

PEOPLE

PROGRESSING OUR SOCIAL AGENDA

We believe in investing in upskilling and reskilling our workforce to compete and win in the future marketplace, given the constantly changing market landscape.

We invest in digital tools to better churn insights and intelligence from data, simplify work processes, empower decision making and enable seamless collaboration.

Additionally, we continue to invest in providing the right environment for our people to thrive, and a conducive workplace that promotes well-being, diversity and inclusion (D&I).



OUR ALIGNMENT TO THE UNSDGs



MATERIAL SUSTAINABILITY MATTERS

- Human Capital Development
- Human Rights
- Labour Standard and Practices
- Health, Safety and Security

MAPPED TO OUR CAPITALS



RELATED PRINCIPAL RISKS

- Human Capital
- Health, Safety and Environment
- Facilities Management
- Security

5-YEAR SUSTAINABILITY ROADMAP (2019-2023)

Goal 2
Building an Agile, Inclusive and Sustainable Workforce in a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) World

In this section

Human Capital Development

- Skills and Capability Development
- Workforce Engagement

Human Rights

- Equality, Diversity and Inclusion
- Women Empowerment
- Non-Discrimination

Labour Standard and Practices

- Employee Benefits and compensation
- Responsible Employment
- Job Security

Health, Safety and Security

- Safety and Health Management
- Security Management
- Mental Wellness

OUR APPROACH

Our people are integral to our business and our success. Our ability to attract and retain a diverse workforce, characterised by equal opportunities and prospects for career advancement, is fundamental to our business operation.

We recognised that workforce expectations have evolved considerably over the past years and will continue to do so. Today's talents are looking for growth, opportunities to shine, variety, flexibility, mobility and security. Increasingly, people want to work for an organisation that is purpose-driven and where they can add value to society.

Our Group outlined its human capital strategies to cater for the evolving expectations of future generations of employees. We emphasised on innovation and digitalisation efforts towards institutionalised efficient and effective processes, systems and organisational capability.

Our talent management is fundamentally based on performance management, leadership development, succession planning and employee capability building. It is implemented at all levels of the organisation in partnership with our leaders, business managers and operation teams, to support our business priorities and growth strategy.

As an equal opportunities' employer, we strive to treat everyone fairly, as entrenched in our Code of Conduct and Business Ethics (CoBE), which sets out the requirements that protect people against discrimination in our workplace.

FOCUS FOR THE YEAR

Greater inclusivity and women empowerment

Safety and mental wellbeing of our people throughout the pandemic

Upskilling of our people to **improve and enhance skillsets and capabilities**

Promoting high performance culture by engaging and enriching our employees through **work-life balance programmes in building an agile and empowered workforce**

HUMAN CAPITAL DEVELOPMENT

Skills and Capability Development

We tailor our talent development programs and interventions to suit business and employees' needs and expectations, ensuring that our highly skilled and engaged talents are equipped to meet the needs of our stakeholders.

We continuously invest our energy and resources in upskilling and reskilling our employees to compete and win in the future marketplace, given the constantly changing market landscape.

Our employees' development opportunities addressed their needs in technical and leadership skills. This enables us to retain talents over the long term and prepare them for their future roles.

During the year, we continue to promote self-directed learning to equip our employees with the essential and important skillsets for them to be able to function in today's world and to adapt to new ways of working through various e-learning platforms such as LinkedIn learning, HMM and SWITCH.

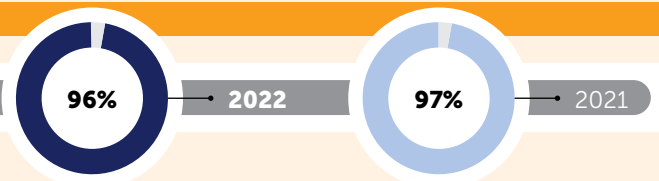
In supporting the Group's Strategic Framework, we have initiated a capability inventory review to identify required skill sets and capability to build a performing organisation. Enhanced Leadership Competencies were introduced in response to the new behaviour and leadership requirement needed to thrive under the new ways of working. We aspire to build talent who can energise team and stakeholders, decide at pace, grow self, other and business, and execute for superior performance.

PEOPLE

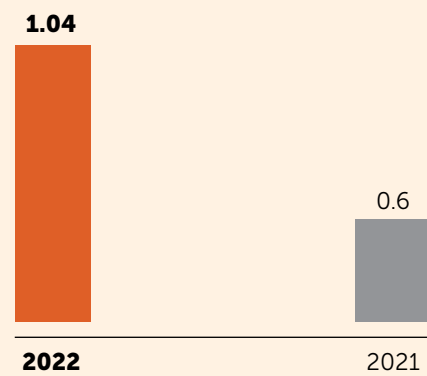


TOTAL INVESTMENT ON TRAINING PER YEAR (RM)

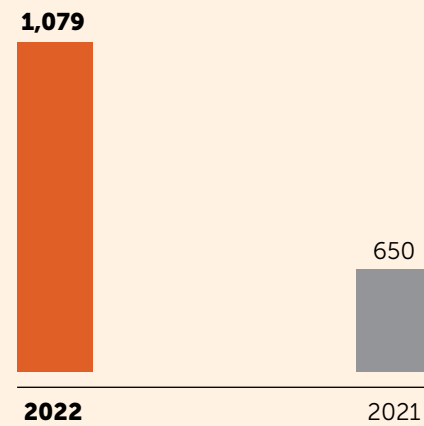
Percentage of Employees Attended Training



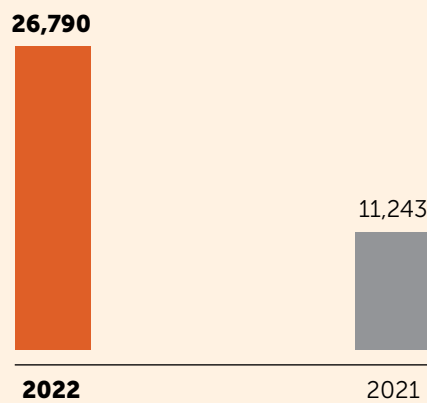
Total Investment on Training (RM mil)



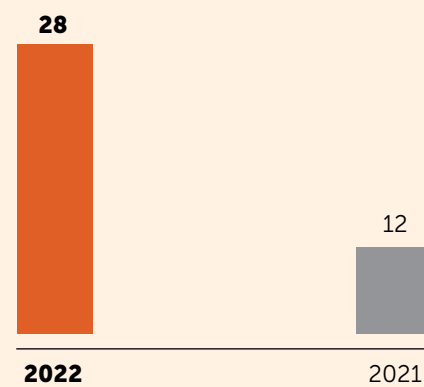
Average Investment Per Employee (RM)



Total Training Hours



Average Training Hours Per Employee



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CAPABILITY DEVELOPMENT PROGRAMMES YEAR 2022

Performance Management

- Upskilled **95%** of managers on employees performance management. They were equipped with tools for effective target setting and performance evaluation conversation

Training on "Effective Thought Structure"

- Upskilled **85%** managers on the methodology of effective thought structuring, enabling them to be wholesome thinker & equipped with problem solutioning skills



Talent Review and Assessment

- Assessed **405** talents to better understand their potential and strengths for career progression

"eCornell & LobsterInk" program for hotel employees

- Provided online learning modules to managers to upskill themselves on topics such as Managing Performance Development, Interviewing for Success etc

Learn Fest '22 for hotel employees

- Provided access to an extensive learning library from LinkedIn Learning and the Go1 eLearning hubs for all employees
- Encouraged employees to explore relevant topics and resources for career development

Learning Friyays

- Weekly dedicated learning hours open to employees of the Group
- Provided access to on-line e-learning platforms (e.g. myLearningX)

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Workforce Engagement

The well-being of our employees is reflective of how happy and healthy they are at the workplace. We continue to maintain consistent and regular employee engagement during these challenging times focusing on their health and emotional wellbeing. These engagements are intended to inspire them to greater commitment, and to motivate them to perform productively and efficiently.

The engagements held throughout the year, provided our employees with the opportunity for their voice to be heard and foster a positive and inclusive workplace. We engage our people in the business culture transformation initiatives, encourage

them to share their ideas, and suggestions via various channels such as townhalls, briefings and leadership sharing sessions. Likewise, our leaders engaged closely with their respective team to cascade messages and business performances.

In promoting work-life integration, our Sports and Recreation Club, KSRC, organised several programmes for its members which included Bowling Tournament, White Water Rafting and Cave Exploration. We provided Digital Health online platform, wellness talks as well as health check campaign, to encourage employees to embrace a healthier lifestyle and improve their wellbeing.



ENGAGEMENT FOR THE YEAR

ENGAGEMENT	DETAILS AND BENEFITS
CEO Engagement	<ul style="list-style-type: none"> Three physical CEO's engagement sessions were held to communicate the Group's business performance, business strategy, direction and way forward. The session provided opportunities for all employee to seek information and give feedback to the CEO
Leadership engagement through Leaders Develop Leaders (LDL)	<ul style="list-style-type: none"> An engagement series by leaders to coach and inspire the staff towards achieving business results, and leadership excellence
KLCC Group Induction for Newcomers	<ul style="list-style-type: none"> Induction program to introduce to new employees, the Group's Statement of Purpose, shared values, cultural beliefs, HSE values, employee benefits, human resource related matters, and Code of Conduct and Business Ethics
KLCC Sports and Recreation Club (KSRC) Activities	<ul style="list-style-type: none"> KSRC organised Bowling Tournament and White Water Rafting Cave Exploration in 2022. These activities provide time and space for employees of all levels to know each other, cultivate team bonds and create sense of belonging
MOcomp Complimentary stays for all employees around the world	<ul style="list-style-type: none"> A program to appreciate our hotel employees' hardwork and effort. Employees can enjoy well-earned downtime, with complimentary room nights and buffet breakfasts, discounts on F&B, spa treatments and more
Quarterly Townhall by the Chief Executive Officer (Retail)	<ul style="list-style-type: none"> A platform to welcome new employees, present staff awards and celebrate small successes
Step Challenge for Suria KLCC	<ul style="list-style-type: none"> A fitness activity not just to encourage a healthy lifestyle but also to cultivate team bonds and sense of belonging

HUMAN RIGHTS

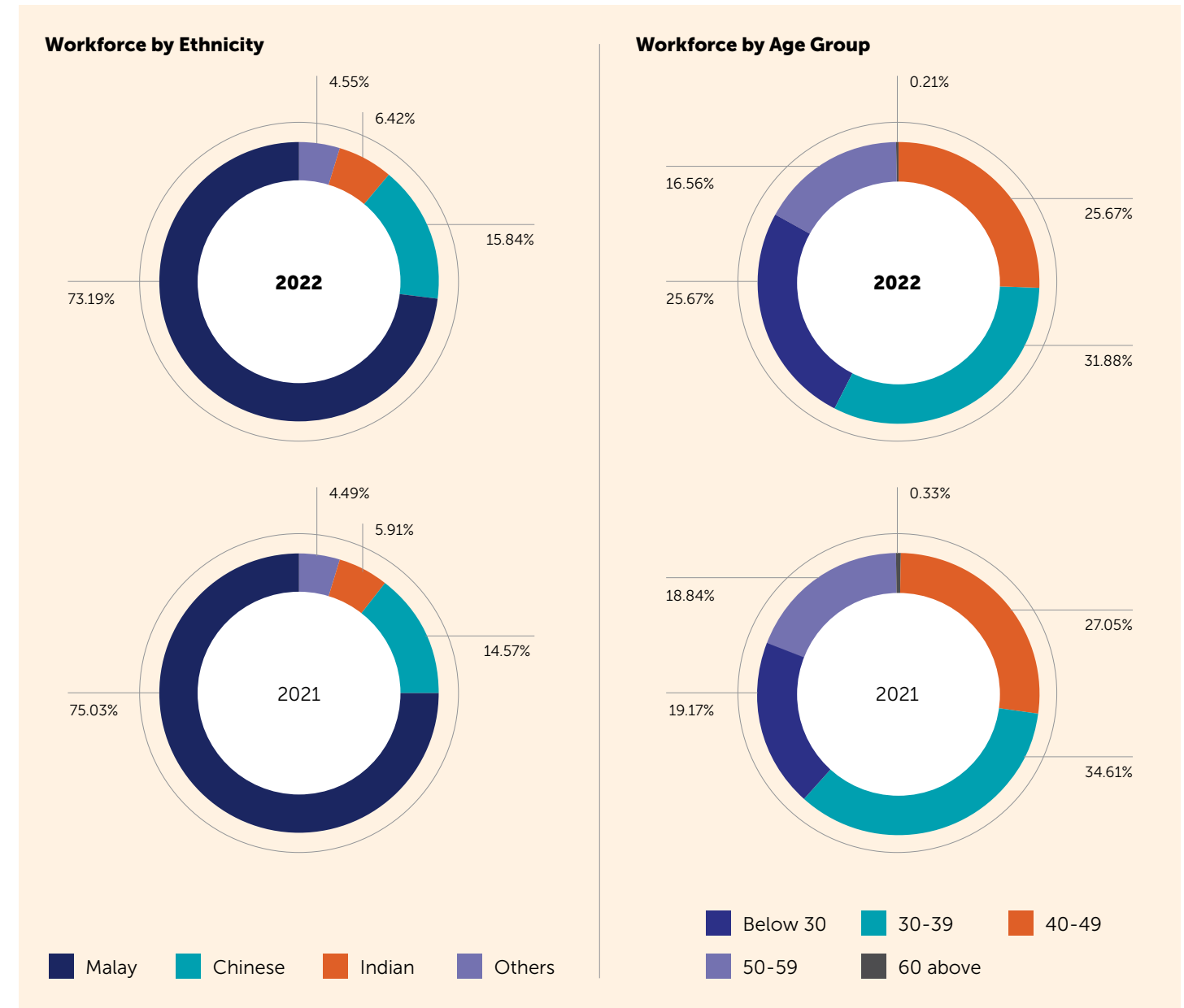
As a responsible business we are committed to generate mutual stakeholder benefits, and ensure that we do not infringe on the human rights of others. We recognise that our employees are crucial to the on-going success of our business and to how the Group is regarded by the wider market. Furthermore, we believe that all employees should be treated fairly and with respect.

Whilst we recognise that the Government has the primary responsibility to protect and support human rights, we also embrace the important role we play as a business. Within all our business activities and partnerships, we are dedicated to consider our impact to social, environment, and address any human rights issues.

Equality, Diversity and Inclusion

Advancing our culture of inclusion belonging continues to be a priority. We took significant steps to strengthen our approach by incorporating it in our human capital strategies. We are committed to a culture in which everyone has access to opportunities for career development in which everyone can reach their potential without barriers. Furthermore, we

recognise that with the diversity of our workforce, we are able to leverage the different skills, mindsets, knowledge and experience of our employees. Ensuring our environment is one where everyone feels they belong and can bring their potential to the fullest will drive our collective ability to innovate and deliver to all our stakeholders.



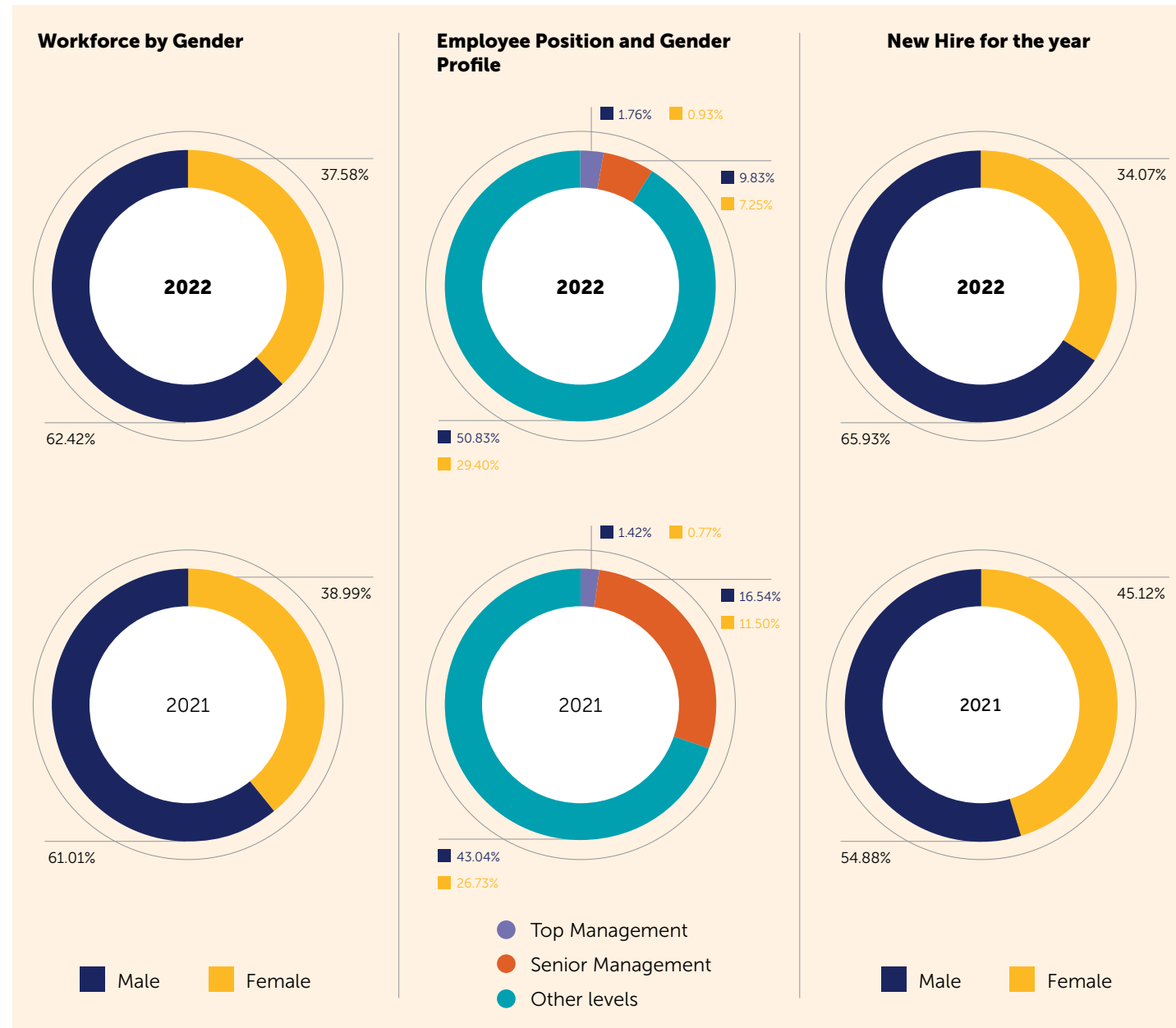
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Women Empowerment

Equal opportunities for women remain a key focus for the Group. We recognise the positive impact of gender diversity on the performance of teams and the business. Therefore, increasing female representation in leadership supports our business strategy. In 2022, women accounted for 38 percent of our total workforce and 41 percent of our management.

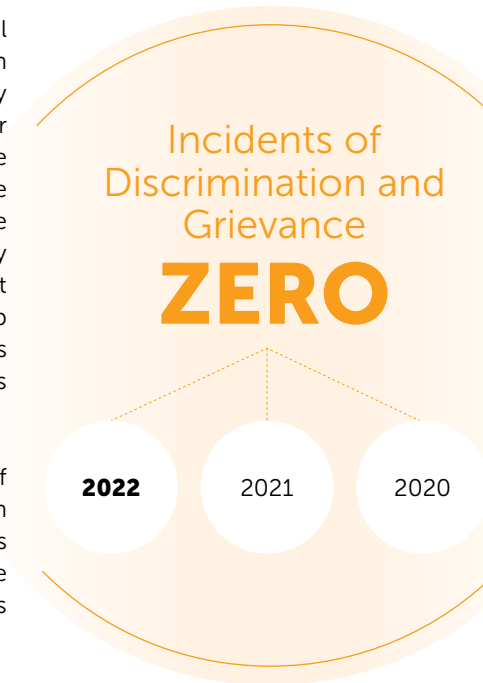
Women representation in the Boards is 50 percent in line with the Board Diversity Policy which seeks to ensure that the mix and profiles of our Board members, in terms of age, ethnicity and gender, provide the necessary range of perspectives, experiences and expertise required to achieve effective stewardship.



Non-Discrimination

The Group values and respects individual differences. We believe in creating an environment where our teams feel they are valued; where they can bring their differences to work each day and where they feel able to make their own unique contribution. We believe everyone deserves the right to be treated equally and should not be discriminated against because of their differences. The Group is committed to treating all its employees equally based on their merits and abilities to do their jobs.

The Group has in place its Code of Conduct and Business Ethics which details the steps taken should employees believe that their equality rights may have been breached. If an employee feels



that an attempt at informal resolution is inappropriate given the seriousness of his/her complaint or if informal attempts have failed or been unsatisfactory, then a formal complaint may be made to the Human Capital (HC) Department. Upon submission of report, the Group ensures that the investigation is carried out as quickly as possible. If the findings disclose evidence of a possible disciplinary offence, then disciplinary proceedings will be commenced in accordance with our disciplinary policy. All members of the HC Department have received appropriate training in resolving equal opportunities and dignity at work issues. They will deal with any grievances raised with them under this policy in the strictest confidence.

LABOUR STANDARD AND PRACTICES

Employee Benefits and Compensation

The Group continues to benchmark against similar industry players in order to remain competitive in attracting and retaining talents. During the year, the Group implemented the new grade structure and the new salary scale in its efforts to remain competitive with the market. Along with the new grade structure and salary scale, eligible employees of the group also experienced salary adjustments.

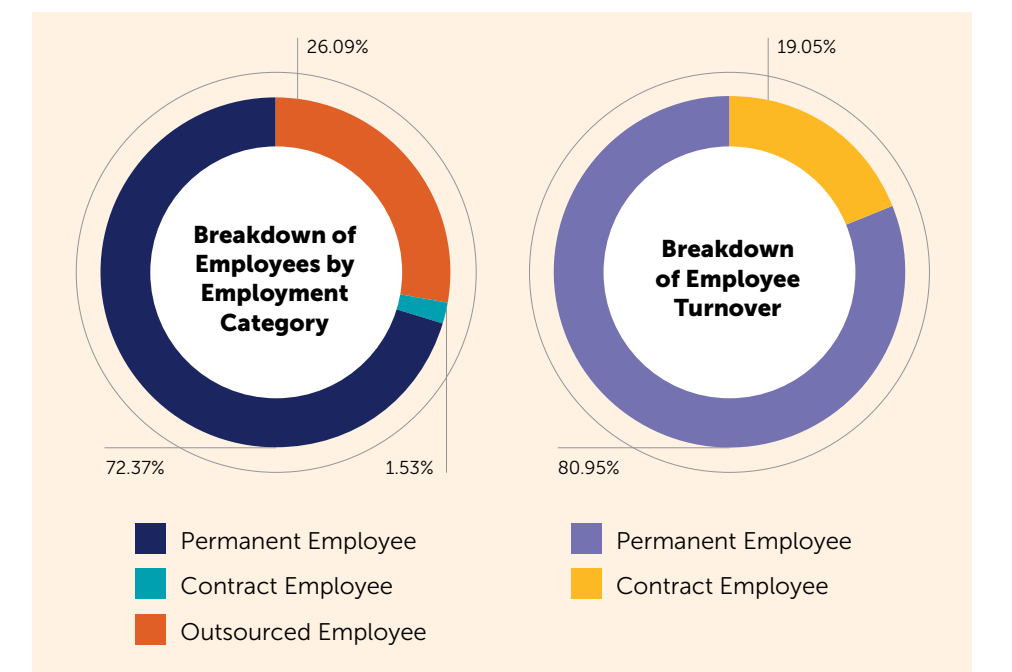
Responsible Employment

The Group expects everyone working with us or on our behalf to abide by the Malaysian Labour Laws, which include the Employment Act 1955, Trade Union Act 1959 and Industrial Relations Act 1967. The Group has a zero-tolerance approach to modern slavery and child labour.

The prevention, detection and reporting of modern slavery or child labour in any part of our organisation and supply chain, is the responsibility of all those working for us or on our behalf. As part of our contracting processes, we reserve the

right to terminate our relationships with suppliers and other organisations working on our behalf if they do not comply with our Labour Standards.

All suppliers, contractors or business partners of the Group are required to comply with our Supplier Code of Conduct, which sets out our expectations for the treatment of workers and how suppliers are required to behave.



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Job Security

The Group is keenly aware of the health concerns and economic uncertainty weighing on the entire community. Whilst many organisations continue to lay off their employees during this uncertain economic period, we did not.

The Group continued providing pay and health and welfare benefits during this period that allow employees to care for themselves and their families as we look to support the Nation more effectively towards recovery.

The Group practiced no Covid-19 related layoffs for all employees. We assured our employees of their job security and there was also no salary cut despite the challenging business environment.

HEALTH, SAFETY AND SECURITY

The Group has comprehensive Health, Safety and Security management systems and processes in place to ensure to the best of our ability and in line with industry best practice, the health, safety and security of anyone visiting our assets. We are fully committed to consistently achieve the highest standards of health & safety management and performance. Our record in this area is exemplary.



Safety and Health Management

OUR APPROACH

We provide healthy, safe and secure places for our stakeholders to live, work, shop and play, recognising that we can only achieve this through close collaboration with our partners, including our supply chain, investors and enforcing authorities. Our business activities are conducted in accordance with our KLCC HSE Policy and comply with the highest standards of occupational safety and health regulations. This is supported by our HSE Management System (HSEMS) and HSE Mandatory Control Framework (MCF) to strengthen HSE Governance within the KLCCP Stapled Group while providing clear requirements on operational safety, environment and health for, consistent and effective implementation.

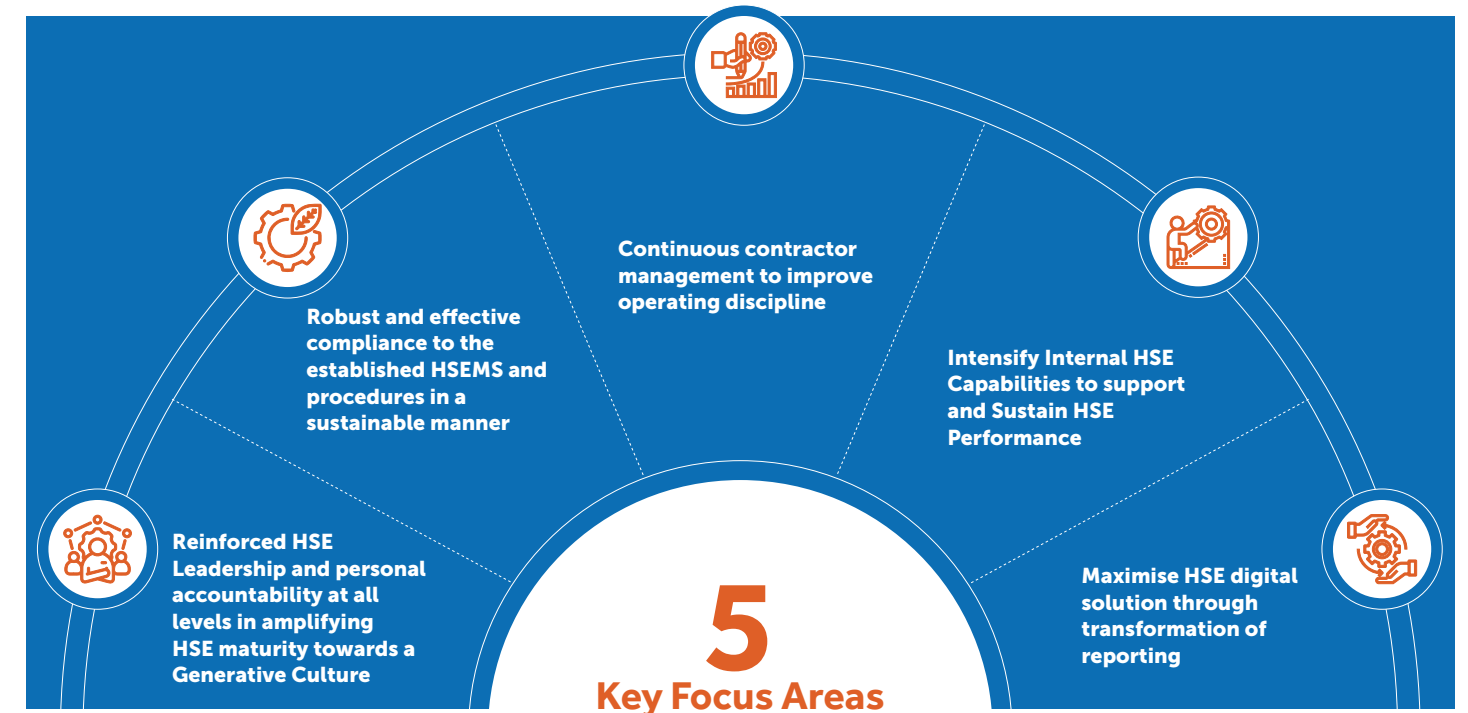
We have also taken the opportunity to embrace innovative construction methods, to realise the full potential of health and safety benefits. This relates to both key design principles and on-site construction risks. We work with design teams to ensure our developments maximise desired operational outcomes while achieving our vision of providing healthy, safe and secure places.

FOCUS FOR THE YEAR

Shaping a **Generative HSE Culture**

Heightening Operational Discipline through **"Jom Patuh & Tegur"** approach

Security Management through comprehensive **security and surveillance system**



Shaping a Generative HSE Culture

At KLCCP Stapled Group, the safety and well-being of people are deeply rooted within our HSE strategy and management activities and are strengthened by the Group's Generative HSE Culture which aims to create greater transparency and awareness. Through this Generative HSE Culture we will continue to drive efforts towards values, attitudes, goals and proficiency of the organisation's health and safety. It aims to promote transparency and mindfulness in all HSE areas.

The Group was rated at Proactive Level in 2021 Culture Maturity Survey, which saw us maintaining good HSE practices in every aspect of our work and operations.

We strive to ensure strict adherence to safety standards and enforced safety culture, compliance and leadership among employees as well as our contractors.

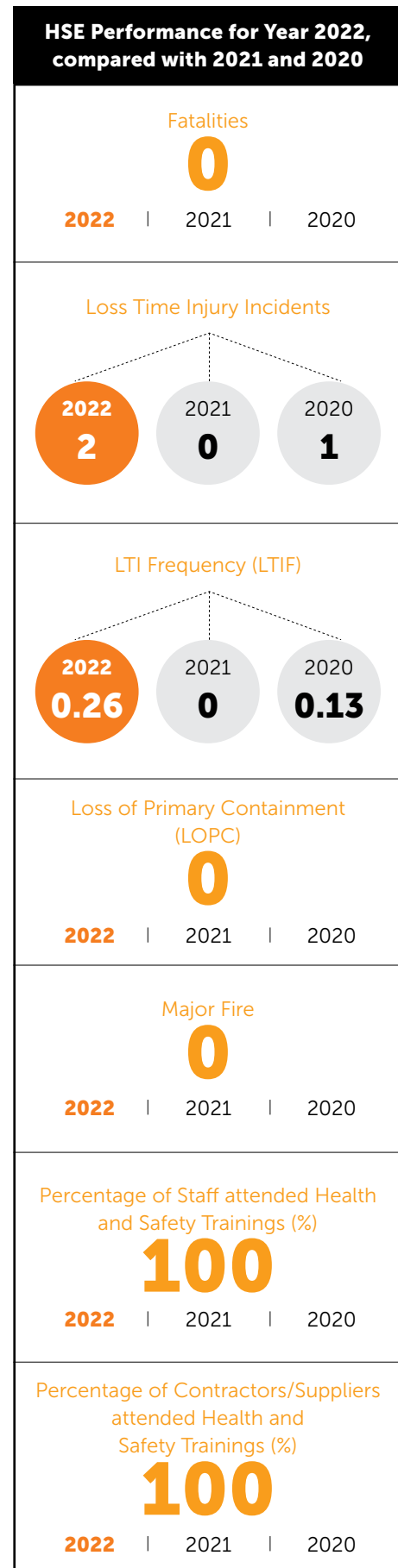
We recorded zero fatalities but was very unfortunate to have two Lost Time Injury incidents during the year. Post incidents, investigation was carried out and root causes were identified. We ensure that lessons learnt from all incidents are shared with all employees, to prevent recurrence in the future.

GENERATIVE HSE CULTURE

Generative HSE Culture is about doing right things right, even when no one is watching.

- OWNERSHIP**: Leaders role model and everyone has strong ownership over HSE, as we believe HSE creates value and is good for our business.
- MINDFUL**: We are conscious about HSE in what we do because it's the right thing to do, not because somebody is watching.
- INTERDEPENDENT**: We look out for each other because potential risks and errors are always at the top of our minds, and because nobody has all the answers – EVERYBODY contributes to HSE.
- COURAGEOUS**: We feel safe to intervene when we see unsafe conditions and behaviors, and welcome such intervention from our co-workers.


PEOPLE



HSE TRAININGS AND WEBINARS

- E-learning series on Generative HSE Culture** was conducted to provide awareness on Generative HSE Culture, comprising three parts:
 - What is Culture
 - Understanding Generative HSE Culture
 - How Do We Embrace Generative HSE Culture
- Life and Safety Briefing for Tenants** at Menara Dayabumi
 
- KPM HSE Upskilling Training** – Aimed to refresh and enhance understanding of Permit-To-Work system processes, Incident, Accident Reporting, and Investigation
- KLCCUH Tier 1 Evacuation Exercise** conducted at Menara Exxonmobil and Menara Dayabumi
- Basic First Aid Training for Employees** at Menara Dayabumi
 
- KLCCUH HSE ENGAGEMENT 2022 – “Keeping It Green, What To Look For?”** Annual HSE engagement for KLCCUH employees. The event focused on the **safety aspect of using the EV chargers**. The event also promoted awareness on **reducing “Single-Use-Plastics”**

HSE WALKABOUTS, INSPECTION AND ASSESSMENTS

- HSE walkabout at KLCC Precinct Project Site (Lot L, M and N)**
- KLCCUH walkabout for Merdeka and New Year Events**

- Noise Risk Assessment (NRA)** – helped to identify the health hazards related to noise in the workplace. The assessment highlighted that all locations in PETRONAS Twin Towers are below noise threshold level
- Functional Checklist Assurance by KLCCUH & KPM** – A self-assurance program conducted to evaluate HSE compliance of day-to-day activities
- KGLT HSE walkabout at Menara Dayabumi**
- Chemical Health Risk Assessment for PETRONAS Twin Towers and Menara 3 PETRONAS**
 - To identify the hazards, evaluate the degree of existing control measures and recommend further control measures
- Call to-action on Electrical Safety** was a focused audit on electrical safety and to access compliance to Electrical Supply Act 1990 & Electricity Regulation 1994

Our Leadership Team continues to be the force in accelerating the formation of the desired Generative HSE Culture across our businesses and operations. During the year, two members of the Group’s Leadership Team attended the HSE Generative Culture Leadership Training.

PEOPLE

Thank you for

displaying your security pass.



not using your smartphone while walking.



holding the handrail when you’re using the staircases and escalators.





Jom Patuh & Tegur.

(Let’s Comply & Intervene.)



Patuh
(Comply)



Tegur
(Intervene)

We want you to be safe. Because we care.

WE INTERVENE BECAUSE WE CARE

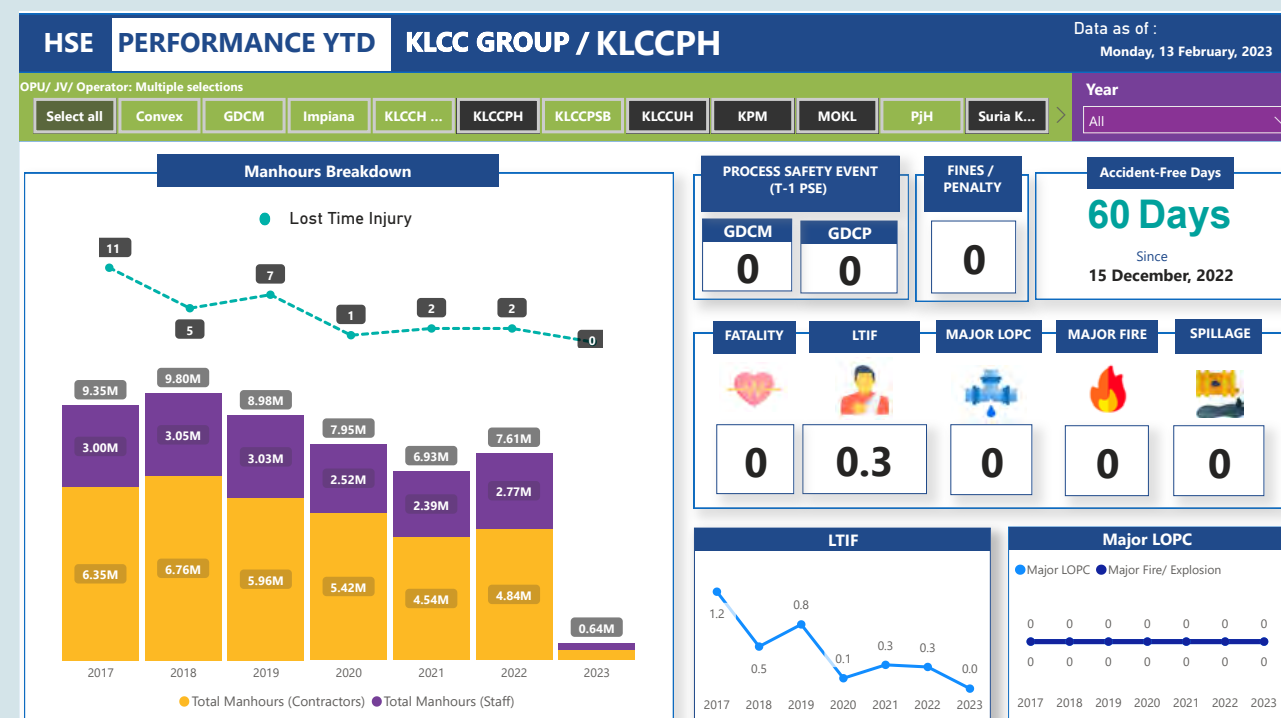
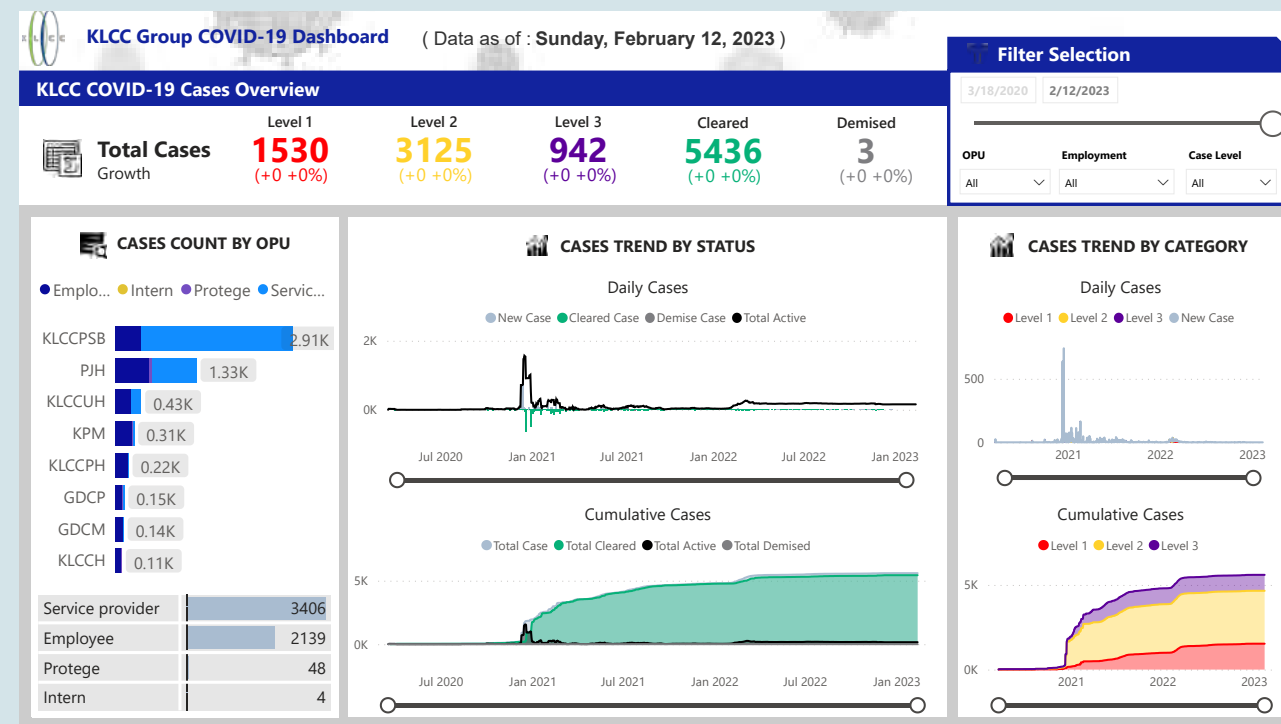
We continue our intervention programme to inculcate the Generative HSE Culture under the “Jom Patuh dan Tegur” or “Let’s Comply and Intervene” initiative. We endeavour for all our employees as well as that of our visitors and contractors to uphold and embrace the safety culture in all aspects of their work be it at site or offices as well as their daily lives.

PEOPLE

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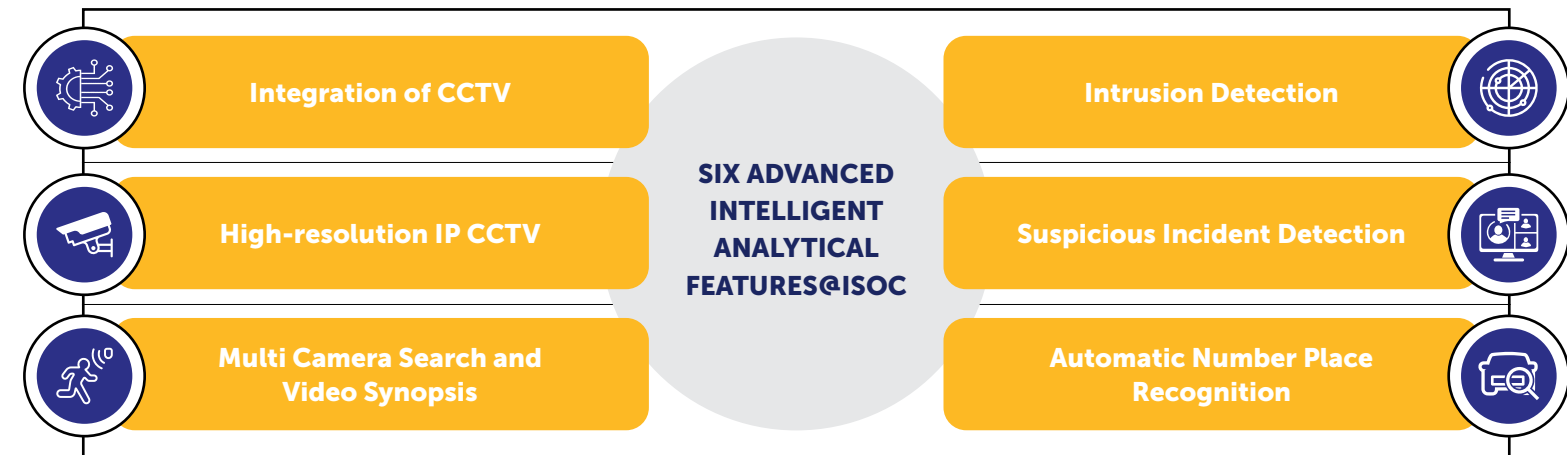
Digital HSE at KLCC

Evolution of HSE Digital Initiative brought us to the digital transformation in reporting. The Group's Leadership Team is now able to monitor updated HSE Performance through Power BI Dashboards. The presence and availability of up-to-date data helps the leadership to be aware of the current HSE risk and status, thus enabling them to facilitate and make quick decision in HSE matters. We harness the power of HSE data to derive insights on HSE performance, trends, emerging risks and other important elements so that proactive interventions can be planned.



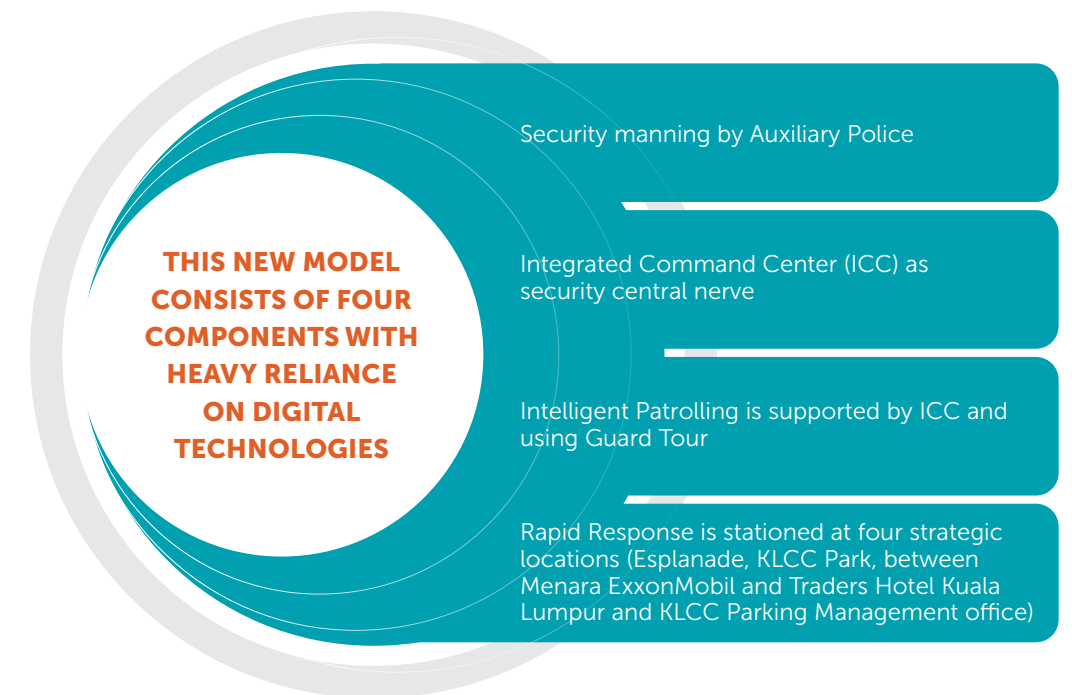
Security Management

Ensuring a comprehensive security and surveillance system is essential to protect the iconic PETRONAS Twin Towers, maintaining an open and free access for visitors and controlling security incidents impacting other buildings within the precinct. The Integrated Security Operation Center (ISOC) that is empowered with digital technology acts as a security central nerve that monitors the security situation within the KLCC Precinct to support the new security modus operandi.



New Security Operating Model

Another security initiative introduced which started operations during the year was the New Security Operating Model, (NSOM) that transformed the security modus operandi from a "static zone-based security guards" to "Risk-based Intelligent Patrolling and Rapid Response Auxiliary Police". There is also close coordination between KLCC Precinct security and operators' security team who are responsible for their respective area in managing security incidents. Dayabumi Complex has fully deployed PETRONAS Auxiliary Police to provide better service level in ensuring secured working environment for tenants and visitors.



PEOPLE

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Mental Wellness



What is KLCC MyWellness Powered by



KLCC cares about employees' wellbeing and has partnered up with Naluri, a digital health care platform, to provide comprehensive mental health support for all our employees. The MyWellness gives access to digital transformation tools and teams of professional coaches, and other additional support services that cater to everyone's emotional wellbeing.

We provide a **wealth of resources designed to raise awareness of wellbeing, reduce the stigma of mental health and encourage open, honest conversations.**

A key message for employees throughout the pandemic has been that **their health and wellbeing remain the Group's utmost priority** and this has been complemented by offering advice to employees on how to reach out for assistance.



Employees' wellbeing is always the top priority and we realised that building employee's resilience skills is a critical step to proactively manage positive mental health.

Hence, management took the initiative to provide a holistic solution to mental health. We embarked on the Employee Assistance Program supported by Naluri Life Sdn Bhd. 225 managers and above attended the online CARE program, that **provide understanding of the spectrum of mental fitness, build resilience, learn to work with people in distress and increase empathy in workplace.**

The Group also enhanced its medical benefits which include pre hospitalisation admission, Covid-19 test coverage, Covid-19 hospitalisation treatment and mental illness treatment of staff and dependents.

Suria KLCC is the **first and only mall in Malaysia** to take a mental health awareness campaign to the next level via the creation of a **safe space** for the community.

A fund of over **RM20,000** was raised and donated to mental health-related NGOs, such as Befrienders KL and the Malaysian Mental Health Association.



#YOU MATTER

Break the stigma on mental health and be part of the change to create awareness on mental health issues.

VISIT THE SAFE SPACE, LEVEL 1, AMPANG MALL

10 October to 10 November 2022

SAFE SPACE @ SURIA KLCC

In conjunction with World Mental Health Month in October, Suria KLCC together with The Body Shop invited the public to be part of the change in de-stigmatising mental health problems in their month-long campaign - #YouMatter held from 20 October until 10 November 2022.

Safe Space @ Suria KLCC was created and built as a platform for the community to converge and discuss mental health. It promoted engaging activities to educate community about the importance of mental health.

Suria KLCC has pledged to support NGOs championing mental health through monetary support from the sales of the Suria Ribbon Pin during festive campaigns.

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