

EMPLOYEE DIVERSITY POLICY

1. Introduction

The purpose of this policy is for AYER Holdings Berhad and its subsidiary companies (collectively referred as "the Group" or "AYER") to provide an inclusive workplace that embraces and promotes diversity, recognizing and accepting individual differences across the Group among its employees.

2. Principle and Objective

The Group strictly adheres to the practice of non-discrimination of any form, whether based on race, age, religion and gender throughout the organisation. Workforce diversity is an asset to organizations and linked to better economic performance. It is an integral part of how the Group does business and imperative to our commercial success.

The Group does not set any fixed target around age, gender and ethnicity, but will actively work towards having appropriate diversity based on the policies outlined below.

3. Scope and Policies

3.1 Skills and Experience

The Group recognises a diverse and skilled workforce will lead to continuous improvement in service delivery and achievement of corporate goals. Business success is a reflection of the qualities and skills of the people. The Group is committed to seek and retain the best human talents to ensure top business growth and performance.

3.2 Gender

The Group is committed to maintain an environment of respect for people regardless of their gender in all business dealings and achieving a workplace environment free of harassment and discrimination. Where practical, the Group aspires to increase women participation in senior positions.

3.3 Ethnicity

The Group values, respects and leverages the unique contributions of people with diverse backgrounds, cultures and ethnicity to be of exceptional service to an equally diverse community that the Group is servicing. We recognize that team members with different cultural, linguistic and national backgrounds will provide valuable knowledge towards understanding markets targeted by the Group.

3.4 Age

The Group is fully committed to promote age diversity, valuing the contribution of its members of various age groups, and seek to eliminate age stereotyping and discrimination.

The retirement age of an employee shall be fixed at 60 and where justifiable and subject to mutual consent, an employment can be extended to further contract terms.

4. Diversity Objectives

This Diversity Policy framework for the Group is aimed towards:

- achieving a diverse and skilled workforce, leading to continuous improvement in service delivery and achievement of corporate goals;
- the continued recognition and celebration of our multicultural diversity and growing our workforce to reflect the diversity of the Group's population;
- incrementally growing the number of women in senior roles across the Group; and
- 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.

5. Monitoring and Evaluation

5.1 The Management is responsible for the implementation, monitoring and reporting of the progress of achieving the objectives of these policies.

5.2 Assessment of these objectives and review of progress will be carried out on an annual basis by the Head of the Group Human Resource Department, who will report the assessment to the EXCO on half-yearly basis.