



HUMAN CAPITAL

Our Commitment

TO CONTINUOUSLY CREATE AND SUSTAIN AN ENGAGED WORK CULTURE THAT ATTRACTS, RETAINS, AND MOTIVATES OUR EMPLOYEES.

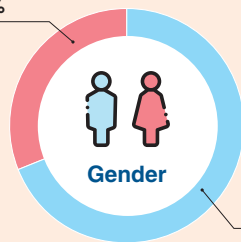


WORKFORCE PROFILE

TOTAL NO. OF EMPLOYEES AT BOUSTEAD GROUP IN 2019

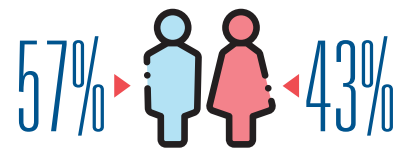
18,089

Female 31%



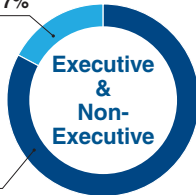
Male 69%

GENDER COMPOSITION OF BOARD OF DIRECTORS OF BOUSTEAD HOLDINGS BERHAD IN 2019



Nationality

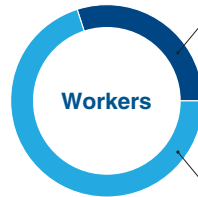
Non-Malaysian 17%



Malaysian 83%

Executive & Non-Executive

Malaysian 30%



Non-Malaysian 70%

Workers

Note:

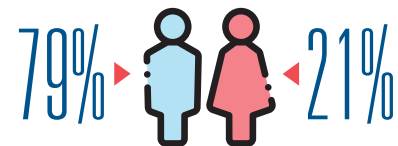
Non-Malaysian employees for Executive and Non-Executive levels consist of:

1. Local Indonesians (Pharmaniaga): 1,459
2. Others (e.g. UNM): 111

Note:

Workers are primarily employed in Plantation Division

GENDER COMPOSITION OF SENIOR MANAGEMENT TEAM OF BOUSTEAD GROUP IN 2019



Our Progress in 2019

GROWING OUR TALENT

At Boustead Holdings Berhad, a Talent Committee was established as a platform to discuss human capital issues and promote greater ownership and accountability to the leaders in managing talent. The Committee, which is chaired by the Managing Director looks into matters of succession planning, leadership and talent development programmes, talent mobility and promotion, as well as employee performance management, amongst others.

In 2019, we have developed succession plans for identified critical positions in our organisation to ensure seamless transition and uninterrupted operations.

We have further enhanced the training and development suite offered to our employees. The programmes offered were designed based on our needs, business goals and direction, as well as specific job requirements. Examples of internal training and development opportunities offered include the following:

- Corporate induction for executives and non-executives
- Leadership programme
- Upskilling programme
- Modular development programme
- Continuous Learning programme

TOTAL AMOUNT SPENT FOR TRAINING & DEVELOPMENT IN 2019

RM5.2 Million

TOTAL NO. OF HOURS SPENT ON TRAINING & DEVELOPMENT IN 2019

172,959 Hours

Our Progress in 2019

ATTRACTING AND RETAINING TALENT

The Group recognises the importance of retaining current employees and attracting new hires for our continuous growth. Hence, we are committed to fair and competitive compensation through attractive benefits and fair performance and career development reviews, where we consequently reward our employees for their contributions through increments, bonuses and promotions.

To further strengthen employee relations, we conducted various employee engagement activities in 2019, including:

- Mini townhall session with the Managing Director
- Improving camaraderie through teambuilding programmes
- Long Service Award
- Sports and recreational activities through Kelab Sukan Boustead
- Employee Wellness Programmes



UPHOLDING THE RIGHTS OF OUR EMPLOYEES

We respect and defend the rights of all personnel, including our migrant workers, by abiding both universal and national labour laws. Our commitment to fair labour practices is manifested in our Sustainability Policy as well as the Group's Code of Ethics and Conduct (CoEC) which addresses workplace bullying, sexual harassment as well as whistleblowing, amongst others.



**ZERO INCIDENTS
OF CHILD AND
FORCED
LABOUR IN 2019**

We continued to engage with various unions present in the Group operations, who are our key stakeholders. This is done to understand and appropriately address the concerns and grievances for our employees.

Our Plantation Division has further solidified the commitment towards respecting and supporting labour rights through the adoption of No Deforestation, No Peat, No Exploitation (NDPE) Policy in 2019.

The commitment also sees the Division progressively upgrading the workers standard housing for its foreign workers on top of other facilities, to ensure living conditions remain comfortable. We employ ethical recruitment practices to prevent human trafficking and protect the employees rights, including by introducing a one-stop centre under Foreign Workers' Unit to manage the matters.

Moving Forward

- To further strengthen the implementation of our policies to protect the rights of all employees.
- To implement a talent management and succession planning framework.
- To further embrace and embed the culture of diversity and inclusion amongst our employees, for a better workplace.

BHB Sustainability Report 2019 p.35-42 