



A-RANK BERHAD

(Company No. 633621-X)
(Incorporated in Malaysia)

**BOARD AND SENIOR MANAGEMENT
DIVERSITY POLICY**

(Approved by Board on 26 September 2018)

TABLE OF CONTENTS

1. INTRODUCTION	1
2. OBJECTIVES	1
3. SCOPE	1
a) Independence	1
b) Skills and Experience	1
c) Gender	1
d) Ethnicity	2
e) Age	2
4. MEASURES	2
5. REVIEW	2

1. INTRODUCTION

A-Rank Berhad (the “Company” or “A-Rank”) recognises the importance of Board and Senior Management diversity and values the benefits that diversity can bring to the Board of Directors (the “Board”) and the Group.

A diversified Board and Senior Management will promote and enhance the inclusion of different perspectives and ideas, decision making, knowledge, skills and experience, ethnicity, race, gender and professionals to ensure that the Company has the opportunity to benefit from all available talent. The promotion of a diverse Board and Senior Management makes prudent business sense and better corporate governance.

2. OBJECTIVES

The Board works to ensure that there is no discrimination on the basis of, but not limited to, age, ethnicity, gender, nationality, political affiliation, race, religious affiliation, sexual orientation, marital status, education, physical ability or geographic region.

The Policy revolves around the following initiatives:

- Identifying and balancing the different skills and industry experiences, backgrounds and gender of Directors and Senior Management;
- Retaining Directors and Senior Management based on merit, in the context of skills, time commitment and experiences, in order for the Group to be effective; and
- Providing a safe and healthy environment for the views of Board members and Senior Management to be heard, their concerns attended to and where, bias, discrimination and harassment on any matter are not tolerated.

3. SCOPE

Board and Senior Management diversity should be considered from a number of aspects, including but not limited to independence, skills and experience, gender, ethnicity, age, educational background and knowledge.

a) Independence

The Board includes a balanced composition of Executive, Non-executive Directors and Independent Non-executive Directors so that there is a strong element of independence in the Board. The Independent Non-executive Directors shall be of sufficient caliber and standing for their views to carry weight.

b) Skills and Experience

The Board possesses a balance of skills appropriate for the requirements of the business of the Company. The Directors and Senior Management have a mix of finance, legal, academic and management backgrounds that taken together provide the Company with considerable experience in a range of activities.

c) Gender

The Board acknowledges the need to promote gender diversity in line with the Malaysian Code Corporate Governance and the Government’s target for women to fill 30% or more of the decision-making positions in corporate Malaysia.

While the Company does not have a specific target for female directors on the Board, suitably qualified female candidates who can contribute to the diversity of the Board, will be considered for appointment in the event that vacancies for directors arise or when a decision is made to increase the size of the Board.

A-RANK BERHAD

BOARD AND SENIOR MANAGEMENT DIVERSITY POLICY

- d) **Ethnicity**
To cope with the businesses, we aspire to having a board of directors and Senior Management of different nationality or ethnic backgrounds who can contribute their knowledge and understanding of the environment.
- e) **Age**
With a wide range of age, the Board and Senior Management has the advantage of creating a dynamic, multi-generational workforce with a diverse range of skill sets. The Company does not set any specific target for the boardroom age diversity or fix age limits for its Directors and Senior Management, so long as the Director and Senior Management is able to contribute.

4. MEASURES

In this regard, the Nomination Committee (“NC”) is tasked with the responsibility for identifying, assessing and recommending the right candidates to the Board as well as reviewing and assessing the composition and performance of the Board.

When assessing Board composition or identifying suitable candidates for appointment or re-election to the Board, the NC will consider suitably qualified Directors on merit against objective criteria having due regard to the benefits of diversity and the needs of the Board in order to maintain an appropriate mix of skills, knowledge and experience on the Board.

In the process to create and achieve boardroom diversity, the NC is tasked to undertake the following:

- a) The candidate is identified based upon the recommendation by the existing Board members, Management and/or major shareholders;
- b) NC will then assess the appropriate mix of diversity (including age, ethnicity, gender and independence), balance of skills, experience and knowledge required on the Board;
- c) Made recommendation to the Board in relation to the appointments; and
- d) Decisions to be made by the Board on the proposed new appointment.

5. REVIEW

The NC will review and assess the effectiveness of the Policy as and when required and any recommendation for revisions shall be highlighted to the Board for consideration and approval.