

SOCIAL - OUR PEOPLE

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OUR PEOPLE

At KLCCP Stapled Group, our key focus is to create a culture that shapes our people towards performance excellence, a dynamic environment that promotes diversity and inclusivity, with opportunities for holistic growth for our people to grow and build their careers, aligned to their unique needs and development abilities. Attracting the best of the millennials is also critical to us as their career aspirations and attitudes about work with knowledge of new technologies has changed the working landscape. In order for us to be able to retain and attract the best talents, we need to revolutionise our workplace.



SUPPORTING THE UNSDGs



MATERIAL MATTERS

1

Our People

2

Human Rights and Labour Practices

MAPPED TO OUR CAPITALS



RELATED PRINCIPAL RISKS

1

Human Capital



WHY IT MATTERS TO US

- Our people define the culture of the organisation and their diverse capabilities enable us to deliver quality outcomes and achieve business results
- We aim to be the Employer of Choice to be able to attract, nurture and retain the best talent in the industry

VALUES WE CREATE

- Greater inclusiveness towards talent retention
- More focused and engaged workforce making results matter
- Attitude and ability that enables employees to embrace technology, collaborate with others and work effectively in a modern, digital environment
- A purposeful workforce who are empowered, agile and enabled in a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) world

“We have a culture that values our people and offers mutual support contributing to a unique environment that gives meaning to employees’ work”

OUR APPROACH

Our employees stand guided by a strict compliance to CoBE without any compromise to the organisation’s integrity. At KLCCP Stapled Group, we embrace the Cultural Beliefs which unleash potential in our employees to deliver excellent results. We believe human capital is fundamental for us and we are guided by a high performance culture based on meritocracy, performance and delivery, subscribing to our KLCC Shared Values of Innovative, Cohesiveness, Loyalty, Integrity, and Professionalism, which are reflected in our daily work practices. Our Human Resource policies adhere to the strict guidelines on non-discrimination and fairness.

We are committed to provide opportunities and nurture local talent by promoting talent retention within the organisation and ensure that employees make the best of our organisation. KLCCP Stapled Group strongly believes in investing in training and development initiatives as this leads our organisation towards gaining competitive advantage for future growth and success. Our retail and hotel, Suria KLCC and MOKL Hotel have their own structured approach in enhancing the capabilities of employees within their respective areas. We also proactively engage with our employees through various avenues focusing on their well-being, performances, results and recognition.



FOCUS FOR THE YEAR

- Revised succession management evaluation criteria to be more stringent in selection of qualified and competent talent for business sustainability
- Upskilling of employees towards digital mindset to remain relevant with the evolving needs of the industry and workplace
- Enhancing employee benefits to meet their needs and provide flexibility and supportive work environment

OUR 5-YEAR TARGET [2019-2023]



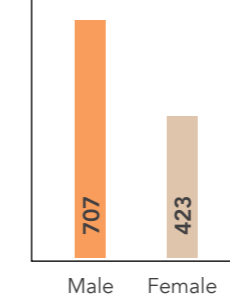
Equality, Diversity and Inclusion

We view equality, diversity and inclusion within our workplace as business imperative and continuously strive to provide equal opportunity in recruitment, career development, promotion, training and reward for all employees regardless of age, gender, race, religion, sexual orientation or disability. As at 2019, KLCCP Stapled Group has a total of 1,130 employees out of which 94% of our workforce constitute permanent employees. Contract employees are still hired based on their specific skills for certain projects for a particular duration.

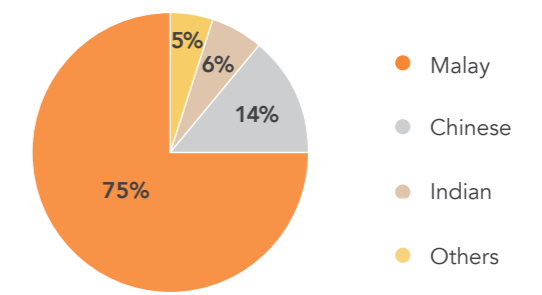
Age Profile

Age	2019
Below 30	353
30 – 39	346
40 – 49	273
50 – 59	155
60 above	3

Workforce Diversity



Ethnicity



* We also provide fair employment opportunities for the disabled and as at 2019, KLCCP Stapled Group has two disabled employees.

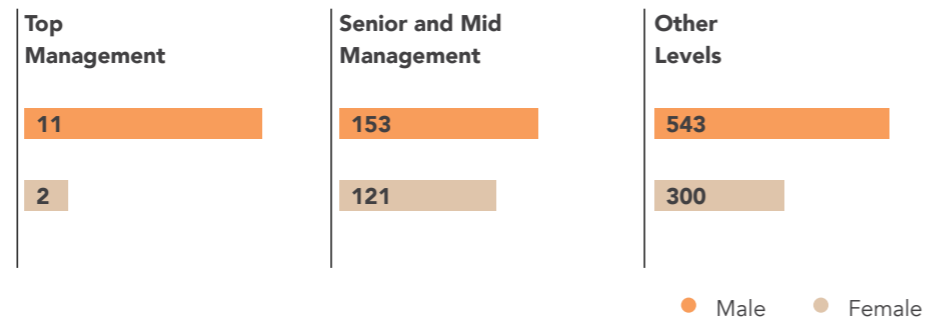
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Women Empowerment

As part of the Government's initiatives, Malaysia has made significant progress in the past years in increasing the number of women in the workforce and in leadership roles to enhance the contribution of women to Malaysia's economy and promote inclusiveness in the workforce. At KLCCP Stapled Group, we create diverse opportunities to empower women to be at the forefront and take leadership positions. To-date, 43% of our senior management leaders are women.



Skills and Capability Development

Skills and capability development is another focused area which we take pride in. We nurture talents through focused and strategic training, giving every employee the opportunity to learn and grow to build their careers while following their passion. We groom and grow our internal talents by setting high standards of expectations and encourage employees to take personal ownership of their careers, reinforced through the 70:20:10 learning philosophy wherein 70% is experiential learning, 20% through coaching, mentoring and networking while the 10% is through formal classroom training. In 2019, we invested RM1.8million on learning and development which saw 94% of employees undergoing training programmes that were planned for the year with an average of 35 hours per employee. This saw a total of 137 training programmes provided by the Group.

INITIATIVES FOR THE YEAR	DETAILS AND BENEFITS
KLCC Group Elite Leadership Programme (KELPRO)	<ul style="list-style-type: none"> 2019 focused on looking out for junior employees who are high performers with high potential of becoming future leaders in the organisation Talents are subjected to a 1.5 year programme to prepare themselves to take up future leadership roles The first batch will see their accomplishment of this programme in 2020 with three modules left to be completed
Leadership Programme Strategic, Tactical and Managerial Excellence Programme	<ul style="list-style-type: none"> There were three leadership programmes designed for managerial levels and above with the objective of training them to perform their roles effectively: <ol style="list-style-type: none"> Strategic Excellence Programme – tailored for General Managers and above focusing on strategic thinking in developing vision for value creation Tactical Excellence Programme – tailored for Senior Managers to deliver tactical performance by gaining new knowledge and critical skills in the areas of human leadership and business leadership Managerial Excellence Programme – designed for Managers to review their management style, explore the latest thinking and models for effective management and leadership, and develop their skills to become excellent in their role

INITIATIVES FOR THE YEAR	DETAILS AND BENEFITS
Leadership Programme "Move Up" and "Move Forward" Development Programme at MOKL Hotel	<ul style="list-style-type: none"> "Move Up" Development Programme <ol style="list-style-type: none"> Designed for supervisors and junior managers to assist in building competencies, achieving goals and development of leadership skills This programme consists of eight modules and conducted yearly. In 2019, 24 employees completed the programme "Move Forward" Development Programme <ol style="list-style-type: none"> Designed for experienced managers to further enhance their business skills and leadership qualities This one year programme is conducted regionally and only one employee was sent for this programme who had successfully completed it
KLCC Student Internship Programme	<ul style="list-style-type: none"> We partner with local tertiary education institutions to offer student internship opportunities for students interested in the real estate sector In 2019, there were 20 interns assigned to various departments within the organisation
Human Rights training for hotel management employees	<ul style="list-style-type: none"> All employees attended training on human rights through the Code of Conduct training which covers: <ol style="list-style-type: none"> Right to be heard Fair treatment No discrimination Avenue to raise issues Right for learning and development
MOKL Hotel partnership for Student Employment Programme	<ul style="list-style-type: none"> Established partnership with Taylor's University in its Student Employment Programme which aims to enhance the opportunities available to top students of Taylor's University School of Hospitality, Tourism and Culinary Arts Endorsed a cohort of 12 students who were trained, groomed and put through the process of familiarisation with the Group's vision, mission, Legendary Quality Experience and its guiding principles throughout the duration of their 2-year Bachelor Degree programme Under this programme, 5 students were absorbed into employment at supervisory level
MOKL Hotel Student Internship Programme	<ul style="list-style-type: none"> Collaborated with other higher learning institutions such as KDU College & University, Berjaya College & University, and Kolej University Tunku Abdul Rahman. The students were trained to learn from practical work experience in areas related to their specialisation In 2019, MOKL Hotel recruited 12 students who have shown outstanding performance during their internship training
On-the-job training and Group Training Techniques for hotel employees	<ul style="list-style-type: none"> Enhance the department trainer's skills in order for them to conduct training according to the hotel standards Trainings are conducted in two categories: <ol style="list-style-type: none"> Generic Quality Trainings – Culture, Customer Service, Integrated Management System and Standard Operating Procedure Fire, Life, Health, Safety, Security and Environment trainings – Occupational Safety, Emergency Response, Food Handling, Wellness and Business Continuity Management
Suria KLCC Marketing and Leasing Certification Programme	<ul style="list-style-type: none"> Designed to elevate the level of professionalism for mall management Expands knowledge, skills and offers a series of introductory and advanced learning sessions from experienced mall practitioners which covers the fundamentals of mall management and comprehensive course materials, case studies and interaction sessions
Industrial Relations Conference 2019 for Suria KLCC	<ul style="list-style-type: none"> Conference held in relation to Industrial, Employment and Labour Law Equipped Human Resource professionals with the latest development in the fields of Industrial Law and Human Resource practices
Halal Internal Auditing (HIA) Workshop for Suria KLCC	<ul style="list-style-type: none"> Described the requirements of halal certification and Malaysia Halal Standards Enhanced the Halal knowledge and competencies for employees to be able to conduct the internal halal audit programme within the organisation in obtaining and maintaining halal certification from the authority
e-Learning through Harvard ManageMentor (HMM) digital platform	<ul style="list-style-type: none"> In 2019, we introduced a self-directed learning platform through Harvard Manage Mentor which includes 41 topics covering areas such as strategic thinking, business plan development, writing skills, customer focus, presentation skills, and marketing essentials Each online topic includes practical advice and tools required and they are all interactive exercises with expert commentary and real-life examples for better learning and understanding

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KLCC Group's Family Carnival and Property Games promote togetherness and work-life balance among employees

Talent Management

At KLCCP Stapled Group, we see the recruitment, promotion and retention of young talents as a key strategic enabler which underpin the success of the organisation in its future growth. We have a robust talent management system in place which is a 5-year Talent Strategy Blueprint, Talent Management Programmes and a Succession Planning Strategy. Our Talent Strategy Blueprint outlines strategies to attract, retain and develop talents, spanning a 5-year horizon. Anchoring on the theme of Right Talent, Right Leader and Right Environment, talents are managed from hire to retire. We recognise that a systematic approach is necessary in ensuring leadership continuity. Hence, we constantly strengthen our performance management system, engage our high-performing employees to set stretched key performance targets and assume bigger roles and responsibilities.

TALENT STRATEGY BLUEPRINT



Our Human Resource Planning and Development Committee (HRPDC) continuously reviews our succession planning strategy on an annual basis to identify and develop high potential employees to ensure sufficient talent pool for future succession and leadership needs. In 2019, we revised our succession management evaluation criteria to be more stringent to maintain an effective succession plan for key positions and critical portfolios in order to enhance and retain qualified and competent talents for business sustainability.

Workforce Engagement

Having an engaged and passionate workforce is crucial to the success of any organisation. At KLCCP Stapled Group, we enrich our employees through work-life balance, building a workforce that embraces our Cultural Beliefs in delivering performance. We are proud to have achieved an attrition rate of 5.3% compared to the property and development industry average of 12%. This is reflective of the trust the employees have in our organisation and for providing them a workplace that inspires.

	INITIATIVES FOR THE YEAR	DETAILS AND BENEFITS
EMPLOYEE ENGAGEMENT	CEO Townhall	<ul style="list-style-type: none"> An avenue for communicating the company's performance and plans for the future and addressing employees' concerns
	KLCC Group Annual Dinner and Long Service Awards	<ul style="list-style-type: none"> Employees' loyalty and contribution to the organisation are recognised and appreciated There were seven new awards categories introduced to recognise and appreciate employees' performance and contribution to the company
	KLCC Majlis Berbuka Puasa	<ul style="list-style-type: none"> Annual affair inculcating the spirit of sharing and giving amongst employees during the fasting month of Ramadhan
	KLCC Group Ladies Event	<ul style="list-style-type: none"> An inaugural event specially created for female employees Event focused on creating awareness on sexual harassment and workplace bullying Educated and empowered female employees on the art of self-defense and women's right in the workplace
	HR Showcase	<ul style="list-style-type: none"> Enlightened employees on services provided by HR and arranged a special room for employees to enquire work related matters or address any grievances or complaints There were booths in relation to health and wellness services via collaboration with AIA Vitality to increase awareness amongst employees
	Informative Talks/Forums	<ul style="list-style-type: none"> Provided insight on relevant topics and enrich discussion to acknowledge thoughtful ideas in the areas of technical, financials, personal development, economy, and real estate industry
	Division Away Day	<ul style="list-style-type: none"> Provided opportunity for employees to spend more time together, build trust, increase communication and encourage teamwork
	MOKL Hotel Round Table Conference	<ul style="list-style-type: none"> An avenue for employees (by department) to raise any issues relating to their challenges at work, general concerns or enquiries Issues raised in this conference will be recorded and tracked in the Master Improvement List and answered by the respective division heads
	MOKL Hotel Social Get Together Fund	<ul style="list-style-type: none"> Subsidy extended to all departments to enable employees to organise social outings or get-together to foster a better working relationship
EMPLOYEE WELLNESS	Blood Donation Campaign	<ul style="list-style-type: none"> A charity event held in collaboration with the National Blood Bank which also benefited employees' emotional health and physical wellbeing
	KLCC Group Family Carnival and Property Games	<ul style="list-style-type: none"> An annual event aimed at promoting togetherness amongst families and encourage sports development
	MESTIfit4Health Campaign	<ul style="list-style-type: none"> KPM initiated this one-year program with its launch held in February 2019 with the aim to keep KPM employees fit, healthy and at the same time reward them Initiatives for the year include: <ol style="list-style-type: none"> Zumba classes Awareness health program Fitness test Aerobic Badminton Intensive Exercise Program Some of the highlights of this program include rewards for the most active employees of the month and Monthly HSE News on MESTIfit4health They also organised KLCC Health Screening Day 2019 where basic tests were conducted during the event which include body mass index, blood pressure test and glucose level test In the end of the program, the winner was awarded a fitness watch
	MOKL Hotel Sports and Recreational Activities	<ul style="list-style-type: none"> Activities organised by external hotels and other organisations to promote wellness and social interaction Regular activities organised – volleyball, takraw, football, futsal, fishing, table tennis, snooker, paintball, bowling, badminton and KARAOKE challenge
	MO-Fit Program	<ul style="list-style-type: none"> Aimed at providing an avenue for all employees to participate in physical exercise activities after working hours

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HUMAN RIGHTS AND LABOUR PRACTICES

A strong commitment to human rights is an integral part of KLCCP Stapled Group's business etiquette. We demonstrate responsible workplace practices and fully comply with legislations on the welfare and rights of our employees as well as service providers at our project sites. Since human rights is paramount to us and in line with PETRONAS' best practice, KLCCP Stapled will be looking into adopting the PETRONAS' Human Rights Commitment in near future.

Responsible Employment

KLCCP Stapled Group is a performance-driven organisation, adopting fair and responsible employment practices. We abide by the Malaysian Labour Laws encompassing the Employment Act 1955 (ACT 265), Trade Union Act 1959 (ACT 262), Industrial Relation Act 1967 (ACT 177), amongst others, together with all related regulations and guidelines which promote fair and responsible employment practices. We offer fair and competitive remuneration packages based on employees' competencies and expected roles and responsibilities which are aligned to industry's best practices and market benchmarks with reviews conducted annually. This ensures our competitiveness in attracting talent for sustained growth.

In an effort to motivate and retain employees, KLCCP Stapled Group also emphasises on enhancing employee welfare and catering to the growing needs of our people. We believe offering benefits to our people is important because it shows them that we are investing in not only their needs and overall health, but also their future.

INITIATIVES FOR THE YEAR	DETAILS AND BENEFITS
Enhancement to Group Term Life Assurance	<ul style="list-style-type: none"> KLCCP Stapled Group increased the value of coverage for life insurance for all levels of employees to compensate their next-of-kin in the event the employee passes away
Flexible Work Arrangement for Pregnant Ladies	<ul style="list-style-type: none"> Female employees who are in advanced stage of pregnancies (seven months and above) are allowed to leave work an hour earlier than the prescribed working hours They will be entitled to overtime claim should the company request them to work in excess of their normal working hours This flexibility creates a working condition that does not put the pregnant employees or their babies' health at risk
Work Arrangement for Employee with Dependent affected by Contagious Diseases	<ul style="list-style-type: none"> Established a guideline on work arrangement for employee with dependent affected by contagious diseases – employee may opt to work from home, subject to superior's approval up to five working days per occasion This arrangement ensures other employees are safe from the contagious disease which can affect the company's business operations

Non-Discrimination

In Malaysia, the basic concept of equality is contained in the Federal Constitution which generally prohibits discrimination against a person or class of persons. Pursuant to our CoBE, we do not tolerate unlawful discrimination in the workplace or on the job. We aim to address any grievances or complaints amongst employees or third party fairly and effectively. The grievance mechanism that we have in place enables employees to raise issues such as dissatisfaction regarding conditions of employment, relationship with colleagues or supervisor, or discrimination.

In our efforts to establish fairness in the workplace, our employees can voice their grievances through multiple communication channels. Our HR team closely monitors any concerns and conducts an investigation with due process which may include disciplinary actions against employees with wrongful conduct, within the framework of local laws and practices, if necessary.

In 2019, there were no incidents and grievances of discrimination, child labour and forced labour reported in KLCCP Stapled Group.