

Purpose

This Policy expresses the intention of the Tuas Limited (**Tuas**) regarding its approach to diversity in the governance and operational aspects of Tuas Limited and its subsidiaries, including its main operating vehicle, Simba Telecom Pte Ltd (**Simba**).

Simba operates in Singapore, a modern, ethnically diverse city state. Tuas therefore recognises the sensitivities that arise in relation to the engagement of staff and contractors across the racial and gender spectrum and the benefits that exist from bringing a diverse range of skills and views to the working environment. It also recognises the balancing importance of ensuring that the business secures persons with the best skills and experience for the roles.

Policy

1. Diversity

- 1.1 Diversity refers to characteristics such as age, gender, sexual orientation, gender identity, marital or family status, cultural background, race, religion, disability and ethnicity.
- 1.2 Tuas recognises the importance of its people in meeting and exceeding its goals consistently with its values, that is to say to secure a good return for shareholders honestly and diligently. Consistently with this, Tuas recognises that people are different, and that it is their differences that will bring a range of viewpoints, attitudes and skills to the group.
- 1.3 Tuas also operates in Singapore, a country that is well known for the diversity of cultures that operate in the country. It is therefore essential that the Simba workplace reflects the multi-cultural community in which it operates, and that all cultures are respected and treated equally.
- 1.4 As such, Tuas acknowledges and understands the importance of employing staff from across the wide pool of talent available by securing people from diverse backgrounds. Tuas wishes to create an environment where people can achieve their best for the benefit of the group, regardless of individual different ages, genders, sexual orientations, gender identities, marital or family status, cultural backgrounds, races, religions, disabilities and ethnicities.

2. Commitment to Diversity

- 2.1 Tuas is committed to ensuring that its recruitment processes, from board level down, do not discriminate against any person, regardless of their age, gender, sexual orientation, gender identity, marital or family status, cultural background, race, religion, disability or ethnicity.
- 2.2 Tuas commits to having an inclusive workplace, free from discrimination, harassment, vilification and victimisation.
- 2.3 Tuas commits to take appropriate steps to accommodate national, religious or cultural practices, whether related to celebrations, holidays, clothing or other requirements.

3. Leave Policies

- 3.1 Tuas recognises that, over time, people's career and life stages may change. A range of leave options are available to support and retain our people through that change and help them to manage their changing circumstances. These include: parental leave, dependency/personal leave, unpaid leave and sabbaticals.

4. Gender Diversity for Board Membership

- 4.1 As a member of the ASX 300, Tuas sets as an objective to maintain a minimum of 30% female representation on its Board.
- 4.2 At the time of writing, the Board consists of an Executive Chairman who is also the major shareholder, and three other directors, one of whom is female. When future appointments are made to the Board, the Board will endeavour to meet its objective.

5. Review of Policy

- 5.1 As part of its ongoing obligations under the ASX Listing Rules, Tuas will review this policy and the extent to which it is meeting its objectives annually.

6. Reporting Concerns

- 6.1 Any person who wishes to raise concerns regarding related matters, should do so by contacting the Whistle-blower Officer or any member of the Executive Team can be contacted as a Whistle-blower Officer for an initial report.