




**3REN BERHAD**

Registration No. 202101012445 (1412744-K)  
(Incorporated in Malaysia)

---

**BOARD DIVERSITY POLICY**

---

	<p style="text-align: center;"><b>3REN BERHAD</b> Registration No. 202101012445 (1412744-K)</p>	Doc. No:	3R-POL-005
		Rev. No:	00
	<p style="text-align: center;"><b>BOARD DIVERSITY POLICY</b></p>	Eff. Date:	22 March 2024
		Page No:	Page 2 of 4

## 1. Background

The Company has a policy of diversity in Board of Directors (“Board”) appointments as reflected in the current composition of the Board of 3REN Berhad (“3REN” or “the Company”) and all its subsidiary companies within the Group (“3REN Group” or “the Group”).

This Board Diversity Policy (“Policy”) pursues to record, more formally, the Company’s policy on board diversity and to recognize the recommendation of Practices under the Malaysian Code on Corporate Governance (“MCCG”).

## 2. Principle and Objectives

Board diversity is an essential measure of good governance, is a critical attribute of a well-functioning board and contributing to the sustainable development of the Company. It enhances decision-making capability and a diverse board is more effective in dealing with organizational changes.

The objectives of this Policy are to have a Board which:

- i. Is characterized by a broad range of viewpoints rather than just diversity in skills and experience; diversity in viewpoints would exist if there is diversity in gender, nationality, age, culture and socio-economic backgrounds;
- ii. Has sustainable development as its core value, and thus promotes the interests of all our stakeholders, particularly the long-term interests of our shareholders, fairly and effectively.

## 3. Scope


The Board considers that the concept of diversity incorporates a number of different aspects, such as professional experiences, business experiences, skills, knowledge, gender, age, ethnicity and educational background.

### 3.1 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 calibre and standing for their views to carry weight.

### 3.2 Skills and Experience

The Board possesses a balance of skill appropriate for the requirements of the business of the Group. The Directors have a mix of skills and experience in various industries such as education, investment banking, capital markets, advisory, technology and government organizations. They come from corporate finance, governance, engineering, economics, government administration and business management backgrounds that taken together provide the Company with considerable experience in a range of activities.

	<p style="text-align: center;"><b>3REN BERHAD</b> Registration No. 202101012445 (1412744-K)</p>	Doc. No:	3R-POL-005
		Rev. No:	00
	<b>BOARD DIVERSITY POLICY</b>	Eff. Date:	22 March 2024
		Page No:	Page 3 of 4

### 3.3 Gender

The Board believes that the appointment of women directors to the Board will bring about varying perspectives and contribute to the refinement of the Company’s strategy formulation and is committed to maintaining a composition of at least 30% women directors.

The Company is also committed to maintaining an environment of respect of people regardless of their gender in all business dealings and achieving a workplace environment free of harassment and discrimination on the basis of gender, physical or mental state, ethnicity, nationality, religion, age or family status. The same principle is applied to the selection of potential candidates for appointment to the Board.

### 3.4 Ethnicity


To cope with the Group’s businesses, we aspire to having a board of directors of different cultural or ethnic backgrounds who can contribute their knowledge and understanding from a variety of perspectives.

### 3.5 Age

The Board is committed to promoting age diversity, valuing the contribution of its members regardless of age, and seek to eliminate age stereotyping and discrimination on age.

## 4. Measurable Objectives (“MO”)

- 4.1 Selection of candidates will be based on a range of diversity perspectives, including but not limited to professional experiences, business experiences, skills, knowledge, gender, age, ethnicity and educational background. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board. The Board’s composition will be disclosed in the Corporate Governance Report annually.
- 4.2 The Board acknowledges the importance to promote gender diversity, the normal selection criteria based on an effective blend of competencies, skills, extensive experience and knowledge to strengthen the Board should remain a priority.
- 4.3 The Nomination Committee (“NC”) is responsible in ensuring that gender diversity objectives are adopted in board recruitment, board performance evaluation and succession planning processes.
- 4.4 The Company shall provide a suitable working environment that is free from harassment and discrimination in order to attract and retain women participation on the Board.

	<b>3REN BERHAD</b> Registration No. 202101012445 (1412744-K)	Doc. No:	3R-POL-005
		Rev. No:	00
	<b>BOARD DIVERSITY POLICY</b>	Eff. Date:	22 March 2024
		Page No:	Page 4 of 4

## 5. Monitoring and Reporting

**5.1** Pursuant to the Term of Reference of the NC, the NC is (among other things) responsible for:

- Formally assessing the appropriate mix of diversity, skills, experience and expertise required on the Board and assessing the extent to which the required skills are represented on the Board;
- making recommendations to the Board in relation to Board succession, including the succession of the Chairperson, to maintain an appropriate mix of diversity, skills, experience and expertise on the Board; and
- reviewing and reporting to the Board in relation to board diversity.

**5.2** The NC will report to the Board on:

- initiatives undertaken by the Board in relation to board diversity and to achieve the MO;
- progress in achieving the MO; and
- make recommendations to the Board regarding the MO.

**5.3** The Board must, at least annually, assess:

- the MO; and
- progress in achieving the MO.

The Board will ensure that appropriate disclosures are made in the Annual Report regarding board diversity.

## 6. Publication and Revision

A summary of this Policy, together with the measurable objectives set for the implementation of this Policy will be included annually in the Corporate Governance Report. This Policy is also available on the Company's website [www.3ren.com.my](http://www.3ren.com.my).

Any revision to the Policy as recommended by the NC will be submitted to the Board for consideration and approval.

*The Board Diversity Policy has been adopted by the Board on 22 March 2024.*