

Aligned
Real Estate Investment Trust Plc

Diversity Policy

September 2026

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1. Diversity Policy

Aligned Real Estate Investment Trust PLC ("ALIGNED") and its affiliates are committed to promoting diversity and providing equal opportunity in all aspects of employment, and in particular at the Board of Directors ("Board") and senior management level. ALIGNED values diversity and is committed to providing equal treatment in all aspects of its business. The Board recognizes the importance and benefit of having a Board and a senior management team comprised of highly talented and experienced individuals with diverse backgrounds reflecting ALIGNED's stakeholders and the communities in which ALIGNED operates, of which gender is one important aspect. The Board believes such diversity is important to ensure that ALIGNED can draw on a broad range of approaches, backgrounds, skills and experience to achieve effective stewardship and management of ALIGNED. In support of this belief, the Board has developed this Diversity Policy to promote diversity at the Board and senior management levels.

2. Board Appointments

The Board, or once appointed, the Nominating Committee (the "Committee") is responsible for identifying and recommending to the Board candidates for appointment or nomination to the Board. To further the objective of supporting diversity, the Committee will, when identifying candidates to recommend for appointment or nomination to the Board:

- consider only individuals who are highly qualified based on their experience, education, expertise, personal qualities and general and real estate industry-specific knowledge;
- consider criteria that promote diversity, including gender, age, ethnicity, disability, sexual orientation and geographic and indigenous background; and
- as required, engage qualified independent external advisors to assist in searching for candidates who meet the Board's criteria regarding skills, experience and diversity. If so engaged, such external advisors will be directed to include male and female candidates in their lists of potential candidates.

ALIGNED recognizes that gender diversity is a significant aspect of diversity and acknowledges the role that women with the right skills and experience can play in contributing to the diversity of perspectives in the boardroom. To promote the specific objective of gender diversity on the Board, the selection process for Board appointees and nominees for election will involve the following steps (including where ALIGNED engages an external recruitment agency to identify and assess candidates):

- a short-list identifying potential candidates for appointment/nomination must be compiled and must include at least one candidate that is a woman for each available Board position; and

- if at the end of the selection process, no women are selected from the list of candidates, the Board must be satisfied that there are objective reasons to support this determination.

The ultimate decision will be based on merit and the contributions the chosen candidate will bring to the Board.

3. Senior Management Appointments

The Committee is responsible for considering candidates for senior management appointments. To further the objective of supporting diversity, the Committee will, when identifying and selecting candidates for senior management roles:

- consider only highly qualified candidates based on their experience, education, expertise, personal qualities and general and sector-specific knowledge; and
- review potential candidates from various backgrounds and perspectives with ALIGNED's diversity objectives in mind.

4. Annual Review

On an annual basis, the Committee will: (a) assess the effectiveness of the Board and senior management appointment and nomination processes in achieving an appropriate balance of talents, experience, functional expertise and diversity among Board members and senior management and (b) consider and, if determined advisable, recommend to the Board for adoption measurable objectives for achieving diversity on the Board and in senior management.

To ensure the effective implementation of this Diversity Policy to promote gender diversity on the Board, the Committee will review the following as part of its annual review of the Diversity Policy:

- the number of women considered or brought forward for Board positions;
- the skills, knowledge, experience and other characteristics of candidates that are women to ensure that such candidates are being fairly considered relative to other candidates; and
- the number of women on the Board and the proportion (in percentage terms) of persons on the Board who are women.

The Committee is required to report the results of its annual review and assessment to the Board.