



OUR PEOPLE

KLCCP STAPLED GROUP IS COMMITTED IN CREATING A CONDUCTIVE WORK ENVIRONMENT AND CREATING OPPORTUNITIES FOR EMPLOYEES TO FURTHER NURTURE AND DEVELOP THEIR SKILLS. WE PLACE PRIME IMPORTANCE ON HUMAN CAPITAL DEVELOPMENT AND ENSURE A SUPERIOR PERFORMANCE CULTURE IS INSTILLED IN ALL EMPLOYEES.

We recognise that our employees are our most valuable asset. Our employees ensure that our organisation continues to sustain growth, remain viable and competitive. With our people being the cornerstone of KLCCP Stapled Group's achievements, Management is committed to develop a motivated and highly professional and competent workforce by continuously improving its organisational climate and empowering its employees through training and development programmes throughout the year.

Staff of KLCCP Stapled Group underwent training at the Leadership Away Day as part of the Group's programmes in human capital development



At KLCCP Stapled Group, upholding equality and respecting the principles of diversity as well as inclusion by eliminating discrimination are mandatory principles. Fostering a harmonious relationship with our employees is fundamental to us, through guidance of the KLCC Shared Values and the Code of Conduct and Business Ethics.

We take a three-pronged approach through Responsible Employment, Leadership and Capability and Equality, Diversity and Inclusion by providing the culture, diversity and work-life balance to sustain the drive and momentum of the organisation.

CORPORATE RESPONSIBILITY AND SUSTAINABILITY REPORT

Responsible Employment	Leadership and Capability	Equality, Diversity and Inclusion
<p>Performance-driven organisation, adopting fair and responsible employment practices</p>	<p>Hone functional skills, behavioural competencies, leadership and mindset</p>	<p>Provide equal opportunities to spur professional and intellectual growth</p>
<ul style="list-style-type: none"> • We place emphasis on driving high performance through implementation of a Balanced Scorecard framework and methodology promoting objective performance assessment via Individual Performance Contract (IPC) measuring specific Key Performance Indicators • We abide by the Malaysian Labour Laws and Employment Act which promote fair and responsible employment practices • We have an established Board Nomination and Remuneration Committees in ensuring compliance with policies, implementation of best practices and continuous benchmarking against industry's best • We have established a Human Resource Planning and Development Committee (HRPDC) to discuss the Group's human resource policies, guidelines and employee matters on a quarterly basis • Our compensation practices comply with Malaysia's standards on minimum wage while superior performance is rewarded via competitive remuneration packages benchmarked against industry best practices 	<ul style="list-style-type: none"> • We build and nurture the employee culture that strives for superior performance • We groom and grow our internal talents by setting high standards of expectations and recognise achievements with monetary and non-monetary incentives • We are focused on developing talent with the right competencies, knowledge and leadership skills at all levels 	<ul style="list-style-type: none"> • We support equality, diversity and inclusion within our workforce and we strive to foster an inclusive culture of diverse racial and ethnic backgrounds • Women employees make up 38% of KLCCP Stapled Group's workforce • We value the diversity of our employees and treat all with respect and dignity • Our recruitment and selection of employees are on the basis of merit and regardless of age, race, gender, religion or disability • Our employees are provided equal opportunities for professional and intellectual growth and development in nurturing them to achieve their full potential

Key Initiatives in 2015

During the year, KLCCP Stapled Group focused on improving 5 key areas in line with KLCCP Stapled Group's Human Resource initiatives.

➤ Talent Sourcing and Recruitment

Attracting, developing and retaining talent is fundamental to an organisation remaining ahead of its competitors. Recruiting the right talent for the right position has indeed been a growing concern for KLCCP Stapled Group and in addressing this, during the year, we embarked on development of an E-recruitment portal in the KLCCP Stapled Group corporate website to facilitate the process of manpower recruitment and to reach to a wider and specific target group of potential talent. Final enhancements to the portal are being completed with target to go live in early 2016.

Our compensation packages are aligned to industry's best practices and market benchmarks including revision of salary scale to match the industry's market every three years. This is to ensure our competitiveness in attracting talent. KLCCP Stapled Group remains committed to meritocracy and our yearly performance assessment, rewards and compensation packages emphasise on employee performance and are assessed based on results, challenges and efforts as these contribute to the sustainability of the organisation.

➤ Building Core Capabilities and Skill Group

As part of KLCCP Stapled Group's efforts to ensure competitiveness in every facet of business it is operating in, building the people's skills and

capabilities are key initiatives to KLCCP Stapled Group. In managing talent capability, KLCCP Stapled Group had set up a Capability Implementation Committee (CAPIC) to identify its core capabilities focusing on building the people capability in the areas of Project Management, Property Development, Asset Management-Facilities, Asset Management-Marketing and Leasing and Investment Management.

During the year, we completed the first assessment of all the capabilities areas within the organisation for Executive levels 1, 2 and 3 and identified the baseline capability of these respective levels and the relevant gaps for closure through individual development or coaching plans. The results and findings were presented to the CAPIC Committee.

In aligning our practices with PETRONAS' human resource practices, we embarked on enhancement of the functional and technical competencies of employees via development of Skill Group (SKG) competencies to equip employees with the necessary knowledge for application into their daily operations. This effort was well supported by management with their investments into the people to ensure employees reach the required levels of competencies. In 2015, we commenced with developing the SKG competencies for the Finance fraternity within the organisation and are in the final stages of completing the SKG Finance functional team to enhance the level of competencies.

Leadership Away Days were conducted to foster togetherness and achieve common goals within the organisation



CORPORATE RESPONSIBILITY AND SUSTAINABILITY REPORT

➤ Leadership Development through Succession Management of Key Positions

KLCCP Stapled Group has established a framework for succession management to strengthen the current framework to ensure effective succession planning particularly in senior leadership positions. Critical positions and potential successors have been identified while career paths and focused interventions are being developed to ensure structured development and easing into critical leadership positions.

Since 2012, the succession management framework has been in place as part of a longer term retention tool to retain the high performing talents. In 2014, an enhanced structured succession management framework was established where 23 critical positions within KLCCP Stapled Group were identified. In 2015, this was further strengthened with 54 successors identified to fill the next leadership roles within the organisation. The succession management ratio for the Group as 31 December 2015 stands at a ratio of 1 to 2.3.

During the year, succession management for the middle management level were initiated and implemented to ensure adequate talents are developed internally for the next level critical positions. In order to ensure that the right successors are identified for both succession management at senior and middle management level, the potential successors list is reviewed on a yearly basis.

KLCC Group Bowling Tournament 2015

➤ Engaging Our Employees

KLCCP Stapled Group recognises the importance of creating an engaged workforce to achieve the business targets for short and long term strategy and as such provides various channels for employee engagement. In order to keep our employees motivated and their feedback and views at heart, our Human Resource team took proactive measures to engage with the employees through quarterly "Coffee O'clock" sessions where employees were able to air their concerns and highlight their suggestions and ideas on improving work environment and making it relevant to the younger generation of the workforce. Key findings are shared with management and the improvement actions taken.

Other platforms of engagement included:

Group CEO Townhall Session	On an annual basis, a town hall session with all employees is conducted by the Group CEO in the first quarter of every year with the purpose of sharing the business plan and setting the expectations for the whole year. With this, employees are aware of the business directions and understand their roles to support the objectives of the businesses. Each business unit also conducts quarterly engagement sessions with the employees
Employee Feedback Questionnaire (EFQ) Survey	KLCCP Stapled Group conducts an annual EFQ Survey where employees are given the opportunity to express their views and opinions in areas related to communication, training, remuneration, recognition, management practices, decision making and team work

➤ KLCC Young Professional Executive Club (YPEXC)

KLCCP Stapled Group's young professionals constitute 31% of the Group's workforce. In our effort to develop leaders of tomorrow in the organisation, the YPEXC was initiated and formed in 2011. This is a platform for young workforce in the organisation to demonstrate their creativity and leadership skills at the early stage of their career.





YM Raja Adli Raja Hassan receiving his long service award from Mr. Harry Menon, Chairman of KLCC Property Holdings Berhad

The YPEXC was formed to promote and uphold the KLCC Shared Values, work-life balance, breakthrough performance culture and to align initiatives towards achieving the Group's goals and objectives. The vision and mission of YPEXC is to enhance the vitality of its members by creating a strong community of young professionals and providing well-rounded individuals with opportunities to develop socially, professionally and civically.

A proposal to rejuvenate YPEXC was initiated in 2015 and this rejuvenation phase will be used as a platform to re-introduce YPEXC to all executives through various activities planned for 2016.

Employee Wellness

KLCCP Stapled Group supports the personal development and well-being of our employees by organising sports, recreational and social activities such as Kelab Sukan dan Rekreasi PETRONAS Wilayah Tengah (KSRP) 2015 and Sukan KSRP 4 Penjuru 2015 and KLCC Group Bowling Tournament 2015. These sporting activities encourage the employees to be part of a healthy and integrated life and promoted cohesiveness and team camaraderie.

KLCC Group held its Annual Dinner and Awards Night 2015 in September 2015 at the Kuala Lumpur Convention Centre. The Long Service Award presentation was the highlight of the night where 18 employees received awards for their 15, 20 and 30 years of service respectively with one retiring personnel. KLCC Group also presented 10 business units/divisions with the Performance Laureate Award for their outstanding performance and for achieving the highest standards of excellence in business conduct and practices.

Performance in 2015

	2015
EFQ Index	71%
Employees sent for training	81%
Learning and Development training spent (RM' mil)	2.6

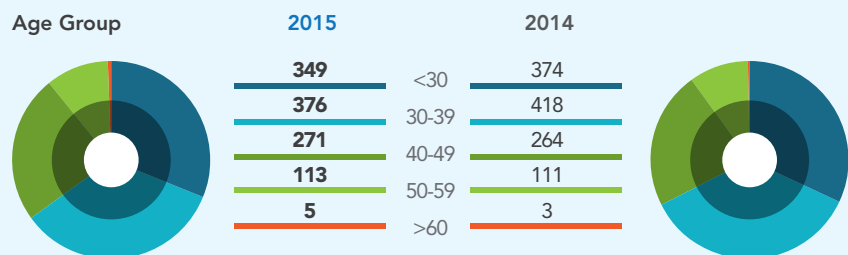
Throughout the year, the Group had sent a total of 81% of its employees for various trainings for purposes of enhancing and further improving their technical and functional skills in building leadership and capability. In relation to this, the Group had spent approximately RM2.6 million for training costs in 2015. The EFQ Survey received encouraging response from employees with a participation rate of 74% in 2015. The employee satisfaction score improved to 71% in 2015.

Diversity of our Workforce

EMPLOYEES

	2015		2014	
	Male	Female	Male	Female
Top management	7	4	10	6
Senior and mid management	93	78	126	100
Other levels	592	340	585	343
Total	1,114		1,170	

Age Group



Ethnicity

