

Reference No	IHHHB/POL/HR/_CPP-MSIA	Revision no	0
Effective Date	25 November 2014	Page	1 of 3
<b>DOCUMENT TITLE</b>	<b>GROUP PEOPLE POLICY E10 : Workforce Diversity Policy (WDP)</b>		

## 1.0 **PURPOSE**

The purpose of this policy is for IHH Healthcare Berhad ("IHHHB") and its subsidiaries (collectively referred as "the Group") to provide an inclusive workplace that embraces and promotes diversity, recognizing and accepting the individual differences across the Group.

## 2.0 **SCOPE**

This policy is applicable to all employees of the Group based in Malaysia, Singapore, China, Turkey and other regions that IHH operates its healthcare business. Diversity is increasingly seen as an asset to organizations and linked to better economic performance. It is an integral part of how we do business and imperative to our commercial success. The Group understands and recognizes that building a diverse and inclusive workforce will result in improved service to clients and significant return to our shareholders.

## 3.0 **INTRODUCTION**

- 3.1 The Group is committed to providing an inclusive workplace that embraces and promotes diversity.

We value, respect and leverage the unique contributions of people with diverse backgrounds, experiences and perspectives to provide exceptional service to an equally diverse community. We recognize that team members will assume changing domestic responsibilities throughout their careers.

- 3.2 The Group recognises the benefits arising from employee and board diversity, including a broader pool of high quality employees, improving employee retention, accessing different perspectives and ideas and benefiting from all available talent. Diversity includes, but is not limited to, gender, age, ethnicity and cultural background.

The Group will address, where practical, the recommendations and commentary in increasing the level of participation of women at senior positions as provided in the Malaysian Code on Corporate Governance 2012 ("MCCG 2012") and the Principle 5 of the Malaysian Code for Institutional Investors 2014 (II Code).

- 3.3 This Diversity Policy does not form part of an employee's contract of employment with the Company or its subsidiaries, nor does it gives rise to contractual obligations. However, to the extent that the Diversity Policy requires an employee to do or refrain from doing something and at all times subject to legal obligations, this Diversity Policy forms a direction of the Group which an employee is expected to comply.

## 4.0 **VISION**

- 4.1 IHHHB recognises its talented and diverse workforce as a key competitive advantage. Our business success is a reflection of the quality and skill of our people. The Group is committed to seek out and retain the best human talent to ensure top business growth and performance.

IHHHB is diverse along many dimensions. Our diversity encompasses differences in ethnicity, gender, language, age, religion, socio-economic status, physical and mental ability, thinking styles, experience, and education. We believe that the wide array of perspectives that results from such diversity promotes innovation and business success. Managing diversity makes us more creative, flexible, productive and competitive.

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## 5.0 **OBJECTIVES**

5.1 The Management will establish diversity-related measurable objectives for the Company. Assessment of these objectives and review of progress will be carried out on an annual basis by the Group Human Capital, who will report its assessment to the Board of Directors and make recommendations as appropriate. Progress against targets will be included in the Company's annual reports.

5.2 IHHHB Diversity Policy framework for the Group is aimed towards achieving the vision:

- a) a diverse and skilled workforce, leading to continuous improvement in service delivery and achievement of corporate goals;
- b) continue to recognise and celebrate our multicultural diversity and grow our workforce to reflect the diversity of the Group's population;
- c) to incrementally grow and recruit the number of women in senior roles across the Group;
- d) improved employment and career development opportunities for women through programs that prepare them to take on senior roles within the business both in operational and specialist support areas;
- e) 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;

5.3 As an organization that has regional footprint, IHHHB recruits people from all around the region. We believe that our employees from many different cultural, linguistic and national backgrounds provide us with valuable knowledge for understanding complex international markets.

## 6.0 **RESPONSIBILITIES**

6.1 The Board of Director's commitment

The Group is committed to workplace diversity, with a particular focus on supporting the representation of women at the senior level.

The Board, assisted by management, is responsible for developing strategies to meet the Objectives of the Diversity Policy, and monitoring the progress of achieving the Objectives through the monitoring and evaluation mechanisms as listed in section 7.

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## 6.2 Strategies and measures

The Group is of the view that, while it is important to promote diversity in terms of gender, age and ethnicity, the Group would take into consideration the following diversity strategies but not limited to:

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

The Group will not set any fixed targets around age, gender and ethnicity, but will actively work towards having the appropriate diversity based on the strategies outlined above.

## 7.0 **MONITORING AND EVALUATION**

- 7.1 The Board, through Nomination and Remuneration Committee, will monitor the scope and applicability of this policy, from time to time.

The Management is responsible for implementing, monitoring and reporting on the progress of achieving the Objectives.