



DIVERSITY, EQUITY AND INCLUSION POLICY

1. INTRODUCTION

MMM Group Berhad (“MMM” or “Company”) and its subsidiaries (“Group”) recognise that a diverse, equitable and inclusive workplace enhances organisational performance, innovation, employee engagement and long-term sustainability. The Group is committed to fostering a workplace and boardroom culture that values diversity, promotes equal opportunities and encourages inclusion for all employees and stakeholders.

2. OBJECTIVE

The Policy provides a framework to promote diversity, equity and inclusion across the Group. The Group seeks to ensure that decisions relating to recruitment, appointment, promotion, training, remuneration and career development are based on merit, qualifications, competencies, performance and business needs. Diversity includes, but is not limited to, gender, age, ethnicity, nationality, culture, religion, disability status and socio-economic background.

3. POLICY PRINCIPLES

- a) Promote diversity at Board, Management and workforce levels.
- b) Provide equal employment opportunities and fair treatment for all employees.
- c) Foster an inclusive workplace that respects individual differences and perspectives.
- d) Maintain a workplace free from discrimination, harassment and victimisation.
- e) Support merit-based recruitment, promotion and succession planning.
- f) Encourage participation, collaboration and professional development for all employees.

4. RESPONSIBILITIES

The Board maintains oversight of the Policy and its objectives. The Nomination Committee (“NC”) reviews the composition of the Board and Key Senior Management and makes recommendations on appointments based on merit, skills, experience and diversity considerations. Management is responsible for implementing the Policy and promoting inclusive workplace practices across the Group.



5. BOARD AND WORKFORCE DIVERSITY

When identifying candidates for Board, Management and workforce positions, consideration shall be given to achieving an appropriate balance of skills, competencies, experience, diversity and perspectives. The Group remains committed to enhancing gender diversity while also recognising broader dimensions of diversity.

6. EQUITY AND EQUAL OPPORTUNITY

The Group is committed to fair and equitable employment practices. Employees shall have equal access to recruitment, training, development, promotion and remuneration opportunities without discrimination based on personal characteristics unrelated to job performance.

7. INCLUSION

The Group promotes a respectful, collaborative and inclusive work environment where employees are encouraged to contribute ideas, participate in decision-making processes relevant to their roles and be treated with dignity and respect.

8. MONITORING AND REPORTING

The Board, through the NC, shall monitor the implementation and effectiveness of this Policy. Management shall support reporting and monitoring efforts as required.

9. REVIEW OF POLICY

The NC shall review this Policy periodically and recommend any amendments to the Board for approval to ensure continued relevance and effectiveness.