

PROSPERITY

PLANET

PEOPLE AND PARTNERSHIP

PEACE

## OUR PEOPLE

Our people are the bedrock of our company, and through their dedication, passion and belief in our shared values, we deliver desired results. While this year was a tough year for the Group and the entire nation, we continue to keep our employees safe, connected and engaged.

**SUPPORTING THE UNSDGs**

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

**MATERIAL MATTERS**

Our People

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Human Rights and Labour Practices

**MAPPED TO OUR CAPITALS**

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**RELATED PRINCIPAL RISKS**

Human Capital

**5-YEAR SUSTAINABILITY ROADMAP (2019-2023)**

**Goal 2**

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



KLCC Parking Management's staff participated in the coral planting initiative in Langkawi island on 28 February 2020.

We elevated the robustness of our workforce to deliver superior performance against the challenges in pursuit of continued operational sustainability and making our workforce the capital driver for success. We remained focused on creating 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.

### Our Approach

The COVID-19 pandemic has presented our employees with many challenges which include difficulty juggling workload with home schooling responsibilities, internet connectivity, increased isolation and maintaining mental health. Supporting our people through this challenging period has been our focus during the year especially during the remote working period to support Government's effort in flattening the COVID-19 curve. Also, retaining employees' right mindset and motivation to remain working productively were keys to ensure performance was not jeopardised.

Despite these challenges, our employees stand guided by strict compliance to CoBE without any compromise to the organisation's integrity. We embrace the Cultural Beliefs which unleash potential in our employees to deliver excellent results. At KLCCP Stapled Group, we believe human capital is fundamental for us and we are guided by a high-performance culture based on meritocracy and performance, subscribing to our KLCC Shared Values, while our Human Resource policies adhere to the strict guidelines on non-discrimination and fairness.

We are also 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 workforce through various avenues focusing on employees' well-being, performances, results and recognition.

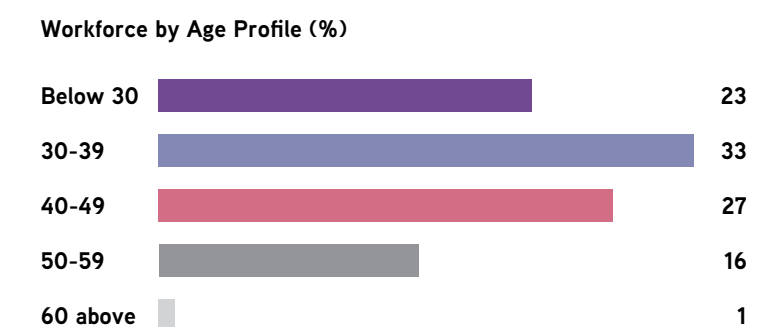
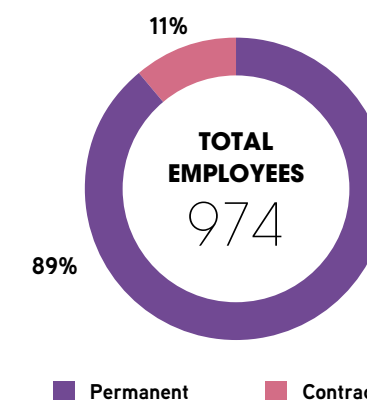
**FOCUS FOR THE YEAR**

- Safety, health and emotional wellbeing of our people throughout the COVID-19 pandemic
- Strengthening succession planning to ensure leadership continuity for business sustainability
- Implementation of leadership development programs to groom leaders to take up their roles effectively
- Transforming digital native mindset amongst the employees to face new realities with the evolving needs of the industry and workplace

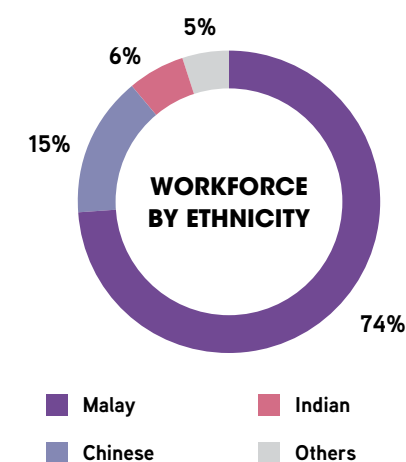
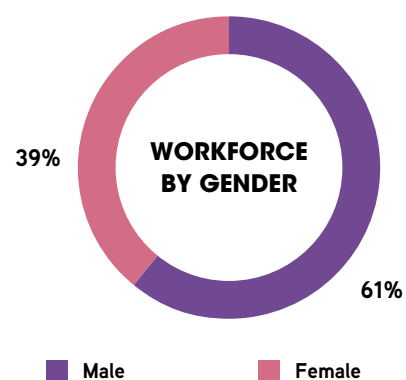
### Equality, Diversity and Inclusion

Our approach to equality, diversity and inclusion within our workplace allows us to harness different perspectives from different group of people for better decision-making, as well as providing access to the widest pool of available talent. Our people are from different cultural and ethnic backgrounds, and we aim to build a diverse workforce that reflects our stakeholders.

We 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. We also regularly monitor and adjust our processes, practices, policies and programs to ensure workplace gender equality is maintained at all levels of the business.



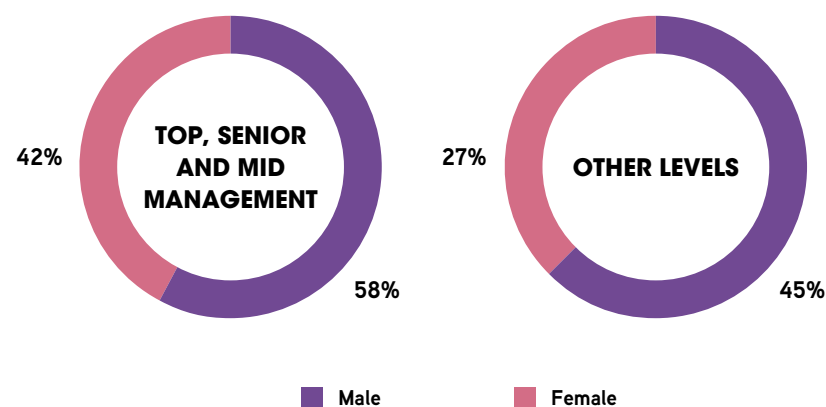




2  
DISABLED  
EMPLOYEES

**Women Empowerment**

KLCCP Stapled Group is committed to provide equal employment opportunities and practices merit-based promotion regardless of gender. Though our employee population is mainly male dominated with a 61% to 39% female ratio, there is still continuous efforts to balance the gender diversity within the organisation. We also create diverse opportunities to empower our women to be at the forefront and take leadership positions. As at December 2020 we have 42% of women in management positions.



**Skills and Capability Development**

While keeping our employees safe and connected throughout the year, we continued to unleash the power of our people through continuous learning experiences both virtually and physically where need be. 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.

- INVESTED RM3.3 mil ON STAFF LEARNING AND DEVELOPMENT**
- 75% EMPLOYEES UNDERWENT TRAINING PROGRAMMES**
- AVERAGE OF 26 hours of Training Programmes PER EMPLOYEE**

*Initiatives for the Year*

TRAINING PROGRAMME	DETAILS AND BENEFITS
KLCC Group Emerging Leadership Program (KELPRO 2.0)	<ul style="list-style-type: none"> <li>Focused on junior high performers with high potential of becoming future leaders who are subjected to a 12-month program</li> <li>This KELPRO 2.0 introduction program consist of 25 talents who are in the first batch of training</li> </ul>
Leadership Program	<ul style="list-style-type: none"> <li>Three leadership programs designed for managerial levels and above – Strategic Excellence Program, Tactical Excellence Program and Managerial Excellence Program</li> <li>MOKL Hotel’s “Move Up” and “Move Forward” Development Program - Designed for supervisors, junior managers and experienced managers to assist in building competencies, development and enhancement of leadership and business skills</li> </ul>
KLCC Student Internship Programme	<ul style="list-style-type: none"> <li>We partnered with local tertiary education institutions to offer students internship opportunities in the real estate sector</li> <li>In 2020, there were 16 interns assigned to various departments within the organisation</li> </ul>
Virtual Classroom	<ul style="list-style-type: none"> <li>New solution for all employees to effectively undergo trainings during the lockdown period</li> <li>Training topics covered include creating dashboard with excel masterclass and data visualisation for business reporting</li> </ul>
e-Learning through Harvard ManageMentor (HMM) digital platform	<ul style="list-style-type: none"> <li>Self-directed learning platform through Harvard ManageMentor which includes 41 topics covering areas such as strategic thinking, business plan development, writing skills, customer focus, presentation skills, and marketing essentials</li> <li>This e-learning was made mandatory via every employees’ Key Performance Indicator (KPI) as physical learning and seminars were limited due to the COVID-19 pandemic</li> <li>100% of employees utilised this e-learning platform for the year 2020</li> </ul>
“Move In” Orientation Programme	<ul style="list-style-type: none"> <li>MOKL Hotel’s programme which introduces new employees to its unique company culture and oriental heritage</li> <li>This year, our hotel included ‘We Care’ programme sharing which consist of awareness on COVID-19, control measures, and adapting to the new normal</li> </ul>
Human Rights Training for Hotel Management Employees	<ul style="list-style-type: none"> <li>All employees attended training on human rights through the Code of Conduct training</li> <li>Areas covered were the right to be heard, fair treatment, no discrimination and others</li> </ul>
MOKL Hotel Partnership for Student Employment Programme	<ul style="list-style-type: none"> <li>Established partnership with Taylor’s University in its Student Employment Programme which aims to enhance the opportunities available for top students of Taylor’s University School of Hospitality, Tourism and Culinary Arts</li> <li>Under this programme, 12 students were absorbed into employment at supervisory level</li> </ul>

Initiatives for the Year (cont'd)

TRAINING PROGRAMME	DETAILS AND BENEFITS
On-the-Job Training and Group Training Techniques for MOKL Hotel employees	<ul style="list-style-type: none"> <li>Enhance the department trainer’s skills in order for them to conduct training according to the hotel standards</li> <li>Trainings were conducted in two categories:                             <ol style="list-style-type: none"> <li>Generic Quality Trainings – Culture, Customer Service, Leadership, Integrated Management System and Standard Operating Procedure</li> <li>Fire, Life, Health, Safety, Security and Environment trainings – Occupational Safety, Emergency Response, Food Handling, Spa and Wellness and Business Continuity Management</li> </ol> </li> </ul>
Harrison Assessment for Suria KLCC	<ul style="list-style-type: none"> <li>A cloud-based technology that provides predictive analytics for coaching and better understanding of candidates and employees to improve the business performance</li> <li>The organisational analytics solution enables one to inspire a culture of engagement, retain key talent, and build the behavioral competence that drives high performance</li> <li>It has online interactive dashboards for Engagement and Behavioral Competencies which allow the employer to analyse groups by department, team, or manager using customisable tags</li> </ul>

Talent Management

Our people strategy continues to focus on attracting, retaining and inspiring our people to make a significant impact within our organisation. We see the recruitment, promotion and retention of young talents as key strategy and thus our talents are managed from hire to retire. We ensure leadership continuity hence, we constantly strengthen our performance management system, engage our high-performing employees to set stretched key performance targets to assume bigger roles and responsibilities.

In 2020, we intensified the succession planning to realign critical position successors to enhance and retain qualified and competent talent for business sustainability. Our Group Human Resource Division also refreshed the Capability Development Working Committee with new members to steer organisational capability development and review capability inventory and standards to set the benchmark and thresholds. To keep employees motivated, we reward them based on merit and performances, taking into account the challenges faced and efforts put in. They are rewarded based on individual performance and participation in company events, recognising outstanding Business Units or Divisions and appreciating the retirees and long serving employees.

Workforce Engagement

Maintaining employee engagement and productivity during these challenging times is utmost important to our overall performance. As we always put our people first, particularly this year, we focused on the health and emotional wellbeing of our people by ensuring consistent communication and remaining close to their needs and concerns.

Our employee engagement programs have created a conducive work environment for our people whom we consider our greatest asset. We engage and enrich our employees through work-life balance, building a workforce that embraces our Cultural Beliefs in delivering performance. This has resulted in an improved Employee Satisfaction score of 64% compared to 62% in 2019. We are also proud to have achieved an attrition rate of 4% compared to the property and development industry average of 9%. This is reflective of the trust the employees have in our organisation for providing them a workplace that cares and inspires.

Initiatives for the Year

	INITIATIVES	DETAILS AND BENEFITS
EMPLOYEE ENGAGEMENT	Virtual CEO Townhall	<ul style="list-style-type: none"> <li>An avenue for communicating the company’s performance and plans for the future and addressing employees’ concerns</li> <li>This year, our CEO connected and engaged with all employees virtually where he shared how our company was navigating through these unprecedented times and addressed employees’ queries and concerns</li> </ul>
	MOKL Hotel Round Table Conference	<ul style="list-style-type: none"> <li>An avenue for employees (by department) to raise any issues relating to their challenges at work, general concerns or enquiries</li> <li>Issues raised in this conference were recorded and tracked in the Master Improvement List and addressed by the respective division heads</li> </ul>
	Hi-Tea with MOKL Hotel General Manager	<ul style="list-style-type: none"> <li>A special Hi-Tea session was organised to celebrate the winners of “Colleagues and Leaders of the Month” – to honour those employees/Management team for specific accomplishments, characteristics, and core values</li> </ul>
EMPLOYEE WELLNESS	Blood Donation Campaign	<ul style="list-style-type: none"> <li>A charity event held in collaboration with the National Blood Bank which also benefit employees’ emotional health and physical wellbeing</li> <li>This year, donors were required to follow the Ministry of Health’s Blood Donation SOP in light of the pandemic and new norm</li> </ul>
	Naluri App for Mental and Physical Health Support during COVID-19	<ul style="list-style-type: none"> <li>Leveraged PETRONAS’ initiatives of collaborating with Naluri, a pioneer digital therapeutics solution that helps people manage their stress during these trying times</li> </ul>
	Employee Assistance Programme via Turning Point Integrated Wellness Centre	<ul style="list-style-type: none"> <li>A consultation avenue for employees who are overwhelmed with work/new norm, stressed or need to speak to someone</li> <li>Turning Point Integrated Wellness Centre consist of psychological and wellness professionals, specialised in creating psychological wellbeing and vitality for individual, family, workplace and community</li> </ul>
	Virtual Fitness Sessions	<ul style="list-style-type: none"> <li>Virtual Dance Cardio with Hip Hop Cardio instructor – a virtual cardio workout session meant to sweat and have fun at the same time</li> <li>Low Intensity Home Workout – virtual workout sessions under the MESTI/fit4Health Campaign which was held every Friday before Iftar during the fasting month</li> </ul>



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**New Ways of Working**

COVID-19 has required many companies including us to rapidly embrace new ways of working to adapt to the 'new normal'. As an employer that cares, KLCCP Stapled Group invested RM2.3 million in the roll out of the Microsoft 365 services which came just in time for all employees to transition smoothly to the new remote and virtual ways of working. To ensure the pandemic does not put a stop for continuous learning, we engaged all our people through virtual learning platforms.

In ensuring the safety of our people, we provided mandatory COVID-19 screening for all employees prior to returning to work in office. We practiced flexible work arrangement by providing flexible clock in and clock out time to stagger the crowd into office. We also provided weekly supply of face masks, face shields and hand sanitiser for employees.

There was continued implementation for social distancing within the work cubicles, common areas, lifts and meeting rooms as an effective way to help reduce the risk of exposure to COVID-19. All large meetings or events held were required to undergo risk assessment to assess COVID-19 risk on a case to case basis prior to the event.

**Initiatives for the Year (cont'd)**

INITIATIVES	DETAILS AND BENEFITS
EMPLOYEE WELLNESS (CONT'D)	<p><b>MOKL Hotel Wellness Engagement Programme – MOFIT 2020</b></p> <ul style="list-style-type: none"> <li>An avenue for all MOKL Hotel employees to participate in physical exercise and other engagement programmes after working hours which included:                             <ul style="list-style-type: none"> <li>- Sun Salutation Yoga</li> <li>- Body Toning Circuit Training</li> <li>- Run at KLCC Park</li> <li>- Evening Walk to Saloma Bridge</li> <li>- Painting and Macrame Workshops</li> <li>- Cooking Classes</li> </ul> </li> <li>Objective is to contribute towards building a healthy, productive work life balance, whilst making MOKL Hotel a great place to work</li> </ul>
	<p><b>MOKL Hotel Sports and Recreational Activities</b></p> <ul style="list-style-type: none"> <li>MOKL Hotel formed an in-house committee to organise social and recreational activities for its employees</li> <li>This year, many activities were canceled and only few took place which included:                             <ul style="list-style-type: none"> <li>- E-Sports FIFA 20 Tournament</li> <li>- Inter-Department Sepak Takraw</li> <li>- Inter-Department Bowling Tournament</li> </ul> </li> </ul>

**Job Security**

The COVID-19 pandemic has affected the livelihood of thousands across the country. Many companies had to retrench and lay off their employees ever since the MCO took place. Understanding that retrenchment and unexpected loss of income can cause a great deal of financial and emotional stress to our employees, KLCCP Stapled Group valued our people, and kept the organisation intact by not laying off any employees during the year. Despite the immediate transition to work from home, we ensured every employee received their monthly salary ensuring their job was not at stake. We also compensated employees with a one-off payment to cover working from home work related expenses amounting to over RM70,000.

**HUMAN RIGHTS AND LABOUR PRACTICES**

Since human rights and labour practices are paramount to us, we demonstrated responsible workplace practices and fully comply with the Malaysian legislations on the welfare and rights of our employees as well as service providers at our project sites. Towards enhancing our Human Rights Commitment, we intend to form a committee to identify relevant focus areas and establish applicable guidelines on Social Risk Assessment, Human Rights Due Diligence and Grievance Mechanism in line with PETRONAS' Human Rights Commitment.

**Responsible Employment**

KLCCP Stapled Group adopts fair and responsible employment practices while abiding to the Malaysian Labour Laws encompassing the Employment Act 1955, Trade Union Act 1959, Industrial Relation Act 1967, amongst others, together with all related regulations and guidelines which promote fair and responsible employment practices. Our remuneration practices comply with Malaysia's Minimum Wage regulation and overtime compensation in accordance with the Employment Act which are also aligned to industry's best practices and market benchmarks, with reviews conducted annually.

KLCCP Stapled Group does not condone any act of forced or child labour and supports the laws to prevent and punish the crime of children exploitation and will cooperate with the authorities to address any such instances of which our organisation becomes aware.

**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 Code of Conduct and Business Ethics, we do not tolerate unlawful discrimination in the workplace or on the job. We aim to address any grievance 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 order to minimise conflict situation and resolve the grievances as equitably as possible, our employees can voice their grievances through multiple communication channels such as via the HR Careline, submission of official grievance form or even through face to face conversation with a HR representative. When a grievance report is filed, our HR team will closely monitor any concerns and conduct an investigation with due process which may include disciplinary actions within the framework of local laws and practices, if necessary.

In 2020, there were no incidents and grievances of discrimination, child labour and forced labour reported in KLCCP Stapled Group.