

## Human Capital Performance Data

GRI	Required Data	Unit	Data Collection Period									
			2020		2021		2022		2023		2024	
102-8	Total FTE	Person	4,714		4,585		6,288		6,465		6,728	
	M = Male, F = Female		M	F	M	F	M	F	M	F	M	F
	Employees by age (permanent employee)											
	<30 years	Person	828		439		478		535		553	
			662	166	352	87	359	119	408	127	407	146
		%	80	20	80	20	75	25	76	24	74	26
	30 - 50 years	Person	3,420		3,662		3,701		3,843		3,809	
			2,825	595	3,027	635	3,082	619	3,209	634	3,178	631
		%	83	17	83	17	83	17	84	16	83	17
	>50 years	Person	466		484		543		504		573	
			371	95	411	73	468	75	425	79	484	89
		%	80	20	85	15	86	14	84	16	84	16
102-8	Employees by employee category (permanent employee)											
	Executives	Person	64		56		11*		11		11	
			49	15	43	13	7	4	7	4	7	4
		%	77	23	77	23	64	36	64	36	64	36
	Middle Management	Person	204		207		48*		113		49	
			156	48	165	42	37	11	83	30	40	9
		%	76	24	80	20	77	23	73	27	82	18
	First-level Management	Person	479		650		695*		726		818	
			361	118	437	213	517	178	528	198	569	249
		%	75	25	67	33	74	26	73	27	70	30
	Employee (Non-management level)	Person	3,967		3,672		3,978		5,616		5,773	
			3,292	675	3,146	526	3,355	623	4,538	1,078	4,630	1,143
		%	83	17	86	14	84	16	81	19	80	20
	Share of women in total workforce	% of total workforce	17.2		17.3		21.6		20.3		21.1	
	Share of women in all management positions (junior, middle, and senior management)	% of total management workforce	24		29		26		27		30	
	Share of women in junior management positions i.e. first level of management	% of total junior management positions	25		30		26		27		30	

	Share of women in top management positions, i.e. maximum two levels away from CEO	% of total top management positions	43	25	36	36	36
	Share of women in management positions in revenue-generating functions (excluding support function)	% of all such managers	32	20	26	17	22
	Number of women in STEM-related positions	Number of women in STEM-related positions	244	269	313	318	275
	Share of women in STEM-related positions	% of total STEM positions	7	8	9	9	7
	Share of employee workforces: Nationality (Malaysian)	Number of employees	4,343	4,196	4,277	4,423	4,440
		% of total workforce	92.1	98.8	98.7	98.7	98.8
		% of total management workforce (Share in all management positions including junior, middle and senior management)	99.5	98.6	98.4	98.2	97.3
	Share of employee workforces: Nationality (Chinese)	Number of employees		10	12	11	11
		% of total workforce		0.2	0.3	0.2	0.2
		% of total management workforce (Share in all management positions including junior, middle and senior management)		0.3	0.4	0.4	0.4
	Share of employee workforces: Nationality (Indonesian)	Number of employees	21	17	17	16	14
		% of total workforce	0.5	0.4	0.4	0.4	0.3

		% of total management workforce (Share in all management positions including junior, middle and senior management)	0.0		0.2		0.4		0.4		0.7	
Share of employee workforces: Nationality (Thai)	Number of employees		15		14		16		16		16	
	% of total workforce		0.3		0.3		0.4		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		0.3	
Share of employee age below 30 years old	% of FTEs		17		10		10		11		11	
Share of employee age between 30-50 years old	% of FTEs		73		80		78		79		77	
Share of employee age above 50 years old	% of FTEs		10		10		11		10		12	
102-41	% of employees represented by an independent trade union or covered by collective bargaining agreements:	%	76		75		89		85		99.7	
401-1	New employee hires											
Total new employee hires	Person	53		97		290		518		519		
		40	13	84	13	219	71	399	119	351	168	
By Age group												
<30 years	Person	34		57		172		218		131		
		25	9	48	9	110**	36**	176	42	85	46	
30 - 50 years	Person	15		39		99		131		62		
		11	4	35	4	54**	6**	103	28	52	10	
>50 years	Person	4		1		19		23		2		
		4	0	1	0	1**	1**	18	5	1	1	
By Nationality												
Malaysian	Person	38	11	82	10	164**	42**	229	46	132	56	
Others	Person	2	2	2	3	1**	1**	4	2	6	1	

401-1	By Level											
	Executives	Person	1	0	0	0	0**	1**	0	0	0	0
	Middle Management	Person	1	0	0	0	0**	0**	2	1	0	1
	First-level Management	Person	4	0	1	0	1**	0**	7	1	8	1
	Employee (Non-management level)	Person	34	13	83	13	164**	42**	224	46	130	55
	Internal hires											
	Total internal hires	Person	41		58		29		40		48	
			20	21	30	28	18	11	26	14	25	23
	Percentage of open positions filled by internal candidates	%	43.6		21.5		22.7		21.7		23.2	
	By Age group											
	<30 years	Person	11		16		3		2		6	
			4	7	10	6	3	0	2	0	2	4
	30 - 50 years	Person	25		37		25		36		37	
			13	12	18	19	14	11	23	13	18	19
	>50 years	Person	5		5		1		2		5	
			3	2	2	3	1	0	1	1	5	0
	By Nationality											
	Malaysia	Person	20	21	30	28	18	11	26	14	25	23
	Others	Person	0	0	0	0	0	0	0	0	0	0
By Level												
Executives	Person	2	3	2	0	1	0	0	0	3	0	
Middle Management	Person	2	1	2	2	0	0	1	0	6	1	
First-level Management	Person	5	4	7	2	4	4	7	7	4	12	
Employee (Non-management level)	Person	11	13	19	24	13	7	18	7	12	10	
401-1	Turnover rate											
	Total employee turnover	Person	121		42		141		55		75	
			107	14	28	14	53**	15**	48	7	53	22
		%	0.8		1.9		2.2		1.3		1.7	
	By Age group											
	<30 years	Person	2		8		2**		10		6	
			2	0	3	5	1**	1**	7	3	3	3
	30 - 50 years	Person	45		31		52**		32		36	
			36	9	23	8	39**	13**	28	4	25	11
	>50 years	Person	74		3		14**		13		3	
			69	5	2	1	13**	1**	13	0	3	0
	By Nationality											
	Malaysian	Person	90	13	26	12	43**	15**	44	7	53	21
	Others	Person	17	1	2	2	10**	0**	4	0	0	1

	By Level											
	Executives	Person	1	0	0	0	0**	0**	0	0	0	0
	Middle Management	Person	5	0	0	0	4**	0**	5	0	2	0
	First-level Management	Person	15	1	1	2	7**	0**	5	0	13	0
	Employee (Non-management level)	Person	86	13	27	12	42**	15**	38	7	38	22
	Voluntary employee turnover rate	%	0.75		0.87		1.43**		0.92		1.0	
	Voluntary employee turnover rate (excluding employee less than 1 year)	%	0.75		0.85		1.41**		0.76		1.0	
	Female turnover rate	%	12		33		22**		13		29	
	Male turnover rate	%	88		67		78**		87		71	
401-2	Average hiring cost/FTE	RM/FTE	7,500		7,500		7,500		7,500		7,500	
401-3	Parental leave											
	Employee taken parental leave	Person	468		441		421		350		324	
	Employee returned to work after parental leave	Person	468		441		421		350		324	
-	Employee Engagement											
	Trend of employee engagement	% of actively engaged employees	95.5		95.5		84.0***		93		95	
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		52.0	
	By types/ topics of Training											
	Anti-Corruption	Hour/person/year	0.9		1.0		0.9		0.9		1.0	
			0.9	0.9	1.0	0.9	0.9	0.9	0.9	1.0	1.0	1.0
	Legal (Sanction, Competition Law, PDPA, Third Party Risk Management)	Hour/person/year	3.5		3.6		0.8		2.4		2.8	
			3.5	3.3	3.6	3.4	0.8	0.8	2.4	2.4	2.8	2.8
	By level											
	Management	Hour/person/year	1.3		22.6		48.2		58.8		68.2	
			NA	NA	22.5	23.3	50.3	42.2	58.0	61.2	70.0	63.8
	Employee (Non-management level)	Hour/person/year	5.0		23.9		78.4		81.0		89.2	
			NA	NA	23.7	25.1	82.6	52.6	84.4	60.2	91.7	74.0

	Average amount spent per FTE on training and development	RM/ person/ year	3,981	1,564	5,631	9,685	9,239
404-3	Percentage of employees receiving regular performance and career development reviews	%	100	100	100	100	100

\*Revised classification

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

\*\*\*Revised survey mechanism