



- ▶ Goal 1: Foster equality, diversity, and inclusion
- ▶ Goal 2: Strengthen capability and leadership bench strength
- ▶ Goal 3: Institutionalise an empowered workplace culture



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## Material Sustainability Matters:

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## Capitals:

MC HC IC SR

## Strategy:

MC EB SO

## Stakeholders:

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# Positive Social Impact

Advancing human rights, workforce sustainability, fostering inclusivity, and enhancing well-being to create lasting social value.



## OUR COMMITMENT

At KLCCP Stapled Group, our people are our greatest asset and the cornerstone of our sustained growth. We are committed to developing a skilled and resilient workforce through continuous learning, engagement and well-being initiatives, ensuring they are prepared to meet evolving challenges.

We uphold human rights and robust labour standards, fostering an inclusive workplace built on fairness, dignity and respect. By creating equitable opportunities and supporting long-term career growth, we cultivate a positive and supportive environment.

Health, safety and security are integral to our sustainability journey. We prioritise stakeholder well-being through innovative solutions and industry-leading practices, safeguarding our people, operations and communities.

These efforts reflect our dedication to empowering individuals, fostering diversity and building a sustainable future together.





## OUR APPROACH

We empower our talented workforce to drive sustainable growth by prioritising diverse growth strategies. We ensure they possess the necessary skills and capabilities to fulfil their aspirations while meeting stakeholder needs and adapting to the dynamic business landscape.

### LEARNING AND DEVELOPMENT

KLCCP Stapled Group nurtures a culture of self-directed learning, enabling our workforce to acquire essential skills efficiently. Leveraging cutting-edge platforms including MyLearningX (MLX), LinkedIn Learning (LIL) and UNGC Academy, we optimise employees' time and commitment to current tasks while allowing them to pursue their learning and developmental needs for growth. We aspire to attain best-in-class learning and development standards targeting an average of 80 learning hours per employee per annum as part of our Sustainability Plan 2030.

We also maximise the development of workforce through coaching and mentoring, tapping into the years of expertise present within the organisation, through the Leaders Develop Leaders (LDL) and Leader's Network programme. Both programmes provide a structured and systematic approach for experienced leaders to converse, coach and facilitate others by inspiring and creating presence while developing themselves. Other mechanisms utilised for leadership development include Foundational Leadership (Executives), Dynamic Leadership (Managers) and High Impact Leadership (Senior Managers), each covering a specific employee level within the organisation.



## People

### ESG SPECIFIC LEARNING AND DEVELOPMENT

KLCCP Stapled Group established an ESG training plan in 2024, which tailors learning programmes according to the needs of the specific ESG functions. This is done through a needs identification and analysis process which allows us to determine the knowledge necessary for critical positions such as SSC members, GHG focal persons and sustainability network agents. The training plan provides a systematic approach in providing both self-learning and classroom-based learning that suits current trends and agenda for these critical positions.

For the general workforce, ESG learning and development focuses on more high-level awareness. ESG awareness is also enhanced using communication platforms. These include, the Do You Know (DYK) Campaign, which is a bulletin to share up to date ESG information and knowledge as well as Friyay Sessions, a learning and development programme carried out every Friday, which also includes topics specific to ESG.

### WORKFORCE SUSTAINABILITY AND CAPABILITIES BUILDING

The Group prioritises sustaining a high-performing, adaptable workforce equipped with the skills and competencies necessary for organisational success. We invest in continuous development, talent mobility, and strategic initiatives to ensure our workforce remains resilient and capable across business functions.

**Talent Development & Mobility:** Together with the employees, we co-created Success Profile for Unique Roles (SPUR) for all positions. This initiative empowers employees by clarifying job requirements and the competencies they need to acquire and demonstrate, motivating them to drive their career growth within a dynamic Career MarketPlace. The implementation of the Superior Managed Assessment on Leadership Competencies (EDGE) and the Core Capability Assessment on employees' technical and functional skills provides continuous guidance on competency improvement. It also serves as the basis for a personal development plan towards achieving individual career aspirations within the company. We have also been proactive in identifying employees who have met progression criteria to be promoted, or on job-rotation, resulting from the implementation of their personal development plans.

**Succession Planning and Leadership Development:** To ensure leadership continuity, we proactively identify high-potential talent and regularly conduct talent reviews. Personal development plans support long-term leadership growth, while structured succession planning addresses critical role needs, particularly in advance of leadership retirement.

**Employee Performance Management (EPM):** Our EPM framework aligns individual performance with company goals, fostering a culture of accountability, continuous improvement and engagement. It includes structured goal setting, ongoing feedback and performance evaluations, enabling employees to reach their full potential and contribute to organisational success.

**Recruitment Drive:** To build a strong talent pipeline, the Group participates in career fairs, engages in campus recruitment, and collaborates with universities and job portals. These efforts expand our reach and attract top-tier candidates for both fresh graduates and experienced professionals.

**Remuneration Competitiveness:** We regularly benchmark our compensation packages to ensure they remain competitive within the industry. This helps us attract and retain skilled professionals, addressing challenges posed by talent competition from other sectors.

**Internal Mobility and Career Progression:** Our structured approach to talent mobility and employee progression provides opportunities for career growth across different functions, supporting skills diversification and enhancing overall organisational capability.

### WORKFORCE ENGAGEMENT AND WELL-BEING

We prioritise the well-being of our employees by evolving the workplace into a more dynamic, inclusive and supportive environment. Various programmes are executed in all business segments to sustain a high level of workforce engagement and well-being across the Group.

The KLCC Sports and Recreation Club (KSRC) plays an important role in supporting the well-being of employees, offering expanded activities and wellness programmes that promote holistic work-life integration. Key activities include After-work Programmes, Fitness Programmes, Life-saving Courses, Putrajaya Core Island Expedition and sports events, all of which encourage physical fitness and social interaction among employees.

The Employee Assistance Platform (EAP) provides personalised wellness insights, allowing employees to take charge of their health and lifestyle. Key features include wellness webinars and mental and emotional support.

We continue to facilitate the PETRONAS Organisation Climate Survey (POCS), a comprehensive annual initiative designed to evaluate and enhance PETRONAS' organisational culture. POCS demonstrates the Group's commitment to creating a more inclusive, engaging and supportive work environment for all employees, in line with Goal 3 under the People pillar within our Sustainability Plan 2030.

**Specific Initiatives in Business Segments**

MOKUL Hotel carried out specific initiatives to sustain employee engagement and well-being.

**Department Trainer Programme**

To enhance department trainers' on-the-job training skills and knowledge to deliver effective training to employees.



**On Job Training**

**9** employees completed



**Group Training**

**10** employees completed

**MoveUp Programme**

A middle-management programme consisting of 11 modules to equip potential managers with leadership skills and the ability to demonstrate Mandarin Oriental Hotel Group (MOHG) competencies. 10 Assistant Managers, Managers and Supervisors attended the programme in 2024.

**Rising Fans Programme**

An 18-month programme designed to groom emerging talent, fresh graduates and other high potential employees at the start of their careers, to become leaders within MOKUL Hotel. Rising Fans are placed in various departments to enhance their knowledge and gain cross-functional skills and experience. Eight fresh graduates were enrolled in the programme in January 2023 for Rooms, Spa and F&B.

Eight Rising Fans have completed the programme as of 2024, six of whom were promoted to Assistant Manager, while another two resigned for personal education development.

**Employee and Leader of the Month Award**

**24** line employees and **12** managers were recognised in 2024

**Employee Appreciation Events**





## People

The KLCC Parking Management (KPM) MESTIfit4health: The Biggest Loser Programme FY2024 spanned nine months and was a comprehensive wellness initiative designed to promote better health and well-being among employees, boosting productivity and reducing health-related costs. Throughout, participants engaged in various activities aimed at improving fitness, adopting healthier lifestyles, and fostering a positive workplace environment. Emphasis was on the importance of long-term wellness, encouraging sustainable changes in daily habits to achieve measurable health benefits.

At Suria KLCC, efforts to sustain Human Capital Development included:



- Integrating comprehensive profiles for all employee levels into the existing competency framework.



- Performance Development and Succession Programme clinics with the Leadership team, enhancing competencies and identifying growth opportunities.



- Harrison Assessments (HA) Team Dynamics Workshop for Senior and Emerging Leaders, continuing the HA programme.



- Incorporating individual potential ratings into SuccessFactors and generating a nine-grid matrix for management review.



- Compiling Individual Development Goals from Mid-Year Performance Review and Development System and categorising them into the Performance Development Plan.

### EQUALITY, DIVERSITY, AND INCLUSION

We are committed to maintaining a workplace that reflects the rich diversity of our society. Through strategic recruitment and training initiatives, we nurture a workforce inclusive of various ethnicities and age groups with a good gender mix. By ensuring fair gender pay and balanced demographic representation, we create an environment that supports talent retention and robust succession planning.

Our goal is to foster a culture where every employee, regardless of their background, can thrive based on merit and performance. We uphold the principle of non-discrimination at every level across our operations.

### NON-DISCRIMINATION

We believe in treating everyone equitably and with respect. By embracing individual differences, we cultivate a workplace where diverse perspectives are not only welcomed but valued. This commitment is enshrined in our Code of Conduct and Business Ethics (CoBE), which serves as a guiding framework for all employees.

To address any breaches of CoBE, we provide a robust and confidential grievance mechanism, empowering employees to report concerns safely. Our Human Capital Department ensures swift and fair resolution of grievances, reinforcing our commitment to fairness and equality at work.

KLCCP Stapled Group is steadfast in our dedication to upholding fundamental human rights for everyone connected to our business. We are unequivocally opposed to forced labour, child labour, modern slavery and any unfair practice across our operations.



### HUMAN RIGHTS POLICY

In 2024, the Group took a significant step forward by introducing our own Human Rights Policy, underscoring a commitment to human dignity, equality and justice within our operations and across our supply chain.



The policy requires actions in four focus areas:

Focus Area	Material Sustainability Matter	Page
Employee	Human Rights	79
Community	Health, Safety and Security	80
Security	Health, Safety and Security	81
Supply Chain	Supply Chain Management	96 to 97

These areas are supported by existing processes such as social risk assessments, due diligence, whistleblowing channels and grievance mechanisms. We continually refine and expand these processes to address our focus areas comprehensively.



## People

### GRIEVANCE MECHANISM FOR HUMAN RIGHTS ISSUES

KLCCP Stapled Group has in place a formal grievance mechanism for employees to report any perceived human rights violation. All reports are treated with the utmost confidentiality, thoroughly investigated, and resolved promptly if substantiated. This mechanism is a cornerstone of efforts to protect and empower our workforce, ensuring issues are addressed before they can escalate.

By embedding these principles into our daily operations, KLCCP Stapled Group fosters a fair, safe and inclusive environment for all. We continue to refine our practices to meet the highest standards of human rights, creating value not just for our stakeholders but for society at large.



### STRENGTHENING HUMAN RIGHTS PRACTICES THROUGH SOCIAL RISK MANAGEMENT

This year, we concluded our three-year social performance strategy, further strengthening our commitment to human rights by deepening our understanding of key social risks across our value chain, including our employees, contractors and the communities we impact. We have also improved our employees' knowledge and awareness of human rights, while enhancing our human rights compliance and enforcement.

Leveraging insights from previous Social Risk Assessments (SRAs), we conducted a series of training sessions to introduce participants to critical human rights legislation and best practices. These sessions are essential to fostering a culture of respect for human rights within our operations and throughout our value chain.

Additionally, we have made significant strides in improving the SRA Technical Standard by expanding the scope of the assessment to include indigenous people, cultural heritage, land acquisition and involuntary resettlement. This not only enhances the coverage, quality and consistency of our assessments but also ensures alignment with international best practices and evolving regulatory requirements.

### HEALTH AND SAFETY MANAGEMENT

At the heart of our approach is a robust self-regulated HSE Management System that covers all employees and outsourced workers under the Group. Fortified by an HSE Policy encompassing our commitment to the highest performance standards, the Group ensures all our business functions and operations are conducted without any harm to internal or external parties.

Both our HSE Management System and Mandatory Control Framework (MCF) are assessed by internal and external parties to ensure the processes meet the requirements of standards subscribed to. Our ISO 45001:2018 certification serves as recognition that the HSE Management System implemented in KLCCUH, KPM and MOKUL Hotel meets international standards. The external assurance conducted in 2024 resulted in two non-conformance reports (NCRs) and five opportunities for improvement (OFIs). These are being addressed as we leverage opportunities to improve the management system further.

We achieved zero non-compliance with all relevant laws and regulations, reflecting a high level of health and safety performance benchmarked against industry best practices.

### PROACTIVE HAZARDS, RISKS AND INCIDENT MANAGEMENT

Incident management forms a critical part of the HSE Management System and MCF. Key processes are in place to ensure H&S-related hazards and risks that may arise from operational activities are managed and controlled in accordance with the hierarchy of control, through the Hazards and Effects Management Process (HEMP).

The Unsafe Act Unsafe Condition (UAUC) process is another proactive effort undertaken whereby employees report potential hazards or risks identified without fear of reprisal. Should an incident occur, response procedures are executed to minimise the impact. These are followed by investigations into the root causes and necessary actions to prevent any recurrence.

In 2024, a total of 7.74 million manhours were recorded, of which 57% or 4.43 million manhours originated from contractors. Of the remaining 43% or 3.30 million manhours accounted for by our employees, most were in the hotel and retail segments. Testifying to our commitment to H&S, the Group successfully maintained zero fatalities within our business operations this year, despite the increase in manhours.

We also recorded four Lost Time Injury (LTI) cases during the year, leading to a frequency rate of 0.52. Nevertheless, actions and interventions to maintain a safe workplace are constantly identified and implemented, with a focus on improving our overall HSE Culture.



## GENERATIVE HSE CULTURE

KLCCP Stapled Group acknowledges the importance of a strong HSE Culture, which can only be amplified in terms of maturity by instilling personal accountability at all levels. Efforts to enhance such a culture have resulted in increased awareness and understanding of HSE principles among all employees as well as improved leadership effectiveness in driving more initiatives.

In 2024, the Group achieved a rating of 4.19 on the Generative Culture Ladder with a response rate of 97% in the Culture Maturity Survey across KLCCP. This reflects our dedication to maintaining exceptional HSE practices across our operations. We adhere strictly to HSE standards, cultivating a culture of compliance and leadership among our employees and contractors, reinforcing our position as a sound investment choice.

The HSE training programmes organised in 2024 were pivotal to this achievement. The number of employees and workers trained continued to grow over the years, demonstrating conscientious efforts to inculcate the Generative HSE Culture we desire.

## DIGITALISING HSE

KLCCP Stapled Group has increasingly digitalised our HSE solutions including performance and incident reporting, improving our reporting process cycle efficiency and data-driven decision-making. Internally, we have developed an HSE Performance Reporting Platform, HPRP, for reporting HSE performance, incidents and legal non-compliance. We also report necessary data on HSE performance and incidents to PETRONAS through their HSE MARS and HSE IM platform. All data is consolidated in a centralised database and visualised via a Power BI dashboard, enabling trend monitoring and Key Performance Indicator (KPI)/Balanced Scorecard (BSC) setting.

The solutions implemented not only optimise operational efficiencies by streamlining HSE reporting and management processes, but also enhance our capacity to discern valuable trends and patterns in HSE performance. As a result, we have solidified our reputation as a leader in technology-driven HSE management.



## CORPORATE SECURITY

Ensuring a robust security and surveillance system is vital to safeguarding the iconic PETRONAS Twin Towers and the entire KLCC Precinct, while providing seamless access for visitors and effectively managing security incidents affecting nearby structures. The KLCC Precinct Security Management Centre (KPSMC), equipped with advanced digital technology, serves as a central command for monitoring security across the KLCC Precinct, strengthening our updated security strategy. This year, we conducted eight security training sessions, which included elements of human rights, with full participation and attendance by all security personnel.

In 2024, as in previous years, there were no major security breaches across any of the KLCCP Stapled Group assets or operations.

Additionally, our adherence to the KLCC Security Management System (SeMS) for KLCCUH reflects an ongoing commitment to maintaining a security management system that aligns with international best practices.



## People



### OUR IMPACT

#### PROGRESS AGAINST SUSTAINABILITY PLAN 2030 GOALS AND TARGETS

	Target 2030	Progress	Status
<b>Goal 1: Foster equality, diversity and inclusion</b>	Maintain women representation at top management level and above <b>30%</b>	<b>31%</b> women representation at top management level and above	●
	Inclusive talent fulfilment from diverse backgrounds (age group and ethnicity)	<b>58%</b> of employees are below 40 years old	●
	<ul style="list-style-type: none"> <li><b>60% below 40 years old</b></li> <li><b>30% non-Bumiputera</b></li> </ul>	<b>25%</b> of employees are non-Bumiputera	●
	Job mobility and progression of the entire workforce <b>15%</b>	<b>13%</b> of the workforce experienced job mobility and progression	●
	Safeguard human rights policy and due diligence across the group <b>0 proven breach of human rights</b>	<b>0 proven breach of human rights</b>	●
<b>Goal 2: Strengthen capability and leadership bench strength</b>	Succession planning ratio of <b>3:1</b>	<b>3.6:1</b>	●
	Best-in-class learning and development standards	Learning Hours:	
	Average of <b>80</b> learning hours per employee per year	<b>48</b> learning hours per employee per year	●
	<b>100%</b> mandatory programme coverage	<b>96%</b> Mandatory Programme Coverage	●
	Available pool of subject matter experts (SMEs)	<b>5%</b> of total workforce have obtained professional certification to meet the SME requirements	●
	<b>5%</b> of SMEs from total workforce		
	Increased workforce with digital and analytics proficiency <b>50%</b> of total workforce is digitally proficient	<b>100%</b> of total workforce attended digital related learning on data analytics, cybersecurity and productivity tools apps as foundational skill programmes	●
<b>Goal 3: Institutionalise an empowered workplace culture</b>	Improve engagement metric	POCS 2024: <b>80</b> score index rating achieved	●
	Achieve minimum score index of <b>80</b> in organisational climate survey		
	Shaping HSE behaviours towards generative HSE culture <b>Generative by 2030</b>	Generative HSE Culture CMS Check-in survey was launched in Jan 2025 Results: Proactive with a score of <b>4.19</b>	●

● On Track    ● Progressing

48

Average learning hours  
per employee for 2024

RM2.2 million

spent on learning and development  
efforts

23

total participants in the  
Leadership Development  
Programme

27

Career Management sessions for  
Executives were conducted with an

85% completion rate of the programme

64%

participation rate in ESG  
training programme in 2024

34

sessions of Learning Fridays  
conducted covering a variety of  
topics from personal growth and  
career development to innovation  
and technology

4

Sessions of **LDL Masterclass** conducted  
and attended by leaders

311

**LDL sessions** conducted by **57**

leaders in 2024

14

Managing Career sessions for  
Managers and above were conducted with

95% completion rate

### MyLearning Day 2024

Inspired by the concept of a learning carnival, myLearning Day 2024 demonstrated the Group's commitment to fostering a culture of continuous learning. The event featured 18 internal and external exhibitors and was attended by 363 participants, including employees from KL Convention Centre, Suria KLCC and hoteliers. It provided opportunities for attendees to explore a range of important topics, including HSE, Integrity, Cyber Security, and Learning & Development. Thematic booths were hosted by various departments such as Human Capital, Change Management, GRA, Procurement, Digital, PLC, GL&D, AIA Thoughtful, EPF, SOCSO and MACC, offering valuable insights and resources for professional growth.





People



**31%**

of the top management, defined as GM level and above, are women



**96%**

of employees were reviewed under Employee Performance Management (EPM) process



The remaining percentage involve employees who are not eligible for review due to employment status, such as employees under probation, or have been employed for less than six months within the performance cycle.

**596**

SMA Leadership EDGE assessments initiated



**67%**

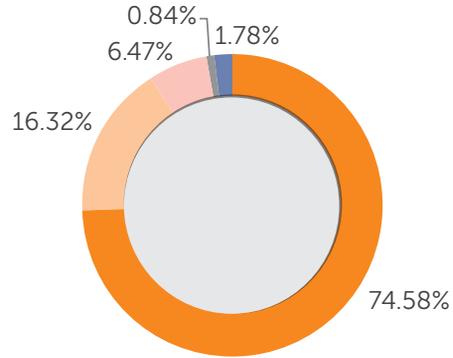
of staff have completed the technical competency assessment to identify gaps in core capabilities and outline Personal Development Plans (PDPs).



**94%**

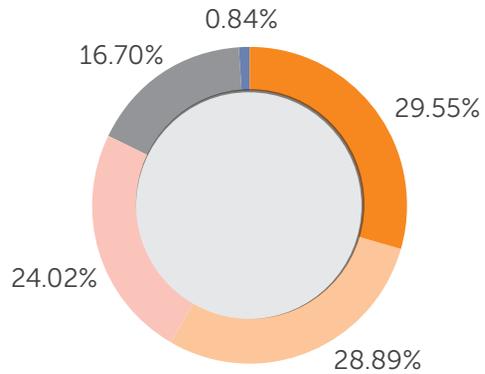
of the PDPs have been implemented.

The workforce currently has 75% Bumiputera and 25% non-Bumiputera employees



- Bumiputera
- Chinese
- Indian
- Others
- Non-Malaysian

Most of the workforce are aged 30-39, closely followed by below 30, and 40-49



- Below 30
- 30-39
- 40-49
- 50-59
- 60 Above

**91%**

completion rate of SPUR development workshop

**80**

index score for POCS 2024, showing a slight increase from 78 in 2023 but an improvement as compared to 73 in 2022.



**Zero** proven cases of **employee discrimination**



**Zero** substantiated grievances on **human rights** across all four focus areas



**4** LTI case. with LTI frequency rate of **0.52**



**1,106** employees and workers trained on **Health and Safety**



**1,070** employees and workers trained on **Environment**



**Zero** Prosecution Cases on HSE



## OUR OUTLOOK

At KLCCP Stapled Group, we aim to build a skilled, inclusive and resilient workforce by enhancing leadership, technical expertise and digital capabilities. Through wellness programmes and engagement, we ensure a high-performing workforce that drives both business growth and societal impact.

We are committed to strengthening human rights practices, embedding these across our operations and value chain. By promoting fairness, equity and inclusion, we aim to create a workplace where every employee feels valued and empowered.

To attract and retain top talent, as well as high performance, we will refine our recruitment, remuneration and succession planning strategies, providing clear career pathways and nurturing future leaders. Our focus remains on reducing turnover and fostering internal mobility to build a stable workforce.

Health, safety and security remain at the core of our sustainability efforts. Through technology, proactive risk management and continuous improvement, we will maintain a safe and secure environment for all stakeholders.

These initiatives reflect our commitment to empowering people and ensuring long-term success for the organisation and the communities we serve.

