

Human Capital Performance Data

GRI	Required Data	Unit	Data Collection Period								
			2019		2020		2021		2022		
102-8	Total FTE	Person	4,424		4,714		4,585		6,288		
			Male	Female	Male	Female	Male	Female	Male	Female	
	Employees by age (permanent employee)										
	<30 years	Person	1,013		828		439		478		
			818	195	662	166	352	87	359	119	
		%	81	19	80	20	80	20	75	25	
	30 - 50 years	Person	3,068		3,420		3,662		3,701		
			2,550	518	2,825	595	3,027	635	3,082	619	
		%	83	17	83	17	83	17	83	17	
	>50 years	Person	343		466		484		543		
283			60	371	95	411	73	468	75		
%		83	17	80	20	85	15	86	14		
102-8	Employees by employee category (permanent employee)										
	Executives	Person	45		64		56		11*		
			32	13	49	15	43	13	7	4	
		%	71	29	77	23	77	23	64	36	
	Middle Management	Person	142		204		207		48*		
			112	30	156	48	165	42	37	11	
		%	79	21	76	24	80	20	77	23	
	First-level Management	Person	457		479		650		695*		
			331	126	361	118	437	213	517	178	
		%	72	28	75	25	67	33	74	26	
	Employee (Non-management level)	Person	3,780		3,967		3,672		3,978		
			3,176	604	3,292	675	3,146	526	3,355	623	
		%	84	16	83	17	86	14	84	16	
	Share of women in total workforce	% of total workforce	17.4		17.2		17.3		21.6		
Share of women in all management positions (junior, middle, and senior management)	% of total management workforce	26		24		29		26			
Share of women in junior management positions i.e.	% of total junior management positions	28		25		30		26			

	first level of management					
	Share of women in top management positions, i.e. maximum two levels away from CEO	% of total top management positions	30	43	25	36
	Share of women in management positions in revenue-generating functions (excluding support function)	% of all such managers	38	32	20	26
	Number of women in STEM-related positions	Number of women in STEM-related positions	257	244	269	313
	Share of women in STEM-related positions	% of total STEM positions	7	7	8	9
	Share of employee workforces: Nationality (Malaysian)	Number of employees	4,347	4,343	4,196	4,277
		% of total workforce	98.3	92.1	98.8	98.7
		% of total management workforce (Share in all management positions including junior, middle and senior management)	99.2	99.5	98.6	98.4
	Share of employee workforces: Nationality (Chinese)	Number of employees			10	12
		% of total workforce			0.2	0.3
		% of total management workforce (Share in all management positions including junior, middle and senior management)			0.3	0.4

	Share of employee workforces: Nationality (Indonesian)	Number of employees	35	21	17	17
		% of total workforce	0.8	0.5	0.4	0.4
		% of total management workforce (Share in all management positions including junior, middle and senior management)	0.7	0.0	0.2	0.4
	Share of employee workforces: Nationality (Thai)	Number of employees	16	15	14	16
		% of total workforce	0.4	0.3	0.3	0.4
		% of total management workforce (Share in all management positions including junior, middle and senior management)	0.2	0.5	0.2	0.2
	Share of employee age below 30 years old	% of FTEs	11	17	10	10
	Share of employee age between 30-50 years old	% of FTEs	78	73	80	78
	Share of employee age above 50 years old	% of FTEs	11	10	10	11
102-41	% of employees represented by an independent trade union or covered by collective bargaining agreements:	%	74.3	76.0	75.0	88.8

401-1	New employee hires									
	Total new employee hires	Person	178		53		97		290	
			151	27	40	13	84	13	219	71
	By Age group									
	<30 years	Person	109		34		57		172	
			88	21	25	9	48	9	110**	36**
	30 - 50 years	Person	63		15		39		99	
			58	5	11	4	35	4	54**	6**
	>50 years	Person	6		4		1		19	
			5	1	4	0	1	0	1**	1**
	By Nationality									
	Malaysian	Person	140	26	38	11	82	10	164**	42**
	Others	Person	11	1	2	2	2	3	1**	1**
	By Level									
	Executives	Person	0	0	1	0	0	0	0**	1**
	Middle Management	Person	1	0	1	0	0	0	0**	0**
	First-level Management	Person	6	1	4	0	1	0	1**	0**
	Employee (Non-management level)	Person	144	26	34	13	83	13	164**	42**
	401-1	Internal hires								
Total internal hires		Person	49		41		58		29	
			32	17	20	21	30	28	18	11
Percentage of open positions filled by internal candidates		%	21.6		43.6		21.5		22.7	
By Age group										
<30 years		Person	5		11		16		3	
			5	0	4	7	10	6	3	0
30 - 50 years		Person	39		25		37		25	
			25	14	13	12	18	19	14	11
>50 years		Person	5		5		5		1	
			2	3	3	2	2	3	1	0
By Nationality										
Malaysia		Person	32	17	20	21	30	28	18	11
Others		Person	0	0	0	0	0	0	0	0
By Level										
Executives		Person	1	1	2	3	2	0	1	0
Middle Management		Person	4	3	2	1	2	2	0	0
First-level Management		Person	2	2	5	4	7	2	4	4

	Employee (Non-management level)	Person	25	11	11	13	19	24	13	7	
401-1	Turnover rate										
	Total employee turnover	Person	145		121		42		141		
			130	15	107	14	28	14	53**	15**	
		%	0.7		0.8		1.9		2.2		
	By Age group										
	<30 years	Person	20		2		8		2**		
			15	5	2	0	3	5	1**	1**	
	30 - 50 years	Person	31		45		31		52**		
			28	3	36	9	23	8	39**	13**	
	>50 years	Person	94		74		3		14**		
			87	7	69	5	2	1	13**	1**	
	By Nationality										
	Malaysian	Person	113	15	90	13	26	12	43**	15**	
	Others	Person	17	0	17	1	2	2	10**	0**	
	By Level										
	Executives	Person	0	0	1	0	0	0	0**	0**	
	Middle Management	Person	2	1	5	0	0	0	4**	0**	
First-level Management	Person	13	2	15	1	1	2	7**	0**		
Employee (Non-management level)	Person	115	12	86	13	27	12	42**	15**		
Voluntary employee turnover rate	%	0.67		0.75		0.87		1.43**			
Voluntary employee turnover rate (excluding employee less than 1 year)	%	0.67		0.75		0.85		1.41**			
Female turnover rate	%	10		12		33		22**			
Male turnover rate	%	90		88		67		78**			
401-2	Average hiring cost/FTE	RM/FTE	7,500		7,500		7,500		7,500		
401-3	Parental leave										
	Employee taken parental leave	Person	447		468		441		421		
	Employee returned to work after parental leave	Person	447		468		441		421		

NA	Employee Engagement									
	Trend of employee engagement	% of actively engaged employees	95.5		95.5		95.5		84.0***	
	By Level									
	Executives	% of actively engaged employees	98.5		98.5		98.5		89.0***	
	Middle Management	% of actively engaged employees	97.5		97.5		97.5		85.0***	
	First-level Management	% of actively engaged employees	97.5		97.5		97.5		85.0***	
Employee (Non-management level)	% of actively engaged employees	94.8		94.8		94.8		83.5***		
404-1	Employee Training and Development Hours									
	Average hours per FTE of training and development	Hours/person	62.9		26.4		24.0		73.5	
	By types/ topics of Training									
	Anti-Corruption	Hour/person/year	NA		0.9		1.0		0.9	
			NA	NA	0.9	0.9	1.0	0.9	0.9	0.9
	Legal (Sanction, Competition Law, PDPA, Third Party Risk Management)	Hour/person/year	NA		3.5		3.6		0.8	
			NA	NA	3.5	3.3	3.6	3.4	0.8	0.8
	By Level									
	Management	Hour/person/year	NA		1.3		22.6		48.2	
			NA	NA	NA	NA	22.5	23.3	50.3	42.2
Employee (Non-management level)	Hour/person/year	NA		5.0		23.9		78.4		
		NA	NA	NA	NA	23.7	25.1	82.6	52.6	
Average amount spent per FTE on training and development	RM/person/year	8,481		3,981		1,564		5,631		
404-3	Percentage of employees receiving regular performance and career development reviews	%	100		100		100		100	

*Revised classification

**Data for PCG only. Detailed breakdown undisclosed for BRB.

***Revised survey mechanism