

DIVERSITY POLICY

1. Purpose

- 1.1 The purpose of this Diversity Policy (“Policy”) is to set out the Board’s approach to promote diversity in the Company and all subsidiary companies within the Group, hereinafter referred to as “the Group”.
- 1.2 Diversity in this context covers age, gender, ethnicity, nationality, disability, sexual orientation, cultural background, religious belief and social-economic status. Diversity also encompasses the way people differ in terms of their upbringing environment, cultural and educational background, personality, marital status, career responsibilities and life experience in general.
- 1.3 The value of diversity lies in the ability to capitalise on the richness of ideas that come from people with diverse thought processes, different ways (approaches) of looking at situations and dealing with issues and challenges.

In order to harness and reap the benefits of diversity, it is essential that inclusiveness is also embraced. Inclusiveness is the practice of making sure that everyone's viewpoint is solicited, heard and respected. It is therefore important for the leader/chairman to make sure that everyone's perspective is heard, so that a more balanced and richer decision making process is achieved. In short, Diversity and Inclusiveness are key for value creation, as one without the other would not quite yield the desired outcome.

2. Vision

- 2.1 The Group is committed to recognising the importance of diversity which extends to all areas of our business including recruitment, talent development, skill enhancement, appointment to roles, Board appointments, retention of employees, mentoring and coaching programs, flexible work arrangements, forms of leave available to employees, succession planning, the Group’s policies and procedures and training and development.

3. Board's Commitment

- 3.1 The Board has every intention of increasing the participation of women in the Group at all levels, with a target of at least 30% women on the Board..
- 3.2 In designing the Board's composition, Board diversity will be considered from a number of aspects, including but not limited to, gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service. All Board appointments will be based on merit, focusing on the potential value-add that each candidate will bring to the Board.. Candidates will be considered bearing in mind the composition of the Board, having due regard for the benefits of diversity on the Board.
- 3.3 While the Board has adopted a gender target of 30% women directors, the key consideration for the selection of a Board member will always remain at selecting and appointing the most suitable candidate with the right profile, skill set, qualification and experience, irrespective of the gender of the individual.

4. Workplace's Commitment

- 4.1 In line with promoting diversity in the workplace, the Board has established the following procedures:

A. Recruitment

- (i) All persons, regardless of age, gender, ethnicity, disability, cultural background or other personal factors, with appropriate experience and qualifications will be considered equally when recruiting new staff or directors.
- (ii) There will be no preference given to a specific gender for a position and women with appropriate experience and qualifications will be considered equally in the recruitment and selection process.
- (iii) In relation to recruitment of director/ board member, the Nominating Committee is entrusted by the Board to identify potential candidates by seeking applications from suitably qualified individuals; and/or engaging external consultants that will present diverse candidates.
- (iv) The Nominating Committee will evaluate the mix of skills, experience, expertise and diversity of the existing Board that will best increase the Board's effectiveness. Consideration is also given to meeting the balance of independent Directors on the Board.

- (v) Upon identifying the appropriate candidate to be appointed as director or board member, the Nominating Committee will make their recommendations to the Board for approval.

B. Remuneration and Promotion

- (i) The Group will act honestly and without bias when setting the remuneration levels of its employees and directors regardless of age, gender, ethnicity, disability, cultural background or other personal factors.
- (ii) All decisions associated with career advancement, including promotions, transfers, and other assignments, will meet the Company's needs and be determined on skill and merit regardless of age, gender, ethnicity, disability, cultural background or other personal factors.

C. Trainings

- (i) All internal and external training opportunities will be based on needs regardless of age, gender, ethnicity, disability, cultural background or other personal factors.

- 4.2 The Group is committed to workplace diversity ensuring differences are valued and respected and the workplace is fair, accessible, flexible and inclusive and free from discrimination.

Promoting workplace diversity is everyone's responsibility and includes:

- practising and promoting behaviour consistent with the group's Code of Conduct;
- respecting different ways of thinking and using our employees' different perspectives to improve business outcomes;
- treat each other with respect and dignity;
- provide a safe, secure and healthy workplace;
- make decisions genuinely based on equity and fairness;
- value the diversity of people; and
- take appropriate action to eliminate discrimination.

5. Policy Statement

- 5.1 The Group sees increasing diversity, at the Board level to individual advocates in the business, as an essential element in supporting the attainment of its strategic objectives and achieving a sustainable and balanced development.
- 5.2 The Board believes that the wide array of perspectives that results from diversity promotes innovation and business success. Embracing diversity makes the Group more creative, flexible, productive and competitive.

6. Measurable Objectives

- 6.1 The Board will measure its performance against its diversity objectives, as well as the progress in achieving these objectives, through an annual review.

The Board will disclose, in each annual report, the measurable objectives for achieving diversity in Board composition and workforce in accordance with this policy, and the progress towards achieving them.

7. Monitoring and Periodic Review

- 7.1 The Board will review and implement changes to this Policy from time to time, as necessary to ensure that they meet the objectives of relevant legislations and remain effective for the Group. .