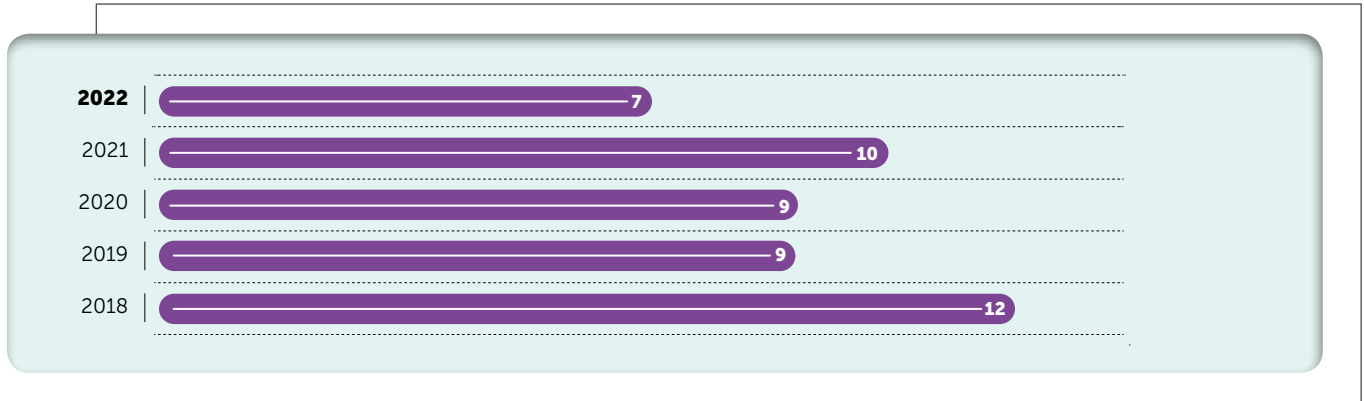


Five-Year Sustainability Key Performance Data

Number of Tier 1 Process Safety Events¹

(Number of cases)

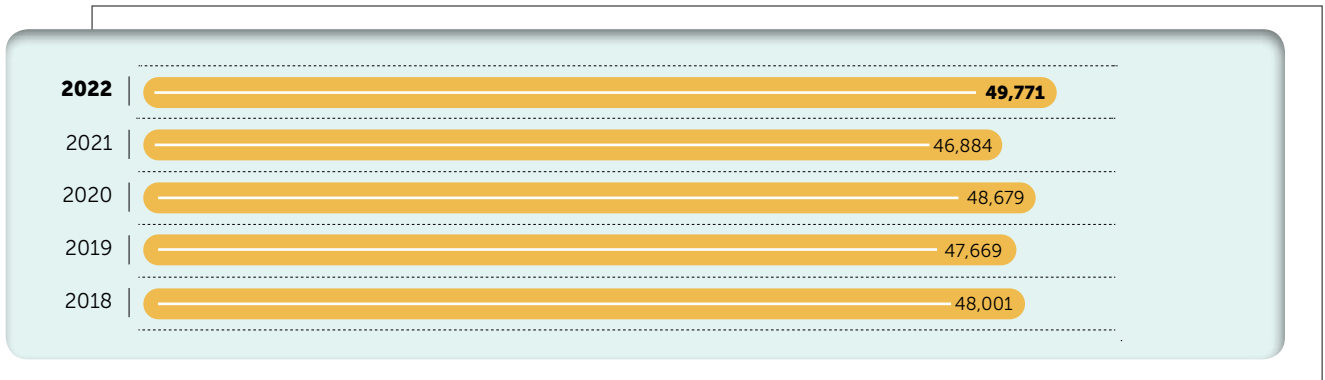


Note:

¹ A Tier 1 Process Safety Event is a Loss of Primary Containment (LOPC) with the greatest consequence as defined by API 754, Process Safety Performance Indicators for the Refining and Petrochemical Industries. It is an unplanned or uncontrolled release of any material, including nontoxic and non-flammable materials, from a process that results in one or more of the consequences as listed in the API 754.

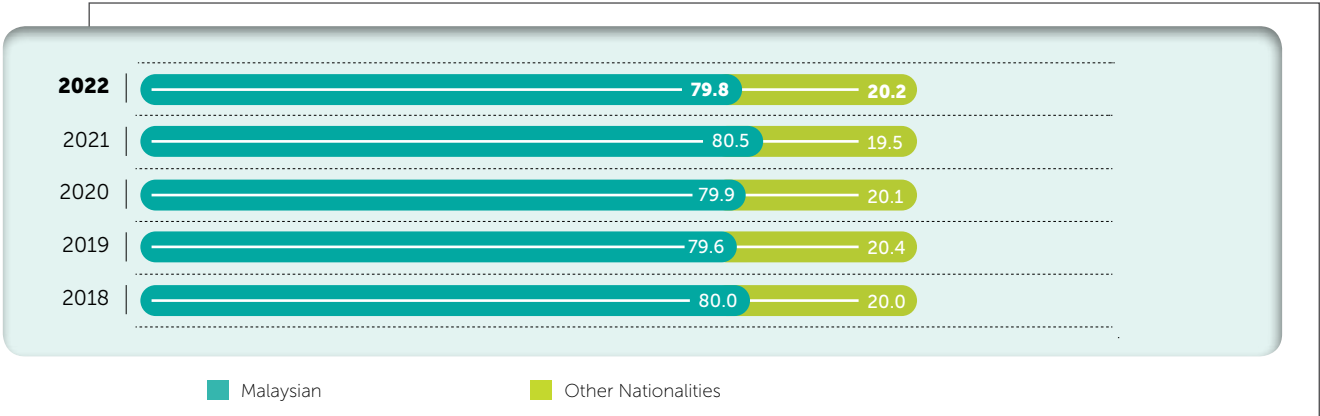
Employees

Total Number of Employees

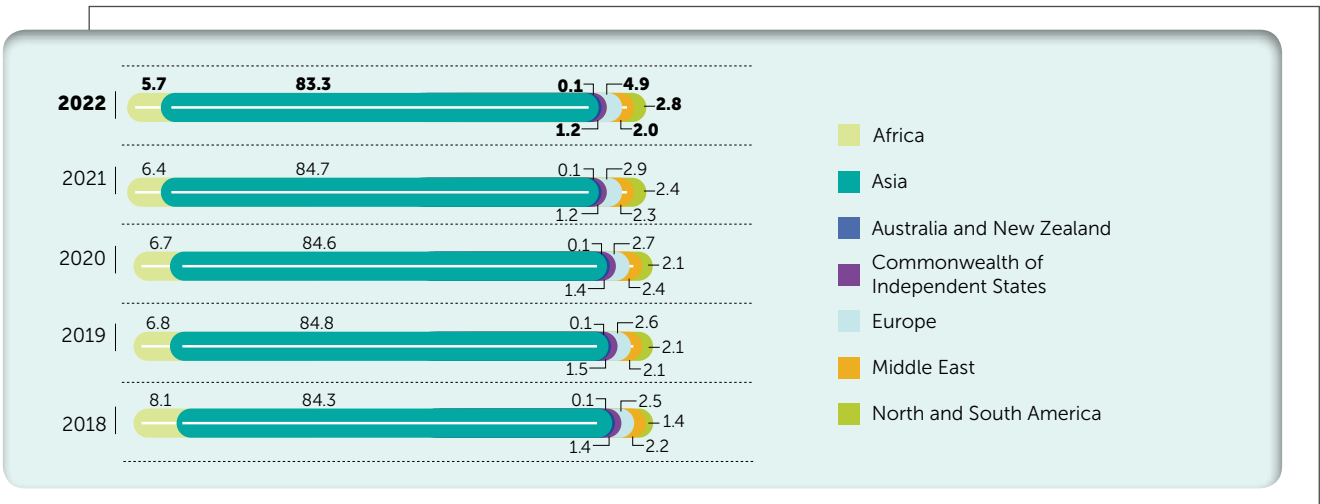


Manning for 2022 increased by 6.2 per cent as business operations started to pick up post-COVID-19 and new growth areas were pursued.

Breakdown of Employees by Nationality (%)



Breakdown of Employees by Region (%)



Five-Year Sustainability Key Performance Data

Employees

Key Performance Indicators	2018	2019	2020	2021	2022
Employment Type (%)					
Permanent	87	88	86	87	88
Contract	13	12	14	13	12
Age Group (%)					
Above 35	49	52	53	59	60
Below 35	51	48	47	41	40
Total Number of Union Members	9,949	8,420	8,476	8,353	8,929

Note:

Contract employees are given partial entitlement to benefits covering salary, leave, allowances, medical, financing and talent development.

Gender Diversity

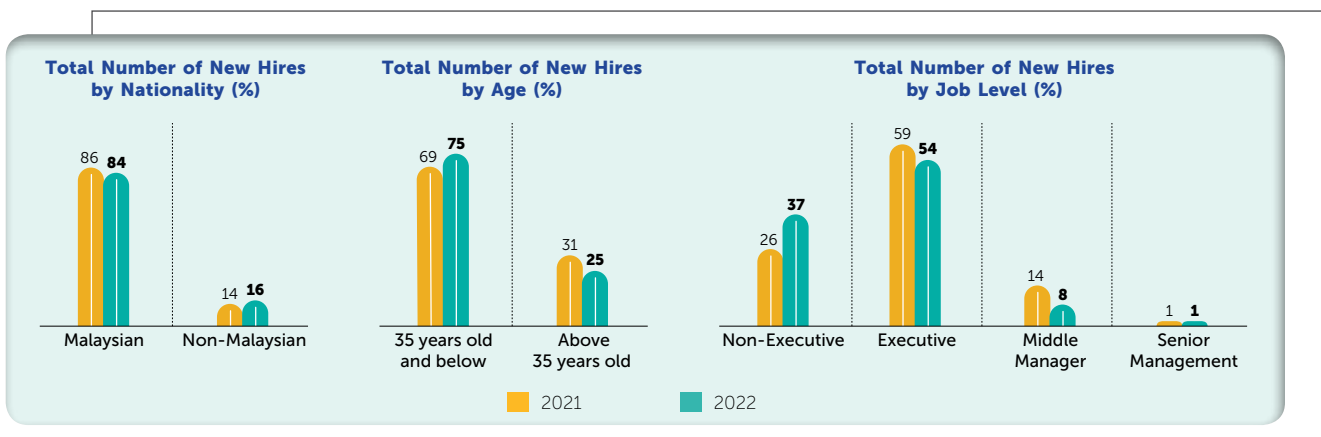
Key Performance Indicators	2018	2019	2020	2021	2022
Employees by Gender (%)					
Women	27	27	28	28	29
Men	73	73	72	72	71
Senior Management (%)					
Women	11	15	19	26	22
Men	89	85	81	74	78
Management Committee (%)					
Women	12	11	22	22	22
Men	88	89	78	78	78
Board of Directors (%)					
Women	20	14	25	30	18
Men	80	86	75	70	82
Women in Technical Positions (%)	13	14	14	14	14

Notes:

- The company continues its D&I efforts to ensure fair opportunities for management roles.
- Parental leave covers maternity and paternity leave only.
- 99% of those who took parental leave, both male and female, had returned to work.

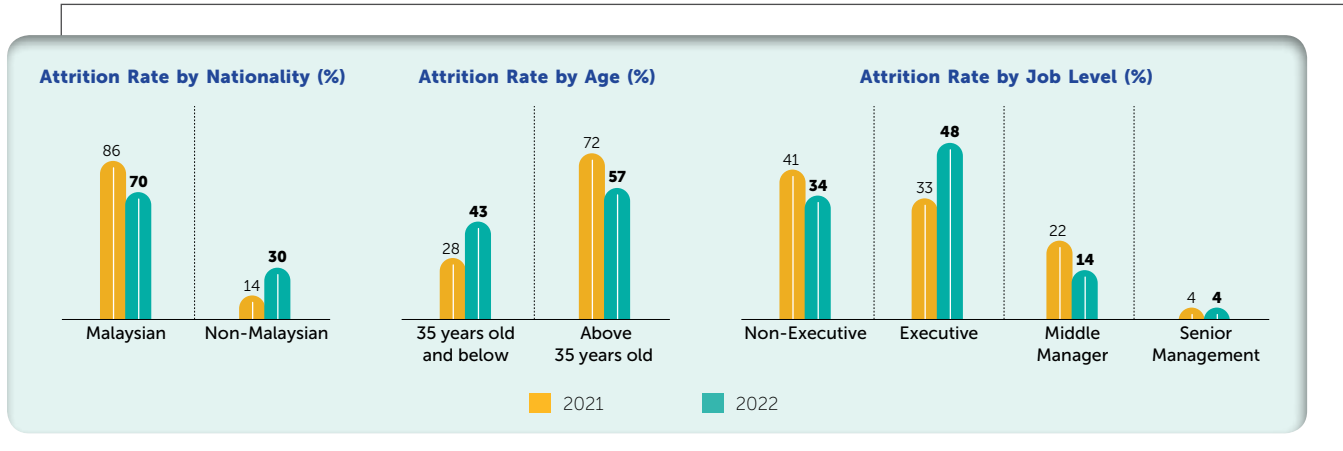
New Hires

Key Performance Indicators	2018	2019	2020	2021	2022
Total Number of New Hires (Core businesses in Malaysia)	2,512	3,498	2,160	2,172	5,210
Malaysian	2,098	2,989	2,003	1,982	4,358
Non-Malaysian	414	509	157	190	852



Employee Attrition

Key Performance Indicators	2018	2019	2020	2021	2022
Employee Attrition Rate (%)	6.5	5.5	4.9	8.4	6.6
Women	7.3	1.8	1.3	2.8	1.9
Men	6.2	3.7	3.6	5.7	4.7



Talent and Future Pipeline

Training and Development

Key Performance Indicators	2018	2019	2020	2021	2022
Training days per employee	7	7	5	4	4.9
Training investment per employee (RM)	6,649	6,543	3,588	2,386	5,433
Average total hours of training per employee (person hours)	52.8	53.6	36	30	39.1

