

BOARD DIVERSITY POLICY

1. Purpose

- 1.1 This Policy sets out Singtel's approach to diversity on its board of directors ("Board").

2. Policy Statement

- 2.1 The objective of this Policy is to ensure an appropriate balance of perspectives, skills and experience on the Board. Singtel is committed to building a diverse, inclusive and collaborative culture. Singtel recognises and embraces the benefits of diversity on the Board, and views diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development. A diverse Board will include and make good use of differences between the Directors in terms of skills, experience, background, gender, age, ethnicity and other relevant factors. These differences will be considered in determining the optimum composition of the Board and when possible should be balanced appropriately. All Board appointments are made based on merit, in the context of the skills, experience, independence and knowledge which the Board as a whole requires to be effective.
- 2.2 The Corporate Governance and Nominations Committee ("CGNC") reviews and assesses Board composition on behalf of the Board and recommends the appointment of new Directors. In reviewing Board composition and succession planning, the CGNC will consider the benefits of all aspects of diversity, including but not limited to those described above. In identifying suitable candidates for appointment to the Board, the CGNC will consider candidates on merit against objective criteria and with due regard for the benefits of diversity on the Board. Diversity is a key criterion in the instructions to external search consultants.
- 2.3 Singtel's targets to achieve diversity on the Board are as follows:
- 2.3.1 Target for gender diversity: at least 30% of Directors should be female.

The Board is of the view that gender is an important aspect of diversity and will strive to ensure that:

- (a) any brief to external search consultants to search for candidates for appointment to the Board will include a requirement to present female candidates;
- (b) female candidates are included for consideration by the CGNC whenever it seeks to identify a new Director for appointment to the Board;
- (c) the Board appoints at least one female Director to the CGNC; and

- (d) there is significant and appropriate female representation on the Board, recognising that the Board's needs will change over time taking into account the skills and experience on the Board.

2.3.2 Target for geographic diversity: The Board will include international Directors (based outside of Singapore) on the Board to provide expertise and connections in geographical regions where the Singtel Group has operations.

2.3.3 Target for skills diversity: In view of the size and complexity of the Singtel Group and the business and regulatory environment in which it operates, Singtel aims to have expertise across different domain knowledge and functional disciplines represented on the Board, including expertise in Technology, Legal/Regulatory, Sustainability, Audit, Risk, People, Investments and Public Policy.

3. Monitoring and Reporting

3.1 The CGNC will monitor the implementation of this Policy and report annually, in the Corporate Governance Report, on the Policy and its implementation.

4. Review of this Policy

4.1 The CGNC will review this Policy, as appropriate, to ensure the effectiveness of this Policy. The CGNC will discuss any revisions that may be required and recommend any such revisions to the Board for consideration and approval.