

Human Capital Performance Data

GRI	Required Data	Unit	Data Collection Period								
			2017		2018		2019		2020		
			Male	Female	Male	Female	Male	Female	Male	Female	
102-8	Total FTE	Person	4,436		4,414		4,424		4,714		
	Employees by age (permanent employee)										
	<30 years	Person	1,204		1,114		1,013		828		
		%	944	260	884	230	818	195	662	166	
		%	78%	22%	79%	21%	81%	19%	80%	20%	
	30 - 50 years	Person	2,866		2,949		3,068		3,420		
		%	2368	498	2465	484	2550	518	2825	595	
		%	83%	17%	84%	16%	83%	17%	83%	17%	
	>50 years	Person	366		351		343		466		
		%	308	58	294	57	283	60	371	95	
	%	84%	16%	84%	16%	83%	17%	80%	20%		
102-8	Employees by employee category (permanent employee)										
	Executives	Person	35		36		45		64		
		%	25	10	24	12	32	13	49	15	
		%	71%	29%	67%	33%	71%	29%	77%	23%	
	Middle Management	Person	123		126		142		204		
		%	99	24	103	23	112	30	156	48	
		%	80%	20%	82%	18%	79%	21%	76%	24%	
	First-level Management	Person	426		456		457		479		
		%	309	117	335	121	331	126	361	118	
		%	73%	27%	73%	27%	72%	28%	75%	25%	
	Employee (Non-management level)	Person	3,852		3,796		3,780		3,967		
		%	3187	665	3181	615	3176	604	3292	675	
		%	83%	17%	84%	16%	84%	16%	83%	17%	
	Share of women in total workforce	% of total workforce	18.4%		17.5%		17.4%		17.2%		
	Share of women in all management positions (junior, middle, and senior management)	% of total management workforce	26%		25%		26%		24%		
	Share of women in junior management positions i.e. first level of management	% of total management junior management positions	27%		27%		28%		25%		
	Share of women in top management positions, i.e. maximum two levels away from CEO	% of total top management positions	29%		33%		30%		43%		
	Share of women in management positions in revenue-generating functions (excluding support function)	% of all such managers	37%		39%		38%		32%		
	Number of women in STEM-related positions	Number of women in STEM-related positions	253		272		257		244		
	Share of women in STEM-related positions	% of total STEM positions	7%		8%		7%		7%		
	Share of employee workforces: Nationality (Malaysian)	Number of employees % of total workforce	4,345 97.95%		4,336 98.23%		4,347 98.26%		4,343 92.13%		
		% of total management workforce (Share in all management positions including junior, middle and senior management)	99.07%		99.30%		99.15%		99.48%		
	Share of employee workforces: Nationality (Indonesian)	Number of employees % of total workforce	55 1.24%		40 0.91%		35 0.79%		21 0.45%		
		% of total management workforce (Share in all management positions including junior, middle and senior management)	0.74%		0.52%		0.68%		0.00%		
	Share of employee workforces: Nationality (Thai)	Number of employees % of total workforce	12 0.27%		14 0.32%		16 0.36%		15 0.32%		
		% of total management workforce (Share in all management positions including junior, middle and senior management)	0.19%		0.17%		0.17%		0.52%		
	Share of employee age below 30 years old	% of FTEs	21%		20%		11%		17%		
	Share of employee age between 30-50 years old	% of FTEs	69%		70%		78%		73%		
	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:	%	75.6%		73.8%		74.3%		76.0%	
	401-1	New employee hires									
		Total new employee hires	Person	146		153		178		53	
				115	31	127	26	151	27	40	13
		By Age group									
		<30 years	Person	74		119		109		34	
			%	57	17	98	21	88	21	25	9
		30 - 50 years	Person	50		33		63		15	
			%	37	13	28	5	58	5	11	4
		>50 years	Person	22		1		6		4	
			%	21	1	1	0	5	1	4	0
		By Nationality									
Malaysian		Person	105		126		140		38		
		%	31		26		26		11		
Others	Person	10		1		11		2			
	%	0		0		1		2			

By Level										
	Executives	Person	1	2	0	0	0	0	1	0
	Middle Management	Person	3	0	2	0	1	0	1	0
	First-level Management	Person	0	0	0	0	6	1	4	0
	Employee (Non-management level)	Person	111	29	125	26	144	26	34	13
401-1	Internal hires									
	Total internal hires	Person	53		54		49		41	
			38	15	37	17	32	17	20	21
	Percentage of open positions filled by internal candidates	%	26.63%		26.09%		21.59%		43.62%	
	By Age group									
	<30 years	Person	32		20		5		11	
			22	10	14	6	5	0	4	7
	30 - 50 years	Person	20		33		39		25	
			15	5	22	11	25	14	13	12
	>50 years	Person	1		1		5		5	
			1	0	1	0	2	3	3	2
	By Nationality									
	Malaysia	Person	38	15	35	18	32	17	20	21
	Others	Person	0	0	1	0	0	0	0	0
	By Level									
	Executives	Person	3	0	2	1	1	1	2	3
	Middle Management	Person	1	0	1	0	4	3	2	1
	First-level Management	Person	2	2	6	4	2	2	5	4
	Employee (Non-management level)	Person	32	13	28	12	25	11	11	13
401-1	Turnover rate									
	Total employee turnover	Person	165		122		145		121	
			131	34	102	20	130	15	107	14
		%	0.9%		2.1%		0.7%		0.8%	
	By Age group									
	<30 years	Person	24		6		20		2	
			15	9	4	2	15	5	2	0
	30 - 50 years	Person	49		46		31		45	
			30	19	35	11	28	3	36	9
	>50 years	Person	92		70		94		74	
			86	6	63	7	87	7	69	5
	By Nationality									
	Malaysian	Person	92	32	78	19	113	15	90	13
	Others	Person	39	2	24	1	17	0	17	1
	By Level									
	Executives	Person	2	0	4	0	0	0	1	0
	Middle Management	Person	3	0	6	0	2	1	5	0
	First-level Management	Person	9	0	12	3	13	2	15	1
	Employee (Non-management level)	Person	117	34	80	17	115	12	86	13
	Voluntary employee turnover rate	%	0.88%		2.01%		0.67%		0.75%	
	Voluntary employee turnover rate (excluding employee less than 1 year)	%	0.88%		2.01%		0.67%		0.75%	
	Female turnover rate	%	21%		16%		10%		12%	
	Male turnover rate	%	79%		84%		90%		88%	
401-2	Average hiring cost/FTE	RM/FTE	NA		NA		7500		7500	
401-3	Parental leave									
	Employee taken parental leave	Person	NA		464		447		468	
	Employee returned to work after parental leave	Person	NA		464		447		468	
NA	Employee Engagement									
	Trend of employee engagement	% of actively engaged employees	94.0%		94.0%		95.5%		95.5%	
	Data Coverage: Employee engagement	% of total employees	100%		100%		100%		100%	
	By Level									
	Executives	% of actively engaged	99.0%		99.0%		98.5%		98.5%	
	Middle Management	% of actively engaged	96.0%		96.0%		97.5%		97.5%	
	First-level Management	% of actively engaged	96.0%		96.0%		97.5%		97.5%	
	Employee (Non-management level)	% of actively engaged employees	91.8%		91.8%		94.8%		94.8%	
404-1	Employee Training and Development Hours									
	Average hours per FTE of training and development	hours/ person	59.2		62.4		62.9		26.4	
	By types/ topics of Training									
	Anti-Corruption	Hour/ person/ year	NA		NA		NA		0.93	
			NA	NA	NA	NA	NA	NA	0.94	0.88
	Legal (Sanction, Competition Law, PDPA, Third Party Risk Management)	Hour/ person/ year	NA		NA		NA		3.49	
			NA	NA	NA	NA	NA	NA	3.53	3.28
	By Level									
	Management	Hour/ person/ year	NA		NA		NA		1.28	
			NA	NA	NA	NA	NA	NA	NA	NA
	Employee (Non-management level)	Hour/ person/ year	NA		NA		NA		5.01	
			NA	NA	NA	NA	NA	NA	NA	NA
	Average amount spent per FTE on training and development	RM/ person/ year	5343.00		5329.00		8481.00		3981.00	
404-3	Percentage of employees receiving regular performance and career development reviews	%	100%		100%		100%		100%	