

	POLICY STATEMENT AND GUIDELINES	
	DIVISION	GROUP

ANTI-BRIBERY AND CORRUPTION POLICY

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REVISION HISTORY

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1. INTRODUCTION

The Anti-Bribery and Corruption Policy (“ABC Policy” and/or “the Policy”) has been developed as part of the MRCB’s Anti-Bribery Management System which has been designed to align with the requirements set out in the ISO 37001:2016. Having a clear and unambiguous policy statement on the Company’s position regarding bribery and corruption forms the cornerstone of an effective integrity management system. The policy should thus be read in conjunction with the ISO as well as the Company’s various policies & guidelines. If multiple documents speak on the same subject, then the more stringent provision always applies.

2. ANTI-BRIBERY AND CORRUPTION COMMITMENT

Malaysian Resources Corporation Berhad Group is committed to conducting business dealings with integrity. This means avoiding practices of bribery and corruption of all forms in the Company’s daily operations.

MRCB Group has adopted a zero-tolerance approach against all forms of bribery and corruption. Employees who refuse to pay bribes or participate in acts of corruption will not be penalised even if such refusal may result in losing business.

The Policy leverages on the values and core principles set out in the Code of Business Ethics. Full compliance to both the spirit and the letter of this Policy is mandatory and should be maintained using a principle-based approach.

3. OBJECTIVE

This policy sets out MRCB Group’s overall position on bribery and corruption in all its forms.

4. SCOPE

This policy is applicable to MRCB, its controlled organisations, business associates acting on MRCB’s behalf, the Board of Directors and all MRCB personnel.

Joint-venture companies in which MRCB is non-controlling or co-venture and associated companies are encouraged to adopt these or similar principles. External Providers are also expected to comply with this policy in relation to all work conducted with MRCB, or on MRCB’s behalf.

5. REFERENCES

ISO 37001:2016 Anti-bribery Management System
Limits of Authority
Code of Business Ethics
Corporate Communication Manual
Employees Handbook
Gifts, Hospitality, Donations, And Similar Benefits Policy
Whistleblowing Policy

6. DEFINITIONS

“**ABMS**” means MRCB’s Anti-Bribery Management System;

“**Audit Committee**” means the Audit Committee of the Board of Directors of MRCB;

“**Bribery & Corruption**” means any action which would be considered as an offence of giving or receiving ‘gratification’ under the Malaysian Anti-Corruption Commission Act 2009 (MACCA). In practice, this means offering, giving, receiving or soliciting something of value in an attempt to illicitly influence the decisions or actions of a person who is in a position of trust within an organisation.

Bribery may be ‘outbound’, where someone acting on behalf of MRCB attempts to influence the actions of someone external, such as a Government official or client decision-maker. It may also be ‘inbound’, where an external party is attempting to influence someone within the Company such as a senior decision-maker or someone with access to confidential information.

“**Gratification**” is defined in the MACCA to mean the following:

- (a) money, donation, gift, loan, fee, reward, valuable security, property or interest in property being property of any description whether movable or immovable, financial benefit, or any other similar advantage;
- (b) any office, dignity, employment, contract of employment or services, and agreement to give employment or render services in any capacity;
- (c) any payment, release, discharge or liquidation of any loan, obligation or other liability, whether in whole or in part;

- (d) any valuable consideration of any kind, any discount, commission, rebate, bonus, deduction or percentage;
- (e) any forbearance to demand any money or money's worth or valuable thing;
- (f) any other service or favour of any description, including protection from any penalty or disability incurred or apprehended or from any action or proceedings of a disciplinary, civil or criminal nature, whether or not already instituted, and including the exercise or the forbearance from the exercise of any right or any official power or duty; and
- (g) any offer, undertaking or promise, whether conditional or unconditional, of any gratification within the meaning of any of the preceding paragraphs (a) to (f).

“Business Associate” means an external party with whom MRCB has, or plans to establish, some form of business relationship. This may include clients, customers, joint ventures, joint venture partners, consortium partners, outsourcing providers, contractors, consultants, subcontractors, suppliers, vendors, advisers, agents, distributors, representatives, intermediaries and investors.

“Conflict of Interest” means when a person's own interests either influence, have the potential to influence, or are perceived to influence their decision making at MRCB.

“Controlled organisation” means an entity where MRCB has the decision-making power over the organisation such that it has the right to appoint and remove the management. This would normally be where MRCB has the controlling interest (>50% of the voting share ownership), but it could be where there is an agreement in place that MRCB has the right to appoint the management, for example a joint venture where MRCB has the largest (but still <50%) allocation of the voting shares;

“Corporate Gift” means something given from one organisation to another, with the appointed representatives of each organisation giving and accepting the gift. Corporate gifts may also be promotional items given out equally to the general public at events, trade shows and exhibitions as a part of building the Company's brand. The gifts are given transparently and openly, with the implicit or explicit approval of all parties involved. Corporate gifts normally bear the Company name and logo. Examples of corporate gifts include items such as diaries, table calendars, pens, notepads and plaques.

“Donation & Sponsorship” means charitable contributions and sponsorship payments made to support the community. Examples include sponsorship of educational events, supporting NGOs, and other social causes;

“Exposed Position” means a staff position identified as vulnerable to bribery through a risk assessment. Such positions may include any role involving: procurement or contract management; financial approvals; human resource; relations with government officials or government departments; sales; positions where negotiation with an external party is required; or other positions which the Company has identified as vulnerable to bribery;

“GM IDD” means General Manager of the Integrity and Discipline Department;

“Hospitality” means the considerate care of guests, which may include refreshments, accommodation and entertainment at a restaurant, hotel, club, resort, convention, concert, sporting event or other venue such as Company offices, with or without the personal presence of the host. Provision of travel may also be included, as may other services such as provision of guides, attendants and escorts; use of facilities such as a spa, golf course or ski resort with equipment included;

“MRCB” or **“Company”** means Malaysian Resources Corporation Berhad and its group of companies;

“Personnel” means directors and all individuals directly contracted to the Company on an employment basis, including permanent and temporary employees.

7. POLICY OWNER

The Integrity and Discipline Department (“IDD”) is the owner of this policy.

8. ANTI-BRIBERY AND CORRUPTION POLICY

8.1 Bribery and corruption in all its forms as it relates to MRCB’s activities is prohibited.

8.2 Bribery and corruption may take the form of anything of value, such as money, goods, services, property, privilege, employment position or preferential treatment.

MRCB personnel and its business associates shall not therefore, whether directly or indirectly, offer, give, receive or solicit any item of value, in the attempt to illicitly influence the decisions or actions of a person in a position of trust within an organisation, either for the intended benefit of MRCB or the persons involved in the transaction.

- 8.3** The anti-bribery and corruption statement applies equally to its business dealings with commercial ('private sector') and Government ('public sector') entities, and includes their directors, personnel, agents and other appointed representatives. Even the possible appearance of bribery or corruption is to be avoided, in particular when dealing with Government officials.
- 8.4** The anti-bribery and corruption statement applies to all countries worldwide, without exception and without regard to regional customs, local practices or competitive conditions.
- 8.5** No employee or external party will suffer demotion, penalty or other adverse consequences in retaliation for refusing to pay or receive bribes or participate in other illicit behaviour.
- 8.6** MRCB is also committed to conducting due diligence checks on prospective personnel, particularly as it relates to appointments to positions where a more than minor bribery or corruption risk has been identified.

9. RECOGNITION OF LOCAL AND INTERNATIONAL LEGISLATION

- 9.1** MRCB is committed to conducting its business ethically and in compliance with all applicable laws and regulations in the countries where it does business.
- 9.2** These laws include but are not limited to the Malaysian Penal Code (revised 1977) (and its amendments), the Malaysian Anti-Corruption Commission Act 2009 and its amendments, the Companies Act 2016, the US Foreign Corrupt Practices Act 1977 (amended 1998), and the UK Bribery Act 2010. These laws prohibit bribery and acts of corruption, and mandate that companies establish and maintain accurate books and records and sufficient internal controls.

- 9.3** In cases where there is a conflict between mandatory laws and the principles contained in this and other policies, the law shall prevail.

10. GIFTS, DONATIONS AND SPONSORSHIPS

10.1 MRCB personnel are prohibited from receiving or asking for (soliciting) gifts from external parties. Under no circumstances may MRCB personnel accept gifts in the form of cash or cash equivalent, including gift certificates, loans, commissions, coupons, discounts or any other related forms. Further details are set out in Gifts, Hospitality, Donations, And Similar Benefits Policy.

10.2 The only form of gift-giving allowed to external parties is a corporate gift. Any gift-giving or event of hospitality is subject to approval according to Limits of Authority and must fulfil the following conditions:

- a) They are limited, customary and lawful under the circumstances;
- b) They do not have or are perceived to have (by either the giver or the receiver), any effect on actions or decisions.
- c) There must be no expectation of any specific favour or improper advantages from the intended recipients;
- d) The independent business judgment of the intended recipients must not be affected;
- e) There must not be any corrupt / criminal intent involved; and
- f) The giving out of the gift and hospitality must be done in an open and transparent manner.

10.3 Donations and sponsorships are permitted in accordance with the Corporate Communications Manual to ensure acceptability. However, the Company prohibits the giving and receiving of donations and sponsorships to influence business decisions.

11. FACILITATION PAYMENTS

11.1 MRCB adopts a strict policy of disallowing the use of facilitation payments in its business. Facilitation payment is a payment or other provision made personally to an individual in control of a process or decision. It is given to secure or expedite the performance of a routine or administrative duty or function.

11.2 Personnel shall decline to make the payment and report to IDD immediately when they encounter any requests for a facilitation payment. In addition, if a payment has been made and personnel are unsure of the nature, the GM IDD must be notified immediately, and the payment recorded accordingly.

11.3 Only in the event that an employee's security is at stake is it permitted to make the payment. The employee must immediately report the incident to their Head of Department and IDD to record the details and keep a record of what was spent.

12. SUPPORT LETTERS

MRCB awards contracts and employee positions purely on a merit basis. Therefore, support letters in all forms shall not be recognised as part of the business decision making process.

13. RECRUITMENT, PROMOTION AND SUPPORT OF PERSONNEL

13.1 MRCB recognises the value of integrity in its personnel and business associates. The Company's recruitment, training, performance evaluation, remuneration, recognition and promotion for all MRCB personnel, including management, shall be designed and regularly updated to recognize integrity.

13.2 MRCB does not offer employment to prospective personnel in return for their having improperly favoured the Company in a previous role.

14. BUSINESS ASSOCIATES

14.1 All business associates (including external providers such as consultants, advisors, and agents) acting on behalf of MRCB are required to comply with this Policy, the MRCB's Code of Business Ethics, and all other policies as it relates to them.

14.2 In circumstances where MRCB retains controlling interest, such as in certain joint venture agreements, business associates are required to adhere to the ABC Policy and MRCB's Code of Business Ethics. Where MRCB does not have controlling interest, associates are encouraged to comply the same.

- 14.3** Due diligence should also be carried out with regards to any business associates intending to act on the Company's behalf as an agent or in other representative roles, to ensure that the entity is not likely to commit an act of bribery or corruption in the course of its work with MRCB.
- 14.4** The extent of the due diligence should be based on a bribery and corruption risk assessment. Due diligence may include a search through relevant databases, checking for relationships with public officials, self-declaration, and documenting the reasons for choosing one particular Business associate over another. The results of the due diligence process must be documented, retained for at least seven years and produced on request by the custodian of the process.
- 14.5** MRCB shall include standard clauses in all contracts with business associates enabling the Company to terminate the contract in the event that bribery or an act of corruption has been proved to occur. Additional clauses may also be included for business associates acting on MRCB's behalf where a more than minor bribery risk has been identified.

15. RESPONSIBILITIES OF MRCB PERSONNEL

- 15.1** All MRCB personnel (including its directors, and directors and personnel of its controlled organisations) are required to carry out those responsibilities and obligations relating to the Company's anti-bribery and corruption stance, alongside those already in existence, which includes the following:
- a) Be familiar with applicable requirements and directives of the policy and communicate them to subordinates;
 - b) Promptly record all transactions and payments in MRCB's books and records accurately and with reasonable detail;
 - c) Ask the IDD if any questions about this policy arise or if there is a lack of clarity about the required action in a particular situation;
 - d) Always raise suspicious transactions and other "red flags" (indicators of bribery or corruption) to immediate superiors for guidance on the next course of action;
 - e) Be alert to indications or evidence of possible violations of this policy;
 - f) Promptly report violations or suspected violations through appropriate channels;

- g) Attend required anti-bribery and corruption training as required according to position; and
- h) Not misuse their position or MRCB's name for personal advantage.

15.2 When dealing with business associates, all MRCB personnel shall not:

- a) express unexplained or unjustifiable preference for certain parties;
- b) make any attempt at dishonestly influencing their decisions by offering, promising or conferring advantage;
- c) exert improper influence to obtain benefits from them;
- d) directly or indirectly offer or make promise or corrupt payments, in cash or in kind for a specific favour or improper advantage from them.

15.3 During an active or anticipated procurement or tender exercise, personnel participating in the exercise in any way whatsoever, shall not:

- a) receive gifts or hospitality or any kind from any external party participating, planning to participate, or expected to participate, in the procurement or tender exercise;
- b) provide anything other than a corporate gift and token hospitality to any external/third party related to the exercise;
- c) be involved in any discussions regarding business or employment opportunities, for personal benefit or for the benefit of a business associate;
- d) abuse the decision-making and other delegated powers given by the top management; and
- e) bypass normal procurement or tender process and procedure.

15.4 When dealing with external parties in a position to make a decision to MRCB's benefit (such as a Government official or client), MRCB personnel shall not:

- a) offer, promise or make any attempt at dishonestly influencing the person's decision by directly or indirectly offer or make promise of corrupt payments, in cash or in kind;
- b) be involved in any discussions regarding business or employment opportunities, for their own personal benefit or for the benefit of the external party;
- c) otherwise abuse the decision-making and other delegated powers given by the top management, in order to illicitly secure an outcome which would be to the commercial advantage to themselves and/or the Company; and
- d) exert improper influence to obtain personal benefits from them.

15.5 MRCB's managers have a particular responsibility to ensure that the ABMS requirements are applied and complied with within their department or function and to monitor compliance with the policy. They also must ensure that subordinates in 'Exposed Positions' attend relevant training.

16. CONFLICTS OF INTEREST

16.1 Conflicts of interest arise in situations where there is personal interest that could be considered to have potential interference with objectivity in performing duties or exercising judgment on behalf of the Company. All personnel should avoid situations in which personal interest could conflict with their professional obligations or duties. Personnel must not use their position, official working hours, Company's resources and assets, or information available to them for personal gain or to the Company's disadvantage.

16.2 In situations where a conflict does occur, personnel are required to declare the matter as per the Employees Handbook.

17. STAFF DECLARATIONS

17.1 All MRCB personnel shall certify in writing that they have read, understood and will abide by this policy. A copy of this declaration shall be documented and retained by the Human Resources Department for the duration of the personnel's employment. A sample declaration can be found in the **Appendix** of this Policy.

17.2 The IDD reserves the right to request information regarding an employee's assets in the event that the person is implicated in any bribery and corruption-related accusation or incident.

18. ANTI-BRIBERY AND CORRUPTION COMPLIANCE FUNCTION

18.1 MRCB shall establish and maintain an anti-bribery and corruption compliance function within the IDD to oversee the design, implementation and management of the ABMS.

- 18.2** The IDD shall perform functions below within the Company structure, equipped to act effectively against bribery and corruption:
- a) provide advice and guidance to personnel on the ABMS and issues relating to bribery and corruption;
 - b) take appropriate steps to ensure that adequate monitoring, measurement, analysis and evaluation of the ABMS is performed;
 - c) report on the performance of the ABMS to the top management and Audit Committee regularly.
- 18.3** Appropriate resources shall be provided for effective operation of the ABMS and that the IDD is staffed with persons who have the appropriate competence, status, authority and independence.
- 18.4** MRCB shall conduct regular risk assessments to identify the bribery and corruption risks affecting the business, set anti-bribery and corruption objectives, and assess the effectiveness of the controls in achieving those objectives.

19. TRAINING AND AWARENESS

- 19.1** MRCB shall conduct an awareness programme for all its personnel on the Company's position regarding anti-bribery and corruption, integrity and ethics.
- 19.2** Training shall be provided on a regular basis, in accordance with the level of bribery and corruption risk related to the position. Training should be provided to personnel who are:
- a) new to the Company;
 - b) appointed to or currently holding an exposed position.
- 19.3** Human Resources Department shall maintain records to identify which MRCB personnel have received training, and produce, communicate and update the training schedule in conjunction with IDD.
- 19.4** Business associates acting on behalf of the Company shall also undergo appropriate training, where a bribery and corruption risk assessment identifies them as posing a more than minor bribery and corruption risk to the Company.

20. REPORTING OF POLICY VIOLATIONS

- 20.1** Suitable reporting channels shall be established and maintained for receiving information regarding violations of this policy, and other matters of integrity provided in good faith by MRCB personnel and/or external parties.
- 20.2** Personnel who, in the course of their activities relating to their employment at MRCB, encounter actual or suspected violations of this policy are required to report their concerns using the reporting channels stated in Whistleblowing Policy.
- 20.3** Reports made in good faith, either anonymously or otherwise, shall be addressed in a timely manner and without incurring fear of reprisal regardless of the outcome of any investigation.
- 20.4** Retaliation in any form against MRCB personnel where the person has, in good faith, reported a violation or possible violation of this policy is strictly prohibited. Any MRCB personnel found to have deliberately acted against the interests of a person who has in good faith reported a violation or possible violation of this policy shall be subjected to disciplinary proceedings including demotion, suspension, dismissal or other actions (including legal action) which MRCB may pursue.

21. AUDIT AND COMPLIANCE

Regular audits shall be conducted to ensure compliance to this policy. Such audits may be conducted internally by MRCB or by an external party. Audit documentation should include performance improvement action plans.

22. SANCTIONS FOR NON-COMPLIANCE

- 22.1** Non-compliance as identified by the audit and any risk areas identified through this and other means should be reported to the top management and Audit Committee in a timely manner in accordance with the level of risk identified.
- 22.2** MRCB regards bribery and acts of corruption as serious matters and will apply penalties in the event of non-compliance to this policy. For MRCB personnel, non-

compliance may lead to disciplinary action, up to and including termination of employment.

- 22.3** For external parties, non-compliance may lead to penalties including termination of contract. Further legal action may also be taken in the event that MRCB's interests have been harmed by the results on non-compliance by individuals and organisations.

23. CONTINUOUS IMPROVEMENT

- 23.1** In maintaining the ABMS, MRCB is committed to satisfying the requirements set out in ISO 37001. Any concerns to improve the ABMS can be channelled to IDD.

- 23.2** MRCB shall monitor the legal and regulatory regimes where it operates and any changes to MRCB's business environment and risks and identify opportunities for ABMS improvement. A report should be submitted to the top management and Audit Committee on a regular basis for the appropriate action to be taken.

- 23.3** Regular assessments of the ABMS should be carried out to ensure its scope, policies, procedures and controls match the bribery and corruption related risks faced by the Company.

- 23.4** MRCB endeavours to impact the business environment where it operates. This includes extending its integrity programme to non-controlled business associates such as suppliers and contractors, seeking to work with companies who have a similar commitment and supporting initiatives in the private and public sectors which are likely to improve the integrity of its operating environment.

Sample of Staff Declaration Form

I, _____, hereby declare that I have read and understood MRCB's Anti-Bribery and Corruption Policy. I will abide by the requirements and provisions set out in the Policy, as required by my employment contract.

X_____
Name:

Title: