

## PERFORMANCE DATA

Social Pillar - Talent Excellence							
	Unit	2022		2021		2020	
<b>EMPLOYEES</b>							
<b>Total employees</b>	Number	9,355		8,851		8,632	
<b>Employees by location (sea/shore) and gender</b>							
- Sea	Number (%)	4,270	45.6%	4,516	51.0%	4,348	50.4%
- Shore	Number (%)	5,085	54.4%	4,335	49.0%	4,284	49.6%
<b>Female employees</b>	Number (%)	1,308	14.0%	1,178	13.3%	1,126	13.0%
- Sea	Number (%)	62	4.7%	59	5.0%	59	5.2%
- Shore	Number (%)	1,246	95.3%	1,119	95.0%	1,067	94.8%
<b>Male employees</b>	Number (%)	8,047	86.0%	7,673	86.7%	7,506	87.0%
- Sea	Number (%)	4,208	52.3%	4,457	58.1%	4,289	57.1%
- Shore	Number (%)	3,839	47.7%	3,216	41.9%	3,217	42.9%
<b>Employee age group</b>							
30 and below	Number (%)	2,470	26.4%	2,069	23.4%	2,097	24.3%
31 - 50 years old	Number (%)	5,811	62.1%	5,731	64.7%	5,501	63.7%
Over 50 years old	Number (%)	1,074	11.5%	1,051	11.9%	1,034	12.0%
<b>Employment position</b>							
<b>Senior Leadership</b>	Number (%)	123	1.3%	108	1.2%	102	1.2%
- Female	Number (%)	21	17.1%	18	16.7%	16	15.7%
- Male	Number (%)	102	82.9%	90	83.3%	86	84.3%
<b>Middle Management</b>	Number (%)	906	9.7%	861	9.7%	828	9.6%
- Female	Number (%)	226	24.9%	208	24.2%	200	24.2%
- Male	Number (%)	680	75.1%	653	75.8%	628	75.8%
<b>Executives/Officers</b>	Number (%)	4,244	45.4%	4,188	47.4%	4,004	46.4%
- Female	Number (%)	659	15.5%	637	15.2%	594	14.8%
- Male	Number (%)	3,585	84.5%	3,551	84.8%	3,410	85.2%
<b>Non-Executives/Ratings</b>	Number (%)	4,082	43.6%	3,694	41.7%	3,698	42.8%
- Female	Number (%)	402	9.8%	320	8.7%	322	8.7%
- Male	Number (%)	3,680	90.2%	3,374	91.3%	3,376	91.3%

	Unit	2022		2021		2020	
<b>Management position in revenue generating function</b>	Number (%)	476					
- Female	Number (%)	101	21.2%	-	-	-	-
- Male	Number (%)	375	78.8%	-	-	-	-
<b>STEM related function</b>	Number (%)	3,245					
- Female	Number (%)	590	18.2%	-	-	-	-
- Male	Number (%)	2,655	81.8%	-	-	-	-
<b>Employee basic salary by gender (Male:Female)</b>	ratio	1.4:1		1.3:1		1.2:1	
<b>Employee with disability</b>	Number	2		3		3	
Female	Number (%)	1	0.01%	-	-	-	-
Male	Number (%)	1	0.01%	3	0.03%	3	0.03%
<b>Employee by countries of operations (shore employees only)</b>							
Malaysia	Number (%)	4,742	93.3%	3,998	92.2%	3,941	92.0%
Asia	Number (%)	222	4.4%	217	5.0%	215	5.0%
Europe	Number (%)	27	0.5%	29	0.7%	34	0.8%
Middle East	Number (%)	1	0.0%	1	0.0%	2	0.0%
North and South America	Number (%)	93	1.8%	90	2.1%	92	2.2%
<b>NATIONALITY</b>							
Malaysian	Number (%)	6,476	69.2%	5,894	66.6%	5,674	65.7%
Non-Malaysian	Number (%)	2,879	30.8%	2,957	33.4%	2,958	34.3%
<b>EMPLOYMENT TYPE</b>							
Permanent	Number (%)	2,720	29.1%	2,634	29.8%	2,624	30.4%
Contract and third party	Number (%)	6,635	70.9%	6,217	70.2%	6,008	69.6%

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	Unit	2022		2021		2020	
<b>NEW HIRES</b>							
<b>Total shore new hires</b>	Number	1,504		1,189		950	
<b>By age group</b>							
30 and below	Number (%)	830	55.2%	294	24.7%	393	41.4%
31 - 50 years old	Number (%)	615	40.9%	776	65.3%	498	52.4%
Over 50 years old	Number (%)	59	3.9%	119	10.0%	59	6.2%
<b>By gender</b>							
Female	Number (%)	1,208	80.3%	371	31.2%	181	19.1%
Male	Number (%)	296	19.7%	818	68.8%	769	80.9%
<b>By countries of operations</b>							
Malaysia	Number (%)	1,447	96.2%	1,096	92.2%	910	95.8%
Asia	Number (%)	33	2.2%	54	4.5%	25	2.6%
Europe	Number (%)	5	0.3%	11	0.9%	5	0.5%
North and South America	Number (%)	19	1.3%	28	2.4%	10	1.1%
<b>Average hiring cost</b>	USD	1,606	–	–	–	–	–
<b>Internal mobility</b>	Number	1,148	–	–	–	–	–
Female	Number (%)	259	22.6%	–	–	–	–
Male	Number (%)	889	77.4%	–	–	–	–
<b>Total seafarers' new hires</b>	Number	303		403		397	

	Unit	2022		2021		2020	
<b>TURNOVER</b>							
<b>Total shore turnover</b>	Number	795		598		435	
<b>By age group</b>							
30 and below	Number (%)	268	33.7%	222	37.1%	75	17.3%
31 - 50 years old	Number (%)	423	53.2%	276	46.2%	205	47.1%
Over 50 years old	Number (%)	104	13.1%	100	16.7%	155	35.6%
<b>By gender</b>							
Female	Number (%)	196	24.7%	127	21.2%	96	22.1%
Male	Number (%)	599	75.3%	471	78.8%	339	77.9%
<b>By countries of operations</b>							
Malaysia	Number (%)	719	90.4%	539	90.2%	396	91.0%
Africa	Number (%)	–	–	–	–	–	–
Asia	Number (%)	45	5.7%	28	4.7%	24	5.5%
Europe	Number (%)	7	0.9%	14	2.3%	3	0.7%
North and South America	Number (%)	24	3.0%	17	2.8%	12	2.8%
<b>Total seafarers' turnover</b>	Number	566		392		473	
<b>Total voluntary turnover</b>	Number	319		311		589	
<b>RATE OF ABSENTEEISM</b>							
<b>By age group</b>							
30 and below	Number (%)	141	46.1%	–	–	–	–
31 - 50 years old	Number (%)	137	44.8%	–	–	–	–
Over 50 years old	Number (%)	28	9.2%	–	–	–	–
<b>By gender</b>							
Female	Number (%)	2	0.7%	–	–	–	–
Male	Number (%)	304	99.3%	–	–	–	–
<b>SEAFARERS' THAT JOINED CORPORATE POSITION</b>							
	Number	2		7		6	
Female	Number	2		1		1	
Male	Number	–		6		5	

## PERFORMANCE DATA

	Unit	2022	2021	2020
<b>KEY TALENT DEVELOPMENT</b>				
<b>Average training hours - employee category</b>	Hours	24	–	–
Executive/Officers	Hours	28	26	21
- Female	Hours	35	–	–
- Male	Hours	26	–	–
Non-Executive/Ratings	Hours	19	19	13
- Female	Hours	23	–	–
- Male	Hours	19	–	–
<b>Number of training days</b>	Days	31,708	–	–
Female	Days	5,669	–	–
Male	Days	26,039	–	–
Percentage of employees trained		93%	–	–
Female	%	98%	–	–
Male	%	92%	–	–
<b>Total amount training invested</b>	USD (million)	17.9	14.8	11.3
Average amount invested per employee	USD	1,919	1,673	1,314
<b>PERFORMANCE MANAGEMENT</b>				
<b>Performance appraisal</b>	%	100%		
Female	%	12.9%		
Male	%	87.1%		

	Unit	2022		2021		2020	
<b>PARENTAL LEAVE</b>							
<b>Employees taking Parental Leave</b>	Number	157		163		142	
Female	Number (%)	49	31.2%	49	30.0%	46	32.4%
Male	Number (%)	108	68.8%	114	70.0%	96	67.6%
<b>Employees returned after Parental Leave ended</b>	Number	155		157		142	
Female	Number (%)	47	30.3%	43	27.4%	46	32.4%
Male	Number (%)	108	69.7%	114	72.6%	96	67.6%
<b>Employees who returned after Parental Leave ended, and still employed 12 months after return to work</b>	Number	150		155		138	
Female	Number (%)	44	29.3%	43	27.7%	43	31.2%
Male	Number (%)	106	70.7%	112	72.3%	95	68.8%
<b>EMPLOYEE ENGAGEMENT</b>							
<b>Employee engaged</b>	Number (%)	95%					
<b>UNIONISED EMPLOYEES</b>	Number (%)	1,302	13.9%	1,267	14.3%	1,326	15.4%
<b>Breakdown by countries of operations</b>							
Malaysia	Number (%)	364	28.0%	–	–	–	–
Singapore	Number (%)	–	0.0%	–	–	–	–
United Kingdom	Number (%)	–	0.0%	–	–	–	–
United States of America	Number (%)	–	0.0%	–	–	–	–
Japan	Number (%)	–	0.0%	–	–	–	–
Brazil	Number (%)	9	0.7%	–	–	–	–
Others:	Number (%)	929	71.4%	–	–	–	–

## PERFORMANCE DATA

## TRAINING AND AWARENESS CONDUCTED IN 2022

	Categories	Programme Name	Content Description	Number of Participant
1	Leadership Pathway – Leader+ Series	<ul style="list-style-type: none"> <li>Young Leaders Programme (YLP) for Executives</li> <li>Emerging Leaders Programme (ELP) for Managers</li> <li>Strategic Leaders Programme (SLP) for Senior Managers and General Managers</li> </ul>	<ul style="list-style-type: none"> <li>Leaders+ Series is a six-month accelerated development programme to equip MISC Group's Successors and High Potentials with new skills, experience and perspective. The programme helps them be impactful at work, close their gaps and increase their readiness to assume greater roles</li> <li>The programme is delivered through a blended approach that combines experiential and cognitive elements comprising of engaging lectures coupled with group work, exercises, case studies, simulations, role-play and action learning projects to provide a fully immersive learning experience</li> <li>The programmes sharpen participants' skillsets and increase their ability to solve challenges, and they are given access to faculty who shares thorough research and novel approaches to problem-solving</li> <li>The skills and knowledge gained from the programme will enhance learners' leadership competencies and promote the right behaviour, which will have a lasting impact on the teams they lead, communities they serve and the entire organisation</li> </ul>	YLP: 123 ELP: 411 SLP: 121
2	Leadership Pathway – Signature Series	<ul style="list-style-type: none"> <li>Executive Excellence Series (EES) for Non-Executives, Team Administrators and Secretaries</li> <li>Executive Development Series (EDS) for Executives</li> <li>Managers Foundation Series (MFS) for New Managers</li> <li>Managers Development Series (MDS) for Managers</li> <li>Senior Leaders Series (SLS) for Senior Managers and above</li> </ul>	<ul style="list-style-type: none"> <li>Signature series are one- to two years programme delivered through a blended approach that combines experiential and cognitive elements comprising of engaging lectures coupled with group work, exercises, case studies, simulations, role plays and action learning projects to provide a fully immersive learning experience</li> </ul>	EES: 104 EDS: 164 MFS: 105 MDS: 95 SLS: 22

	<b>Categories</b>	<b>Programme Name</b>	<b>Content Description</b>	<b>Number of Participant</b>
3	Other Leadership programmes	<ul style="list-style-type: none"> <li>• Online Leadership Programmes</li> <li>• Self-learning and e-learning content such as Harvard ManageMentor (HMM) and Skillsoft</li> <li>• Programmes such as Critical Thinking &amp; Problem Solving, Coaching, Crisis Management, Diversity, Learning Agility for the Future of Work, Becoming Agile</li> <li>• Eaglestar's Leadership Programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborated with external learning partners to convert the content of our leadership programmes into virtual platforms</li> <li>• Addressed mindset change, creative problem-solving and communication gaps</li> <li>• Developed the next generation of leaders for the organisation through a structured employee succession planning programme that supports workers by identifying gaps in their skillsets and conducting planned interventions to enhance their capabilities</li> </ul>	7,339
4	Functional and technical skills development	<ul style="list-style-type: none"> <li>• Oil and Gas Safety Passport</li> <li>• Professional Scrum Master</li> <li>• Project Management Essentials</li> <li>• Project Management Professional (PMP) Certification</li> <li>• Rotating Equipment Masterclass</li> <li>• First Aider training</li> </ul>	<ul style="list-style-type: none"> <li>• Addressed the specific needs of groups of employees, such as training engineering employees to support the Group's business expansion into the global market</li> </ul>	27,590