

Human Capital Performance Data

GRI	Required Data	Unit	Data Collection Period								
			2018		2019		2020		2021		
102-8	Total FTE	Person	4,414		4,424		4,714		4,585		
			Male	Female	Male	Female	Male	Female	Male	Female	
	Employees by age (permanent employee)										
	<30 years	Person	1,114		1,013		828		439		
			884	230	818	195	662	166	352	87	
		%	79%	21%	81%	19%	80%	20%	80%	20%	
	30 - 50 years	Person	2,949		3,068		3,420		3,662		
			2,465	484	2,550	518	2,825	595	3,027	635	
		%	84%	16%	83%	17%	83%	17%	83%	17%	
	>50 years	Person	351		343		466		484		
294			57	283	60	371	95	411	73		
%		84%	16%	83%	17%	80%	20%	85%	15%		
102-8	Employees by employee category (permanent employee)										
	Executives	Person	36		45		64		56		
			24	12	32	13	49	15	43	13	
		%	67%	33%	71%	29%	77%	23%	77%	23%	
	Middle Management	Person	126		142		204		207		
			103	23	112	30	156	48	165	42	
		%	82%	18%	79%	21%	76%	24%	80%	20%	
	First-level Management	Person	456		457		479		650		
			335	121	331	126	361	118	437	213	
		%	73%	27%	72%	28%	75%	25%	67%	33%	
	Employee (Non-management level)	Person	3,796		3,780		3,967		3,672		
			3,181	615	3,176	604	3,292	675	3,146	526	
		%	84%	16%	84%	16%	83%	17%	86%	14%	
Share of women in total workforce	% of total workforce	17.5%		17.4%		17.2%		17.3%			
Share of women in all management positions (junior, middle, and senior management)	% of total management workforce	25%		26%		24%		29%			

	Share of women in junior management positions i.e. first level of management	% of total management junior management positions	27%	28%	25%	30%
	Share of women in top management positions, i.e. maximum two levels away from CEO	% of total top management positions	33%	30%	43%	25%
	Share of women in management positions in revenue-generating functions (excluding support function)	% of all such managers	39%	38%	32%	20%
	Number of women in STEM-related positions	Number of women in STEM-related positions	272	257	244	269
	Share of women in STEM-related positions	% of total STEM positions	8%	7%	7%	8%
	Share of employee workforces: Nationality (Malaysian)	Number of employees	4,336	4,347	4,343	4,196
		% of total workforce	98.23%	98.26%	92.13%	98.75%
		% of total management workforce (Share in all management positions including junior, middle and senior management)	99.30%	99.15%	99.48%	98.63%
	Share of employee workforces: Nationality (Chinese)	Number of employees				10
		% of total workforce				0.24%
		% of total management workforce (Share in all management positions including junior, middle and senior management)				0.30%

	Share of employee workforces: Nationality (Indonesian)	Number of employees	40	35	21	17						
		% of total workforce	0.91%	0.79%	0.45%	0.40%						
		% of total management workforce (Share in all management positions including junior, middle and senior management)	0.52%	0.68%	0.00%	0.15%						
	Share of employee workforces: Nationality (Thai)	Number of employees	14	16	15	14						
		% of total workforce	0.32%	0.36%	0.32%	0.33%						
		% of total management workforce (Share in all management positions including junior, middle and senior management)	0.17%	0.17%	0.52%	0.15%						
	Share of employee age below 30 years old	% of FTEs	20%	11%	17%	10%						
	Share of employee age between 30-50 years old	% of FTEs	70%	78%	73%	80%						
	Share of employee age above 50 years old	% of FTEs	10%	11%	10%	10%						
102-41	% of employees represented by an independent trade union or covered by collective bargaining agreements:	%	73.8%	74.3%	76.0%	75.0%						
401-1	New employee hires											
	Total new employee hires	Person	153		178		53		97			
			127	26	151	27	40	13	84	13		
	By Age group											
	<30 years	Person	119			109			34		57	
			98	21	88	21	25	9	48	9		
30 - 50 years	Person	33		63		15		39				

			28	5	58	5	11	4	35	4
	>50 years	Person	1		6		4		1	
			1	0	5	1	4	0	1	0
	By Nationality									
	Malaysian	Person	126	26	140	26	38	11	82	10
	Others	Person	1	0	11	1	2	2	2	3
	By Level									
	Executives	Person	0	0	0	0	1	0	0	0
	Middle Management	Person	2	0	1	0	1	0	0	0
	First-level Management	Person	0	0	6	1	4	0	1	0
	Employee (Non-management level)	Person	125	26	144	26	34	13	83	13
401-1	Internal hires									
	Total internal hires	Person	54		49		41		58	
			37	17	32	17	20	21	30	28
	Percentage of open positions filled by internal candidates	%	26.09%		21.59%		43.62%		21.48%	
	By Age group									
	<30 years	Person	20		5		11		16	
			14	6	5	0	4	7	10	6
	30 - 50 years	Person	33		39		25		37	
			22	11	25	14	13	12	18	19
	>50 years	Person	1		5		5		5	
			1	0	2	3	3	2	2	3
	By Nationality									
	Malaysia	Person	35	18	32	17	20	21	30	28
	Others	Person	1	0	0	0	0	0	0	0
	By Level									
	Executives	Person	2	1	1	1	2	3	2	0
	Middle Management	Person	1	0	4	3	2	1	2	2
	First-level Management	Person	6	4	2	2	5	4	7	2
	Employee (Non-management level)	Person	28	12	25	11	11	13	19	24
401-1	Turnover rate									
	Total employee turnover	Person	122		145		121		42	
			102	20	130	15	107	14	28	14

		%	2.1%		0.7%		0.8%		1.9%	
	By Age group									
<30 years	Person	6		20		2		8		
		4	2	15	5	2	0	3	5	
30 - 50 years	Person	46		31		45		31		
		35	11	28	3	36	9	23	8	
>50 years	Person	70		94		74		3		
		63	7	87	7	69	5	2	1	
	By Nationality									
Malaysian	Person	78	19	113	15	90	13	26	12	
Others	Person	24	1	17	0	17	1	2	2	
	By Level									
Executives	Person	4	0	0	0	1	0	0	0	
Middle Management	Person	6	0	2	1	5	0	0	0	
First-level Management	Person	12	3	13	2	15	1	1	2	
Employee (Non-management level)	Person	80	17	115	12	86	13	27	12	
Voluntary employee turnover rate	%	2.01%		0.67%		0.75%		0.87%		
Voluntary employee turnover rate (excluding employee less than 1 year)	%	2.01%		0.67%		0.75%		0.85%		
Female turnover rate	%	16%		10%		12%		33%		
Male turnover rate	%	84%		90%		88%		67%		
401-2	Average hiring cost/FTE	RM/FTE	NA		7500		7500		7500	
401-3	Parental leave									
	Employee taken parental leave	Person	464		447		468		441	
	Employee returned to work after parental leave	Person	464		447		468		441	
NA	Employee Engagement									
	Trend of employee engagement	% of actively engaged employees	94.0%		95.5%		95.5%		95.5%	
	Data Coverage: Employee engagement	% of total employees	100%		100%		100%		100%	

	By Level									
	Executives	% of actively engaged employees	99.0%	98.5%	98.5%	98.5%				
	Middle Management	% of actively engaged employees	96.0%	97.5%	97.5%	97.5%				
	First-level Management	% of actively engaged employees	96.0%	97.5%	97.5%	97.5%				
	Employee (Non-management level)	% of actively engaged employees	91.8%	94.8%	94.8%	94.8%				
404-1	Employee Training and Development Hours									
	Average hours per FTE of training and development	hours/ person	62.4	62.9	26.4	24.0				
	By types/ topics of Training									
	Anti-Corruption	Hour/ person/ year	NA		NA		0.93		0.95	
			NA	NA	NA	NA	0.94	0.88	0.97	0.89
	Legal (Sanction, Competition Law, PDPA, Third Party Risk Management)	Hour/ person/ year	NA		NA		3.49		3.57	
			NA	NA	NA	NA	3.53	3.28	3.61	3.36
	By Level									
	Management	Hour/ person/ year	NA		NA		1.28		22.63	
			NA	NA	NA	NA	NA	NA	22.45	23.26
	Employee (Non-management level)	Hour/ person/ year	NA		NA		5.01		23.93	
			NA	NA	NA	NA	NA	NA	23.71	25.08
	Average amount spent per FTE on training and development	RM/ person/ year	5329.00	8481.00	3981.00	1,564				
404-3	Percentage of employees receiving regular performance and career development reviews	%	100%	100%	100%	100%				