

SOCIAL PILLAR – TALENT EXCELLENCE							
	Unit	2021		2020		2019	
Total employees	Number	8,851		8,632		8,839	
EMPLOYEES BY LOCATION (SEA/SHORE) AND GENDER							
Sea	Number (%)	4,516	51.0%	4,348	50.4%	4,947	56.0%
Shore	Number (%)	4,335	49.0%	4,284	49.6%	3,892	44.0%
FEMALE EMPLOYEES	Number (%)	1,178	13.3%	1,126	13.0%	1,105	12.5%
Sea	Number (%)	59	5.0%	59	5.2%	107	9.7%
Shore	Number (%)	1,119	95.0%	1,067	94.8%	998	90.3%
MALE EMPLOYEES	Number (%)	7,673	86.7%	7,506	87.0%	7,734	87.5%
Sea	Number (%)	4,457	58.1%	4,289	57.1%	4,840	62.6%
Shore	Number (%)	3,216	41.9%	3,217	42.9%	2,894	37.4%
EMPLOYEE AGE GROUP							
30 and below	number (%)	2,069	23.4%	2,097	24.3%	2,741	31.0%
31 - 50 years old	number (%)	5,731	64.7%	5,501	63.7%	5,046	57.1%
Over 50 years old	number (%)	1,051	11.9%	1,034	12.0%	1,052	11.9%
EMPLOYMENT POSITION BY GENDER							
SENIOR LEADERSHIP	number (%)	108	1.2%	102	1.2%	99	1.1%
Female	number (%)	18	16.7%	16	15.7%	16	16.2%
Male	number (%)	90	83.3%	86	84.3%	83	83.8%
MIDDLE MANAGEMENT	number (%)	861	9.7%	828	9.6%	734	8.3%
Female	number (%)	208	24.2%	200	24.2%	173	23.6%
Male	number (%)	653	75.8%	628	75.8%	561	76.4%
EXECUTIVES/OFFICERS	number (%)	4,188	47.4%	4,004	46.4%	4,206	45.6%
Female	number (%)	637	15.2%	594	14.8%	554	13.8%
Male	number (%)	3,551	84.8%	3,410	85.2%	3,472	86.2%
NON-EXECUTIVES/RATINGS	number (%)	3,694	41.7%	3,698	42.8%	3,980	45.0%
Female	number (%)	320	8.7%	322	8.7%	360	9.0%
Male	number (%)	3,374	91.3%	3,376	91.3%	3,620	90.9%

PERFORMANCE DATA

	Unit	2021		2020		2019	
EMPLOYEE BASIC SALARY BY GENDER (MALE:FEMALE)	ratio	1.3 :1		1.2:1		1.3:1	
EMPLOYEE WITH DISABILITY							
Female	number (%)	-	-	-	-	-	-
Male	number (%)	3	0.03%	3	0.03%	3	0.03%
EMPLOYEE BY COUNTRIES OF OPERATIONS (SHORE EMPLOYEES ONLY)							
Malaysia	number (%)	3,998	92.2%	3,941	92.0%	3,532	90.8%
Asia	number (%)	217	5.0%	215	5.0%	204	5.2%
Europe	number (%)	29	0.7%	34	0.8%	37	1.0%
Middle East	number (%)	1	0.0%	2	0.0%	2	0.0%
North and South America	number (%)	90	2.1%	92	2.2%	117	3.0%
NATIONALITY							
Malaysian	number (%)	5,894	66.6%	5,674	65.7%	5,755	65.1%
Non-Malaysian	number (%)	2,957	33.4%	2,958	34.3%	3,084	34.9%
EMPLOYMENT TYPE							
Permanent	number (%)	5,894	66.6%	5,674	65.7%	5,755	65.1%
Contract and third party	number (%)	2,957	33.4%	2,958	34.3%	3,084	34.9%
NEW HIRES							
TOTAL SHORE NEW HIRES		1,189		950		772	
BY AGE GROUP	number (%)						
30 and below	number (%)	294	24.7%	393	41.4%	277	35.8%
31 – 50 years old	number (%)	776	65.3%	498	52.4%	439	56.9%
Over 50 years old	number (%)	119	10.0%	59	6.2%	56	7.3%
BY GENDER	number (%)						
Female	number (%)	371	31.2%	181	19.1%	213	27.6%
Male	number (%)	818	68.8%	769	80.9%	559	72.4%
BY COUNTRIES OF OPERATIONS	number (%)						
Malaysia	number (%)	1,096	92.2%	910	95.8%	711	92.1%
Asia	number (%)	54	4.5%	25	2.6%	33	4.3%
Europe	number (%)	11	0.9%	5	0.5%	5	0.6%
North and South America	number (%)	28	2.4%	10	1.1%	21	2.7%
Others	number (%)	-	-	-	-	2	0.3%
TOTAL SEAFARERS' NEW HIRES		403		397		144	

	Unit	2021		2020		2019	
TURNOVER							
TOTAL SHORE TURNOVER		598		435		378	
BY AGE GROUP	number (%)						
30 and below	number (%)	222	37.1%	75	17.3%	101	26.7%
31 – 50 years old	number (%)	276	46.2%	205	47.1%	204	54.0%
Over 50 years old	number (%)	100	16.7%	155	35.6%	73	19.3%
BY GENDER	number (%)						
Female	number (%)	127	21.2%	96	22.1%	104	27.5%
Male	number (%)	471	78.8%	339	77.9%	274	72.5%
BY COUNTRIES OF OPERATIONS	number (%)						
Malaysia	number (%)	539	90.2%	396	91.0%	320	84.7%
Asia	number (%)	28	4.7%	24	5.5%	38	10.0%
Europe	number (%)	14	2.3%	3	0.7%	6	1.6%
North and South America	number (%)	17	2.8%	12	2.8%	14	3.7%
TOTAL SEAFARERS TURNOVER		392		473		492	
TOTAL VOLUNTARY TURNOVER		311		589		366	
SEAFARERS' THAT JOINED CORPORATE POSITION		7		6		9	
Female	number	1		1		3	
Male	number	6		5		6	
TOTAL TRAINING HOURS							
AVERAGE TRAINING HOURS - EMPLOYEE CATEGORY							
Executive/Officers	hours	26		21		27	
Non-Executive/Ratings	hours	19		13		15	
TOTAL AMOUNT TRAINING INVESTED	USD (million)	14.8		11.3		15.2	
AVERAGE AMOUNT INVESTED PER EMPLOYEE	USD	1,673		1,314		1,717	

PERFORMANCE DATA

	Unit	2021		2020		2019	
PARENTAL LEAVE	hours						
EMPLOYEES TAKING PARENTAL LEAVE	number	163		142		198	
Female	number (%)	49	30.0%	46	32.4%	63	31.8%
Male	number (%)	114	70.0%	96	67.6%	135	68.2%
EMPLOYEES RETURNED AFTER PARENTAL LEAVE ENDED	number	157		142		198	
Female	number (%)	43	27.4%	46	32.4%	63	31.8%
Male	number (%)	114	72.6%	96	67.6%	135	68.2%
EMPLOYEES WHO RETURNED AFTER PARENTAL LEAVE ENDED, AND STILL EMPLOYED 12 MONTHS AFTER RETURN TO WORK	number	155		138		191	
Female	number (%)	43	27.7%	43	31.2%	59	30.9%
Male	number (%)	112	72.3%	95	68.8%	132	69.1%
EMPLOYEES COVERED BY COLLECTIVE BARGAINING	number (%)	1,267	14.3%	1,326	15.4%	1,744	19.7%