

KEPPEL GROUP STATEMENT ON DIVERSITY & INCLUSION

As a multi-business Group with a diverse workforce across over 20 countries, Keppel believes in the importance of promoting an inclusive and harmonious workplace. We value and respect all employees regardless of ethnicity, gender, religious beliefs, nationality, age or any physical disability.

Employee Code of Conduct

The Group's stance on diversity and inclusion is reflected in our Employee Code of Conduct, which articulates no discrimination on any basis. Our training program reiterates the principles of our Employee Code of Conduct and the rules of conduct apply to all employees of Keppel Corporation and its subsidiary companies.

Staff recruitment, retention and development

We believe that people should have access to the same opportunities. We endorse Singapore's Tripartite Guidelines on Fair Employment Practices and the Employers' Pledge of Fair Employment Practices, which include principles to:

- Recruit and select employees on the basis of merit (such as skills, experience or ability to perform the job), and regardless of age, race, gender, religion, marital status and family responsibilities, or disability;
- Provide employees with equal opportunity to be considered for training and development based on their strengths and needs to help them achieve their full potential;
- Reward employees fairly based on their ability, performance, contribution and experience.

Inclusive and harmonious workplace

Keppel strives to provide a work environment that fosters mutual respect and promotes harmonious working relationships.

With a global workforce, we assist all employees in assimilating through orientation programmes, which may include mentoring schemes.

We encourage socialisation among staff through various platforms, including recreational and volunteering activities organised by Keppelite Recreation Club and Keppel Volunteers respectively.

Monitoring of diversity indicators

We track employee demographics and the rate of recruitment, retention and training of employees of different profiles (e.g. based on gender, nationalities, age and educational

qualifications). The statistics are reported in Keppel Corporation's Sustainability Report annually.

Grievance reporting

Grievance reporting mechanisms are in place for employees to report unethical or illegal conduct. A robust whistle-blower policy is in place for the proper management of such reports.

Commitment to Diversity and Inclusion

Keppel's Core Values of People-Centredness and Collective Strength place emphasis on valuing and nurturing people, and on promoting collaboration to harness the advantages of a diverse workforce. All employees are required to act in accordance with the Group's rules of conduct and we have a collective responsibility to promote an inclusive and harmonious work environment.