



*QL Resources Berhad and its subsidiaries
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Board and Senior Management Diversity Policy*

BOARD AND SENIOR MANAGEMENT DIVERSITY POLICY

QL Resources Berhad and its subsidiaries



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BOARD AND SENIOR MANAGEMENT DIVERSITY POLICY

1. PURPOSE

The Board and Senior Management Diversity Policy (the “Policy”) sets out the approach to diversity on the Board of Directors (the “Board”) as well as the Senior Management of QL Resources Berhad (the “Company” or “QL”) and its subsidiaries (“QL Group”).

This Board and Senior Management Diversity Policy has been prepared in the context of QL Group’s strategic approach to diversity and it is aligned with the achievement of the Company’s corporate objectives.

2. SCOPE OF APPLICATION

The Policy applies solely to the Board and Senior Management on the diversity in QL Group’s recruitment practices of Board and Senior Management members only.

3. POLICY STATEMENT

Building a diverse and inclusive culture is integral to QL’s success. An inclusive culture helps us respond to Malaysia’s diverse customer base.

The Board affirms its commitment to Board and Senior Management diversity. A truly diversified Board and Senior Management can enhance its effectiveness, creativity and capacity to thrive in good times and weather tough times. The Board works to ensure there is no discrimination on ethnicity, race, age, gender, nationality, political affiliation, religious affiliation, sexual orientation, marital status, education, physical ability or geographic region.

The Board recognises the importance to promote gender diversity. In tandem with the Malaysia’s government aspirational target for better governance, QL’s Board will maintain at least 30% women Directors on the Board of QL.

The Policy is aligned with the Company’s objectives, values and principles. QL Group’s strategic intent for Board and Senior Management diversity is the attraction, retention and development of a diverse team of skilled personnel who is increasingly engaged towards delivering QL’s strategies and meeting its objectives. The Policy is centred on the following initiatives:

- identifying and balancing the different skills and industry experiences, backgrounds, age and gender of Directors and Senior Management;



- appointing or retaining Directors and Senior Management based on objective criteria and merit, in the context of skills, time commitment, experience and performance, in order for the Board and Senior Management to be effective;
- providing a conducive environment for the views of Board and Senior Management members to be heard, their concerns attended to, where bias, discrimination or harassment on any matter is not condoned; and
- the Board's Nominating Committee ("NC") is to review and assess the Board's and Senior Management's composition and make recommendations to the Board on the appointment of new Directors, including Independent Directors serving for a cumulative term limit of nine (9) years. The Committee is tasked with the following responsibilities:
 - take into consideration the benefits that flow from diversity and to appoint candidates based on merit and without prejudice, when reviewing the Board's and Senior Management's composition;
 - consider the balance of skills, experience, independence, knowledge and the diversity of representation of the Board, as part of the annual performance evaluation of the effectiveness of the Board, Board Committees and individual Directors as well as Senior Management; and
 - to implement the Fit and Proper Policy and to monitor progress towards the achievement of these objectives.

4. MEASURABLE OBJECTIVES

On an annual basis, the NC shall discuss the implementation of this Policy and recommend measures on its implementation to the Board for adoption.

5. MONITORING AND REPORTING

Disclosure will be made in the corporate governance overview statement of QL's Annual Report. The Annual Report will include a summary of this Policy in line with the Malaysian Code on Corporate Governance.



6. ADMINISTRATIVE MATTERS

The NC shall review and assess the relevance and effectiveness of the Policy once in every three (3) years. Any requirement for amendment shall be deliberated upon by the Committee and any recommendations for revisions shall be highlighted and proposed for the Board's consideration and approval, as the case may be.

This Policy shall be maintained as an integral component of the Company's corporate governance practice and kept in the custody of the Company Secretary of QL.

7. REVIEW OF THIS POLICY

This Policy is reviewed and approved by the Board of Directors of QL on 27 February 2025.