



People Guideline

1. Purpose

This Guideline serves as a supporting document to the People Policy of Yoma Bank Limited (the “Bank”) and establishes mandatory requirements relating to employment practices, labor standards, employee rights, workplace conditions, and people governance.

This Guideline supports the Bank’s Mission and Vision by cultivating a workforce that reflects the Bank’s purpose and strategic direction. Through its principles and practices, it reinforces the Bank’s core values of Customer, Integrity, Teamwork, Respect, and Innovation, as well as collaboration, excellence, and accountability as guiding principles that shape organizational culture and employee behavior.

The Guideline sets the minimum mandatory standards for all people-related practices across the Bank. It ensures that the Bank attracts, develops, rewards, and retains a skilled, ethical, and customer-focused workforce while meeting applicable Myanmar laws and regulatory requirements. By aligning people practices with the Bank’s strategic goals, values, and culture, the Guideline supports both business sustainability and employee well-being.

2. Scope

This Guideline applies to all employees of the Bank, including permanent, contract, and temporary employees, and covers every aspect of the employee lifecycle:

- Attraction
- Recruitment and Selection
- Induction and Onboarding
- Performance and Development
- Remuneration
- Conduct Management
- Retention and Engagement
- Exit and Transition

2.1. Governance

The Head of People Division is the owner of the People Policy and its Guideline and is accountable for their implementation and compliance. Oversight is provided by the Chief Executive Officer (“CEO”) and the People, Remuneration and Nomination Committee, with support from the Risk, Compliance, and Audit functions to ensure adherence to applicable legal and regulatory requirements. The Guideline shall be reviewed annually, or as required, due to changes in business needs, legislation, or regulatory requirements.



3. People and Workplace Standards

3.1. Diversity, Equity, and Inclusion

Yoma Bank Limited is committed to fostering a diverse, equitable, and inclusive workplace where employees and applicants are treated fairly and with respect. The Bank provides equal employment opportunities and prohibits discrimination in recruitment, hiring, promotion, training, remuneration, performance management, and termination. Employment-related decisions are based on merit, qualifications, performance, and business needs, without discrimination based on gender, age, religion, disability, marital status, nationality, or any other characteristic protected under applicable laws and regulations.

The Bank maintains a zero-tolerance approach to discrimination, harassment, bullying, victimization, and retaliation, and provides confidential channels through which employees may raise concerns.

3.2. Human Rights and Labor Standards

Yoma Bank is committed to respecting internationally recognized human rights and providing fair and safe working conditions across its operations, employment practices, business relationships, and interactions with stakeholders.

The Bank prohibits forced or bonded labor, human trafficking, child labor, discrimination, harassment, intimidation, exploitation, and unfair treatment.

The Bank is committed to:

- Equal treatment and equal opportunity;
- Safe and healthy working conditions;
- Appropriate working hours and leave entitlements;
- Fair remuneration practices;
- Freedom from discrimination and harassment;
- Protection of employee privacy and confidentiality;
- Access to grievance and Speak Up mechanisms without retaliation; and
- Compliance with applicable human rights, labor, employment, and regulatory requirements.

These principles apply throughout the employee lifecycle and are expected to be upheld by employees, as well as contractors, suppliers, and business partners.

3.3. Health, Safety and Security

Yoma Bank is committed to providing a safe, secure, and healthy working environment for employees, contractors, and visitors.

The Bank manages workplace health, safety, and security risks through:

- Workplace health and safety risk assessments;



- Emergency preparedness and business continuity planning;
- Building safety and security controls;
- Employee well-being programmes;
- Health and safety awareness training;
- Incident reporting and investigation procedures; and
- Compliance with applicable legal and regulatory requirements.

The Head of Health, Safety and Environmental Operations is responsible for maintaining these principles across the workplace, in coordination with the relevant departments of the Bank, including the People Division.

3.4. People Governance Framework

The People Division serves as both a strategic and operational partner, ensuring effective people management and alignment with the Bank's strategic priorities. The Division promotes fairness, accountability, and continuous improvement through strong governance, data integrity, policy compliance, and effective management of people-related risks.

The People Division operates through core functions that integrate across the employee lifecycle. Each function operates under the governance of the Head of People Division, ensuring accountability, compliance, and alignment with organizational priorities.

4. Employee Lifecycle Framework

4.1. Employee Lifecycle

The Bank ensures that employees experience a structured, consistent, and transparent journey from entry to exit through a clearly defined employee lifecycle framework. This framework provides a holistic approach to managing people effectively while supporting fairness, development, and long-term engagement throughout an employee's career with the Bank.

4.2. Attraction

The Bank integrates Diversity, Equity, and Inclusion (DEI) principles into its attraction strategies, ensuring that outreach and employer branding reflect inclusive values and appeal to diverse talent pools. As part of the annual budgeting process approved by the Board, the Bank reviews staffing requirements against its business strategy, regulatory requirements, and risk appetite. The Bank then identifies critical roles, succession gaps, and future capability needs. Through effective workforce planning and a compelling Employee Value Proposition (EVP), the Bank attracts individuals who align with its values and strategic objectives.

4.3. Recruitment and Selection

The recruitment and selection process ensures merit-based hiring through structured interviews, background verification, and comprehensive regulatory screening. All candidates are subject to compliance checks in accordance with applicable regulatory requirements. Where candidates do not meet the required compliance standards, including regulatory clearance



requirements, employment cannot be offered. Upon joining the Bank, employees are required to successfully complete fit and proper assessments and AML/CFT compliance checks. Failure to meet applicable regulatory requirements may result in ineligibility for employment in accordance with applicable laws, regulations, and internal governance standards.

These measures reinforce fairness, integrity, and full compliance with the regulatory and internal control frameworks. In addition, Diversity, Equity, and Inclusion (DEI) principles are embedded throughout the recruitment and selection process to promote equitable representation, eliminate bias, and ensure equal opportunity for all candidates.

4.4. Induction and Onboarding

The induction and onboarding stage integrate new employees into the Bank's culture and operations. It includes a structured induction program covering the Code of Conduct, compliance training, job-specific orientation, and system access provisioning. Early training and orientation sessions help employees understand their roles, responsibilities, and the Bank's expectations.

This stage also includes a probation period with defined performance checkpoints and regular feedback, ensuring employees receive guidance and support as they transition into their roles. These measures establish a strong foundation for performance, engagement, and long-term success.

The People Division ensures that employee records and personal information are handled with strict confidentiality and in compliance with data protection regulations. Secure systems and access controls are maintained to safeguard sensitive data.

4.5. Performance and Development

The Performance and Development stage emphasizes accountability, coaching, and continuous improvement. Employees and leaders work together to set SMART key performance indicators (KPIs) that align individual contributions with organizational objectives. Performance is assessed through mid-year and year-end reviews, supported by structured sessions, and feedback opportunities. These reviews are directly linked to decisions on reward, promotion, and development, ensuring fairness and transparency.

The Bank offers market-aligned pay structures and performance-linked incentives, complemented by recognition programs that reward values-driven and customer-centric behaviors.

Learning and development are integral to this stage. The Bank delivers training under four pillars:

- Value-Based Culture (mandatory programs);
- Leadership Development (transferable skills);
- Developed People Capabilities (role-specific technical behavioral skills); and
- Operational Excellence (Yoma Bank-specific practices).



Mandatory training, including AML/CFT, fraud prevention, data privacy, and conduct, is complemented by role-specific technical and behavioral development initiatives to ensure employees have the skills and confidence needed to perform effectively and succeed in their roles.

4.6. Retention and Engagement

Retention and Engagement focus on sustaining a highly performing and motivated workforce through recognition, learning, and growth opportunities. The Bank promotes engagement and wellbeing, and career advancement by providing continuous learning and development initiatives and career planning pathways that align personal growth with organizational priorities.

Strengthening leadership pipeline and maintaining market-competitive, benchmarking reward structures that reinforce performance and fairness contributed to employee retention and engagement. The Bank also supports employee well-being through physical, mental, and emotional health initiatives, including wellness programs, safe workplaces, and targeted training.

4.7. Exit and Transition

The Exit and Transition stage ensures that employee departures are managed with respect, transparency, and professionalism. Structured exit interviews are conducted to understand the reasons for separation and to gather feedback. Insights gained from the exit process are reviewed to enhance people's practices, strengthen employee engagement strategies, and improve the overall employee experience.

5. Ethical Conduct and Compliance

The Bank upholds high standards of ethics and professional conduct. Employees are expected to act with integrity, accountability, and respect, and to comply with the Bank's Code of Conduct, applicable Myanmar labor laws, and internal compliance requirements. Employees are also required to protect confidential information, avoid conflicts of interest, and promptly report ethical concerns or suspected misconduct.

Misconduct and policy breaches are managed through a fair and transparent disciplinary process based on evidence and due process.

6. Grievance and Employee Voice

The Bank fosters a culture of openness and transparency by providing formal channels through which employees can raise concerns and share feedback. The **Speak Up** platform enables employees to raise grievance confidentially and without fear of retaliation. All submissions are reviewed promptly and addressed in accordance with the Bank's internal grievance procedures.



7. People Risk Responsibilities

Effective people management is integral to business sustainability, operational continuity, compliance, and risk control. The People Division is responsible for identifying, managing, and mitigating human capital risks that could affect business performance, compliance or reputation. The Head of People Division is accountable for ensuring that people-related activities comply with the Bank's Risk Management Framework, Delegation of Authority, internal controls, regulatory requirements, and strategic objectives.

8. Governance and Reporting

The Board is accountable for ensuring that the People Policy remains effective, compliant, and aligns with the Bank's operational and strategic objectives. All policy updates are endorsed by the CEO, reviewed by People, Remuneration and Nomination Committee and approved by the Board.

9. Strategic Commitment

Through this Guideline, the Bank reaffirms its commitment to ethical leadership, fairness and continuous development. The Bank aims to cultivate a workforce that is empowered, inclusive, and high performing, while maintaining strict adherence to governance and compliance requirements. All people-related decisions are guided by the principles of equity, accountability, and transparency, ensuring that the Bank's people strategy continues to support the organization's vision of sustainable growth and long-term success.