

Diversity and Inclusivity (Cont'd)

Promoting Fair Employment Practices and Equitable Pay

Our employment framework prioritises fairness in every stage of employment, starting with a recruitment process that assesses candidates solely on their skills, experience and suitability for the role. Additionally, salary packages are offered equally to male and female employees, ensuring consistency in pay practices.

Beyond equitable salaries, we provide a comprehensive range of benefits to enhance employees' quality of life and meet diverse needs. Competitive remuneration, healthcare coverage and professional development opportunities create a supportive environment where employees can grow both personally and professionally.

Our pay structure fully complies with local labour laws, ensuring all employees receive at least the minimum wage. Wages, benefits and statutory deductions are itemised on payslips, while employment contracts, provided in employees' native languages, transparently outline their remuneration details. Salary packages and employment terms are mutually agreed upon.

An internal salary structure based on job roles and designations guides all business units, ensuring consistency and alignment across the Group. To maintain market competitiveness, we regularly benchmark our remuneration packages against industry standards and local regulations.

This structured approach is complemented by a performance-based reward system, where bonuses and salary adjustments are directly linked to the achievement of individual KPIs. Performance is assessed through a comprehensive review process that includes self-assessments, superior evaluations and input from Senior Management, ensuring fair recognition and reinforcing a culture of merit and continuous improvement.

Beyond financial rewards, career development opportunities are available to all permanent employees, regardless of gender. Ethical labour practices are also strictly observed, with no salary deductions, withholdings or monetary penalties imposed for misconduct. Besides that, employees earning below RM4,000 per month receive overtime pay in line with Malaysian labour laws, while those working on rest days are granted replacement leave to support work-life balance.

Demonstrating our commitment to fair and equitable compensation practices, we maintained a consistent ratio of 1:1 standard entry wage by gender in relation to the local minimum wage. Additionally, we record 1:1.09 ratio in basic salary and remuneration for male and female employees, with female employees earning slightly higher on average across all job grades. This reflects our commitment to merit-based rewards, ensuring that compensation is structured based on skills, experience and performance while fostering a diverse and inclusive workforce.

OUR PERFORMANCE



Our attrition rate decreased from 35% in FY2023 to 26% in FY2024, reflecting ongoing efforts to improve career development, employee well-being and workplace culture.

Board Diversity

	2022	2023	2024
Gender	Headcount/%	Headcount/%	Headcount/%
Male	7; 78	7; 78	7; 78
Female	2; 22	2; 22	2; 22
Age group	Headcount/%	Headcount/%	Headcount/%
Baby boomers ¹	3; 33	3; 33	3; 33
Generation X ²	5; 56	5; 56	5; 56
Generation Y ³	1; 11	1; 11	1; 11
Ethnicity	Headcount/%	Headcount/%	Headcount/%
Malay	1; 11	1; 11	1; 11
Chinese	7; 78	7; 78	7; 78
Indian	1; 11	1; 11	1; 11

Note:

¹ Baby boomers - Born between 1945 to 1960.

² Generation X - Born between 1961 to 1980.

³ Generation Y - Born between 1981 to 1995.

⁴ Generation Z - Born after 1995.

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Workforce Diversity

	2022	2023	2024
Total employees	6,758	5,848	5,930
Gender	Headcount/%	Headcount/%	Headcount/%
Male	5,345; 79	4,527; 77	4,649; 78
Female	1,413; 21	1,321; 23	1,281; 22
Age group	Headcount/%	Headcount/%	Headcount/%
Baby boomers	22; <1	19; <1	17; <1
Generation X	842; 12	696; 12	647; 11
Generation Y	3,819; 57	3,213; 55	3,073; 52
Generation Z	2,075; 31	1,920; 33	2,193; 37
Ethnicity⁵	Headcount/%	Headcount/%	Headcount/%
Malay	2,257; 66	1,970; 65	2,200; 68
Chinese	622; 18	535; 18	531; 16
Indian	510; 15	490; 16	471; 15
Others	25; 1	27; 1	40; 1
Nationality	Headcount/%	Headcount/%	Headcount/%
Malaysian	3,414; 51	3,022; 52	3,242; 55
Non-Malaysian	3,344; 49	2,826; 48	2,688; 45

⁵ Only covers Malaysian hires.

	2022	2023	2024
Job category⁶	Headcount/%	Headcount/%	Headcount/%
Top management	11; <1	10; <1	9; <1
Senior management	6; <1	5; <1	5; <1
Upper management	25; <1	24; <1	33; <1
Middle management	355; 5	311; 5	322; 5
Executive	635; 9	557; 10	643; 11
Non-executive	5,726; 85	4,941; 84	4,918; 83
Leadership breakdown by gender⁷	Headcount/%	Headcount/%	Headcount/%
Male	264; 66	223; 64	238; 64
Female	133; 34	127; 36	131; 36

⁶ 100% of our Top Management and Senior Management team members are Malaysian.

⁷ Applicable only to manager-level positions and above.

	2022	2023	2024
Permanent employees by gender	Headcount/%	Headcount/%	Headcount/%
Male	2,071; 61	1,754; 59	1,982; 63
Female	1,307; 39	1,214; 41	1,174; 37
Temporary employees by gender	Headcount/%	Headcount/%	Headcount/%
Male	3,274; 97	2,773; 96	2,665; 96
Female	106; 3	107; 4	109; 4
Permanent employees by nationality	Headcount/%	Headcount/%	Headcount/%
Malaysian	3,378; 100	2,968; 100	3,156; 100
Non-Malaysian	0; 0	0; 0	0; 0
Temporary employees by nationality	Headcount/%	Headcount/%	Headcount/%
Malaysian	36; 1	54; 2	86; 3
Non-Malaysian	3,344; 99	2,826; 98	2,688; 97

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New hire breakdown by

	2022	2023	2024
Gender	Headcount/%	Headcount/%	Headcount/%
Male	1,005; 59	915; 69	1,187; 74
Female	687; 41	411; 31	413; 26
Age group	Headcount/%	Headcount/%	Headcount/%
Baby boomers ¹	4; <1	1; <1	0; 0
Generation X ²	67; 4	34; 3	34; 2
Generation Y ³	517; 31	451; 34	505; 32
Generation Z ⁴	1,104; 65	840; 63	1,061; 66
Nationality	Headcount/%	Headcount/%	Headcount/%
Malaysian	1,655; 98	1,012; 76	1,313; 82
Non-Malaysian	37; 2	314; 24	287; 18
Job category	Headcount/%	Headcount/%	Headcount/%
Executive and above	498; 29	129; 10	266; 17
Non-executive	1,194; 71	1,197; 90	1,334; 83

Attrition by

	2022	2023	2024
Attrition rate (%)	39	35	26
Gender	%	%	%
Male	71	78	70
Female	29	22	30
Age group	%	%	%
Baby boomers	<1	<1	<1
Generation X	6	8	5
Generation Y	42	47	42
Generation Z	52	45	52
Nationality	%	%	%
Malaysian	72	63	72
Non-Malaysian	28	37	28
Job category	%	%	%
Executive and above	10	12	12
Non-executive	90	88	88

MOVING FORWARD

As a socially responsible organisation, we are committed to fostering a fair, respectful and inclusive workplace where all employees feel safe, valued and protected. Guided by our Policy Against Workplace Harassment and Discrimination, we will continue to support initiatives that strengthen a culture of equity and belonging.

To drive meaningful progress by 2035, we have set the following targets:

- Achieve zero cases of discrimination and harassment across our operations.
- Increase female representation in managerial roles (manager and above) to 50%.
- Maintain a white-collar turnover rate below 20% to support long-term talent retention.

Through these goals, we aim to build a diverse, inclusive and high-performing workforce.