



GENDER DIVERSITY POLICY



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1. OBJECTIVES

- 1.1 Board Diversity and as well at the Senior Management level are an essential measure of good governance, is a critical attribute of a well-functioning board and contributing to the sustainable development of the Company. It enhance decision-making capability and a diverse board and senior management level are more effective in dealing with organisational changes.
- 1.2 This Policy provides a framework for the Group to achieve:
- a diverse and skilled workforce, leading to continuous improvement and achievement of corporate goals;
 - a workplace culture characterised by inclusive practices and behaviours for the benefit of all staff;
 - improved employment and career development opportunities for women;
 - a work environment that values and utilises the contributions of employees with diverse backgrounds, experiences and perspectives through improved awareness of the benefits of workforce diversity and successful management of diversity; and
 - awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for all aspects of diversity

2. POLICY STATEMENT

- 2.1 Gabungan AQRs Berhad believes in diversity and values the benefits that diversity can bring to its Board and senior management level. Diversity promotes the inclusion of different perspectives and ideas, mitigates against groupthink and ensures that the Company has the opportunity to benefit from all available talent. The promotion of a diverse Board and senior management level makes prudent business sense and promotes better corporate governance.
- 2.2 The Company seeks to maintain a Board and senior management level comprising talented and dedicated directors with a diverse mix of skills, expertise, experience, gender, age and independence. The diversity collectively represented on the Board and senior management level should reflect the diverse nature of the business environment in which Gabungan AQRs Berhad operates.
- 2.3 The Company is committed to a merit based system for Board and senior management composition within a diverse and inclusive culture which solicits multiple perspectives and views and is free of conscious or unconscious bias and discrimination. When assessing the following, Gabungan AQRs Berhad will consider candidates on merit against objective criteria having due regard to the benefits of diversity and the needs of the Board and as well the Management of the Company:-
- Board composition or identifying suitable candidates for appointment or re-election to the Board; and/or
 - filling up vacancies or hiring a new senior management candidates

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3. BOARD'S RESPONSIBILITY

- 3.1 To support the workplace diversity, with a particular focus on supporting the representation of women in the composition of Board and Management of the Company.
- 3.2 The Board, assisted by Management, is responsible for developing strategies to meet the objectives of the Gender Diversity Policy, and monitoring the progress of achieving the objectives.

A) The Board's appointment

- 3.3 The Board, through Nomination Committee, will conduct all Board appointment process in a manner that promotes gender diversity.
- 3.4 Hence, to pursue the objective of gender diversity, the Board would take into consideration the following measures:
- a) The Nomination Committee is responsible in ensuring that gender diversity objectives are adopted in Board recruitment and succession planning process.
 - b) The Nomination Committee will shortlist the potential women candidate based on the following criteria:-
 - Skills, knowledge, expertise and experience;
 - Professionalism;
 - Integrity; and
 - In the case of the candidates for the position of Independent Non-Executive Directors, the Nomination Committee would also evaluate the candidates' ability to discharge such responsibilities/functions as expected from Independent Non-Executive Directors.
 - c) The Company shall adopt a more accommodating boardroom culture and environment that is free from harassments and discriminations, in order to attract and retain women participation on the Board.
 - d) The Company shall comply with the mandate from Listing Requirements of Bursa Malaysia Securities Berhad by having at least 1 women director on its Board.

However, the Company will do the necessary and work actively towards having more female Directors on the Board to be in line with Practice 5.9 and Guidance 5.9 of the Malaysian Code of Corporate Governance 2021 ("**MCCG 2021**"), where the Company shall target to have at least 30% women directors.

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B) The Senior Management's appointment

- 3.5 The Board through Nomination Committee should also review the participation of women in senior management to ensure there is a healthy talent pipeline annually or in the event of vacancies and/or for succession planning.
- 3.6 Hence, to pursue the objective of gender diversity, the Management would first take into consideration the following measures and to table to Nomination Committee for their consideration and subsequently for recommendation to the Board for approval:-
- a) The Management is responsible in ensuring that gender diversity objectives are adopted in senior management recruitment and succession planning process.
 - b) The Management will shortlist the potential women candidate based on the following criteria:-
 - Skills, knowledge, expertise and experience;
 - Professionalism; and
 - Integrity.
 - c) To avoid mismatch and ineffective appointment of the female candidates in senior management level, the Company does not set any specific target for female candidates in senior management level in the Gender Diversity Policy and will actively work towards having more female candidates on the senior management level.

4. STRATEGIES

The Group's diversity strategies include:

- a) recruiting from a diverse pool of candidates for female positions;
- b) reviewing succession plans to ensure an appropriate focus on gender diversity;
- c) identifying specific factors to take into account the recruitment and selection processes to encourage gender diversity;
- d) developing programs to develop a broader pool of skilled and experienced senior management and board candidates, including, workplace development programs, mentoring programs and targeted training and development (if necessary); and
- e) any other strategies the Board develops from time to time.

5. REVIEW OF THE POLICY

The Nomination Committee will review this policy from time to time to assess its effectiveness in promoting a diverse Board and senior management level which includes an appropriate number of women directors/senior management. Any revisions to the Policy as recommended by the Nomination Committee will be submitted to the Board for consideration and approval.