

## **ID&E Holdings Human Resource Development Policy**

The ID&E Holdings Group has established this Human Resource Development Policy based on the recognition that our people are our most valuable asset and the source of enterprise value creation. We advance human resource development strategies that empower each employee to excel in their role, whilst demonstrating expertise, high ethical standards, and a growth mindset.

### **1. Human Resource Development**

We champion collaborative human resource development by encouraging business co-creation and providing a platform for education and training linked to our management strategy. This approach enables us to solve increasingly complex societal challenges whilst driving sustainable corporate value creation for the ID&E Group.

### **2. Equitable Talent Management**

We cultivate human resources through comprehensive talent assessment, fair evaluation systems that ensure role alignment, and constructive growth oriented feedback systems, as well as recognise and reward contribution and potential.

### **3. Global Knowledge Exchange**

We mobilise our employees through exchange programs within the Group and with other companies, universities, research institutions, and government agencies to enhance the value of the ID&E Group and remain on track to becoming a world-class consulting and engineering firm.

### **4. Emphasis on Diversity**

We develop educational opportunities and programs that promote the success of employees from minority groups coupled with the ID&E Group's Diversity, Equity, and Inclusion Policy.

Established: 15 May 2024

Revised: 19 March 2026