

Human Capital Performance Data

GRI	Required Data	Unit	Data Collection Period								
			2020		2021		2022		2023		
102-8	Total FTE	Person	4,714		4,585		6,288		6,465		
			Male	Female	Male	Female	Male	Female	Male	Female	
	Employees by age (permanent employee)										
	<30 years	Person	828		439		478		535		
			662	166	352	87	359	119	408	127	
		%	80	20	80	20	75	25	76	24	
	30 - 50 years	Person	3,420		3,662		3,701		3843		
			2,825	595	3,027	635	3,082	619	3209	634	
		%	83	17	83	17	83	17	84	16	
	>50 years	Person	466		484		543		504		
371			95	411	73	468	75	425	79		
%		80	20	85	15	86	14	84	16		
102-8	Employees by employee category (permanent employee)										
	Executives	Person	64		56		11*		11		
			49	15	43	13	7	4	7	4	
		%	77	23	77	23	64	36	64	36	
	Middle Management	Person	204		207		48*		113		
			156	48	165	42	37	11	83	30	
		%	76	24	80	20	77	23	73	27	
	First-level Management	Person	479		650		695*		726		
			361	118	437	213	517	178	528	198	
		%	75	25	67	33	74	26	73	27	
	Employee (Non-management level)	Person	3,967		3,672		3,978		5616		
			3,292	675	3,146	526	3,355	623	4538	1078	
		%	83	17	86	14	84	16	81	19	
Share of women in total workforce	% of total workforce	17.2		17.3		21.6		20.3			
Share of women in all management positions (junior, middle, and senior management)	% of total management workforce	24		29		26		27			

Share of women in junior management positions i.e. first level of management	% of total junior management positions	25	30	26	27
Share of women in top management positions, i.e. maximum two levels away from CEO	% of total top management positions	43	25	36	36
Share of women in management positions in revenue-generating functions (excluding support function)	% of all such managers	32	20	26	17
Number of women in STEM-related positions	Number of women in STEM-related positions	244	269	313	318
Share of women in STEM-related positions	% of total STEM positions	7	8	9	9
Share of employee workforces: Nationality (Malaysian)	Number of employees	4,343	4,196	4,277	4,423
	% of total workforce	92.1	98.8	98.7	98.7
	% of total management workforce (Share in all management positions including junior, middle and senior management)	99.5	98.6	98.4	98.2
Share of employee workforces: Nationality (Chinese)	Number of employees		10	12	11
	% of total workforce		0.2	0.3	0.2
	% of total management workforce (Share in all management positions including junior, middle and senior management)		0.3	0.4	0.4

	Share of employee workforces: Nationality (Indonesian)	Number of employees	21	17	17	16				
		% of total workforce	0.5	0.4	0.4	0.4				
		% of total management workforce (Share in all management positions including junior, middle and senior management)	0.0	0.2	0.4	0.4				
	Share of employee workforces: Nationality (Thai)	Number of employees	15	14	16	16				
		% of total workforce	0.3	0.3	0.4	0.4				
		% of total management workforce (Share in all management positions including junior, middle and senior management)	0.5	0.2	0.2	0.1				
	Share of employee age below 30 years old	% of FTEs	17	10	10	11				
	Share of employee age between 30-50 years old	% of FTEs	73	80	78	79				
	Share of employee age above 50 years old	% of FTEs	10	10	11	10				
102-41	% of employees represented by an independent trade union or covered by collective bargaining agreements:	%	76	75	89	85				
401-1	New employee hires									
	Total new employee hires	Person	53		97		290		518	
			40	13	84	13	219	71	399	119
	By Age group									
	<30 years	Person	34		57		172		218	
			25	9	48	9	110**	36**	176	42
	30 - 50 years	Person	15		39		99		131	
11			4	35	4	54**	6**	103	28	

	>50 years	Person	4		1		19		23		
			4	0	1	0	1**	1**	18	5	
	By Nationality										
	Malaysian	Person	38	11	82	10	164**	42**	229	46	
	Others	Person	2	2	2	3	1**	1**	4	2	
	By Level										
	Executives	Person	1	0	0	0	0**	1**	0	0	
	Middle Management	Person	1	0	0	0	0**	0**	2	1	
	First-level Management	Person	4	0	1	0	1**	0**	7	1	
	Employee (Non-management level)	Person	34	13	83	13	164**	42**	224	46	
401-1	Internal hires										
	Total internal hires	Person	41		58		29		40		
			20	21	30	28	18	11	26	14	
	Percentage of open positions filled by internal candidates	%	43.6		21.5		22.7		21.7		
	By Age group										
	<30 years	Person	11		16		3		2		
			4	7	10	6	3	0	2	0	
	30 - 50 years	Person	25		37		25		36		
			13	12	18	19	14	11	23	13	
	>50 years	Person	5		5		1		2		
			3	2	2	3	1	0	1	1	
	By Nationality										
	Malaysia	Person	20	21	30	28	18	11	26	14	
	Others	Person	0	0	0	0	0	0	0	0	
	By Level										
	Executives	Person	2	3	2	0	1	0	0	0	
	Middle Management	Person	2	1	2	2	0	0	1	0	
	First-level Management	Person	5	4	7	2	4	4	7	7	
	Employee (Non-management level)	Person	11	13	19	24	13	7	18	7	
401-1	Turnover rate										
	Total employee turnover	Person	121		42		141		55		
			107	14	28	14	53**	15**	48	7	
		%	0.8		1.9		2.2		1.3		

By Age group									
<30 years	Person	2		8		2**		10	
		2	0	3	5	1**	1**	7	3
30 - 50 years	Person	45		31		52**		32	
		36	9	23	8	39**	13**	28	4
>50 years	Person	74		3		14**		13	
		69	5	2	1	13**	1**	13	0
By Nationality									
Malaysian	Person	90	13	26	12	43**	15**	44	7
Others	Person	17	1	2	2	10**	0**	4	0
By Level									
Executives	Person	1	0	0	0	0**	0**	0	0
Middle Management	Person	5	0	0	0	4**	0**	5	0
First-level Management	Person	15	1	1	2	7**	0**	5	0
Employee (Non-management level)	Person	86	13	27	12	42**	15**	38	7
Voluntary employee turnover rate	%	0.75		0.87		1.43**		0.92	
Voluntary employee turnover rate (excluding employee less than 1 year)	%	0.75		0.85		1.41**		0.76	
Female turnover rate	%	12		33		22**		13	
Male turnover rate	%	88		67		78**		87	
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	468		441		421		350
	Employee returned to work after parental leave	Person	468		441		421		350
NA	Employee Engagement								
	Trend of employee engagement	% of actively engaged employees	95.5		95.5		84.0***		93
404-1	Employee Training and Development Hours								
	Average hours per FTE of training and development	Hours/person	26.4		24.0		73.5		52.0

By types/ topics of Training										
Anti-Corruption	Hour/ person/ year	0.9		1.0		0.9		0.9		
		0.9	0.9	1.0	0.9	0.9	0.9	0.9	1.0	
Legal (Sanction, Competition Law, PDPA, Third Party Risk Management)	Hour/ person/ year	3.5		3.6		0.8		2.4		
		3.5	3.3	3.6	3.4	0.8	0.8	2.4	2.4	
By Level										
Management	Hour/ person/ year	1.3		22.6		48.2		58.8		
		NA	NA	22.5	23.3	50.3	42.2	58.0	61.2	
Employee (Non- management level)	Hour/ person/ year	5.0		23.9		78.4		81.0		
		NA	NA	23.7	25.1	82.6	52.6	84.4	60.2	
Average amount spent per FTE on training and development	RM/ person/ year	3,981		1,564		5,631		9,685		
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