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Wilmar Group Policy:
Equal Opportunity Policy

Wilmar International Limited ("Wilmar") is committed to providing equal opportunity to each employee. Our employment beliefs and standards mean that we will not discriminate when making employment decisions including on hiring, advancement within Wilmar, upskilling or reskilling opportunities, remuneration, disciplinary actions, termination of employment decisions and retirement on the grounds of any characteristics of employees or candidates, including ethnic origin, gender, national origin, age, social class, religion, sexual orientation, gender identity, union membership, political affiliation, or disability – subject to the inherent requirements of the role to be performed. A fundamental aim is to ensure a diverse and representative workforce profile through the promotion of employment equality.

This Policy sets out Wilmar's position on equal opportunity in all aspects of its employment. In the conduct of its business, Wilmar endeavours to:

- Comply with all legislation dealing with discrimination and promotion of equality, and other applicable requirements to which the Company subscribes, including the ILO Convention concerning Discrimination in Respect of Employment and Occupation;
- Establish and maintain a working environment, terms and conditions of employment, practices and procedures which ensure all existing and prospective employees are treated equally and fairly;
- Ensure mechanisms are in place for responding to complaints of discrimination from employees;
- Ensure that partnership arrangements - wherein partners are commissioned to provide services (for example contractors) to the Company - have similar policies that cover equal opportunities; and
- Periodically review the Equal Opportunity Policy to ensure that it remains relevant and applicable.

The Human Resource Department is responsible for the effective enforcement of this Policy.

Policy Mechanism

The following mechanisms provide a guide/reference to facilitate the implementation of the Policy.

1. Vacancy Advertising

- Advertisements for posts will give sufficiently clear and accurate information, without discrimination, to enable potential applicants to assess their suitability for the post.
- The recruitment content will not imply a preference for a certain group of applicants unless there is a genuine occupational qualification which limits

the post to this particular group, in which case this must be clearly stated; and where not immediately obvious, the reason for the qualification should be stated.

- Wherever possible, all vacancies will be advertised simultaneously internally and externally, unless local laws require that vacancies be offered internally first.
- Steps will be taken to ensure that knowledge of vacancies reaches underrepresented groups internally and externally.

2. Recruitment and selection

- All descriptions and specifications for posts will include only requirements that are necessary and justifiable, without discrimination, for the effective performance of the job.
- All selection will be thorough, conducted against defined criteria and will deal only with the applicant's merits and suitability for the job.
- Wherever possible, more than one person must be involved in the selection interview and recruitment process, and all should have received training in equal opportunities.
- Reasons for selection and rejection of applicants for posts must be recorded.

3. Training, career development and conditions of service

- All employees will be considered solely on their merits for training and career development with equal opportunities for all.
- All employees will be encouraged to discuss their career prospects and training needs with their Line Manager or the Human Resource (HR) Department.
- Under-represented groups will be encouraged to apply for training and employment opportunities with the Company. Wherever possible, special training will be provided for such groups to prepare them to compete on genuinely equal terms for jobs and promotion.
- Wherever possible, efforts will be made to identify and remove unnecessary/unjustifiable barriers and provide appropriate facilities and conditions of service to meet the special needs of disadvantaged and/or under-represented groups.

4. Personnel records

- In order to ensure the effective implementation of the Equal Opportunity Policy (and for no other purpose) a record will be kept of all employees' and job applicants' gender, age, ethnic origins, national origin, religion, union membership and physical ability.
- Such records will be analysed periodically for appropriate follow-up action to be taken.

5. General

The objectives of this Policy are to:

- Ensure that the Company has access to the widest labour market and secures the best employees for its needs.
- Ensure that no applicant or employee receives less than favourable treatment, and that, wherever possible, they are given the help they need to attain their full potential to the benefit of the Company and themselves.
- Achieve an ability-based workforce which is in line with the working population mix in the relevant labour market areas.

The cooperation of all employees is essential for the success of this Policy. However, ultimate responsibility for achieving the Policy's objectives, and for ensuring compliance with the relevant Acts as well as the various Codes of Practice, lies with the Company. Behaviour or actions that breach the spirit and/or the letter of the laws on which this Policy is based, will be considered for disciplinary actions.