provided with learning and development opportunities to expand their capabilities and realise their potential. Leveraging on the Asia-wide human resource platform of CapitaLand, employees are given opportunities to gain exposure by rotating to different malls, functions, cities and countries as part of their career development.

At the core of the employees development programme is a systematic programme for all new hires to gain insights of the Manager's business operations, strategies, core values and management philosophy. As part of their orientation, new hires can gain easy access to company information, policies and processes during their initial first few days of familiarisation through one-on-one sharing sessions and iCampus.

The Manager offers comprehensive training and development programmes to enable employees to acquire the relevant knowledge, skill-sets and competencies to achieve business excellence. This includes sponsorship of diplomas, degrees and masters programmes, management and leadership development programmes as well as retail management core competency programmes. Staff members are also sent on overseas study visits to gain exposure to new retail trends, mall management concepts and network with industry players in different parts of the world.

In addition, training is organised and conducted by internal and external specialists to equip employees with the know-how specific to CMMT's business, as well as communication, presentation, finance, management and leadership skills. Apart from classroom training, staff can learn at their convenience via online learning platform iCampus, which carries more than 300 courses in various languages.

### Compensation and Benefits

The Manager's remuneration policy and process reiterates its corporate philosophy to attract and retain the best talent as well as to reward high achievers. The total rewards scheme includes both short-term incentives, in the form of cash bonuses, and long-term incentives, in the form of restricted shares. The total rewards scheme ensures organisation-employee alignment as employees are rewarded based on business performance and also encourages talent retention.

A flexible benefits plan is provided to cater for the diverse needs of employees and to enable them to complement their personal medical and insurance needs. Employees can thus customise their benefits for themselves and their families.

The Manager conducts regular benchmarking exercises across markets and seeks to be innovative with regard to compensation strategies to ensure that the Manager remains competitive and continues to attract and retain talent.

### Engaging People

The Manager endeavours to foster an open work culture with a focus on communication, teamwork and open exchange of ideas. In line with this staff engagement strategy, senior management conducts regular staff communication sessions to keep staff abreast of strategies, new developments and financials with a view to encourage the sharing of ideas, views and suggestions for business improvements. As such, at company level, there is the 'Company-wide Staff Communication Session' and at the centre management office level, there is the 'CMO-Connect'.

The HR shared folder is a valuable platform for employees to find out the details of employment terms, benefits, human resource policies and practices including the whistle-blowing policy, as well as ethics and code of business conduct policies. The Manager also publishes a newsletter to provide quarterly updates to employees on the latest development within the Company including highlights of the staff activities and events. In addition, recreational and teambuilding events are regularly organised to foster cohesiveness and team spirit.

### Caring for People

The Manager organised various welfare and health-related activities to encourage a well-balanced and healthy lifestyle among employees. Activities included thematic dinner and dance, family movie screenings, offsite staff gatherings, health talks, weekly yoga classes, eat healthy month and work-out month. The Manager is committed to preserving a culture that embraces diversity and fosters inclusion. To promote mutual respect and a harmonious working environment among the different ethnic groups within the organisation, a series of cultural festive celebrations were organised, including Raya get-together, Deepavali gathering, Chinese New Year yee sang (prosperity) tossing ceremonies and Christmas get-together and gift exchange.

The Manager values and cares for people as the success of an organisation will be shaped by the people. The Manager will continue to develop the human capital to achieve optimal performance.