

## Mental Health, Wellbeing & Belonging Policy

Surbana Jurong (SJ) and their entities and subsidiaries are a diverse collective of problem solvers, including architects, designers, planners, engineers, facilities managers, and specialists. We are committed to ensuring every member of our workforce feels a sense of belonging and connectedness. We believe that the mental health and wellbeing of our employees is key to our personal fulfilment and collective success. This policy is for the purpose of establishing, promoting, and maintaining the mental health and wellbeing of our employees through workplace practices.

### Goals

- 1) Promote inclusion, healthy relationships, and psychological resilience by:
  - Actively challenge stigma and discrimination, including bullying and harassment related to mental health, fostering a culture of empathy and support.
  - Creating a sense of belonging by ensuring employees feel psychologically safe, respected, valued, and accepted across all levels of the company.
  - Building resilience by equipping employees with tools, resources, and supportive networks to manage stress, adapt to change, and thrive through adversity.
- 2) Create a supportive workplace environment by:
  - Cultivating and sustain a workplace culture that prioritises and promotes mental health and overall wellbeing.
- 3) Increase knowledge and active participation by:
  - Enhancing employee understanding and awareness of mental health and wellbeing topics.
  - Encouraging meaningful participation in initiatives and programs that support mental health and foster a resilient workforce.

### Responsibility

Directors:

- Demonstrating leadership and commitment by prioritising employee wellbeing alongside safety and performance.
- Establishing a supportive culture of openness, trust, and psychological safety and challenging the stigma of mental health.
- Integrating mental health into policy and committing to identifying and addressing work related stressors.

Managers:

- Actively promote and implement this policy and its goals by providing support and guidance for employees' mental well-being and fostering a work environment that supports mental health.

Employees and contractors:

- Be familiar with this policy and seek clarification from management where required.
- Take reasonable care of their own mental health and wellbeing, including physical health.
- Be mindful of the impact their actions can have on others' mental health in the workplace.
- Support and contribute to the company's aim of providing a mentally healthy and supportive environment for all colleagues.

### Our Commitment:

- Leadership teams are committed to championing and promoting mental health awareness across practices, policies, planning, and decision-making by modelling positive behaviours.
- Employees are empowered and given meaningful opportunities to provide feedback on this policy.
- The policy is communicated during induction and remains easily accessible to all employees.



**Sean Chiao**  
Group Chief Executive Officer

**Effective Date:** 18 July 2026

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