

## Performance Data

Social Pillar – Talent Excellence	Unit	2024		2023		2022	
EMPLOYEES							
TOTAL EMPLOYEES	number	9,536		10,435		9,355	
EMPLOYEES BY LOCATION AND GENDER							
Sea	number, %	3,936	41.28%	3,982	38.16%	4,270	45.6%
Shore	number, %	5,600	58.72%	6,453	61.84%	5,085	54.4%
Female Employees	number, %	1,476	15.48%	1,588	15.22%	1,308	14.0%
Sea	number, %	86	5.83%	72	4.53%	62	4.7%
Shore	number, %	1,390	94.17%	1,516	95.47%	1,246	95.3%
Male Employees	number, %	8,060	84.52%	8,847	84.78%	8,047	86.0%
Sea	number, %	3,850	47.77%	3,910	44.2%	4,208	52.3%
Shore	number, %	4,210	52.23%	4,937	55.8%	3,839	47.7%
EMPLOYEES BY AGE GROUP							
30 and below	number, %	2,329	24.42%	3,016	28.9%	2,470	26.4%
31 - 50 years old	number, %	6,005	62.97%	6,252	59.91%	5,811	62.1%
Over 50 years old	number, %	1,202	12.60%	1,167	11.18%	1,074	11.5%
EMPLOYEES BY EMPLOYMENT POSITION							
Senior Leadership	number, %	127	1.33%	121	1.16%	123	1.3%
Female	number, %	24	18.90%	22	18.18%	21	17.1%
Male	number, %	103	81.10%	99	81.82%	102	82.9%
Middle Management	number, %	230	2.41%	210	2.01%	217	2.32%
Female	number, %	66	28.70%	58	27.62%	52	23.96%
Male	number, %	164	71.30%	152	72.38%	165	76.04%
Junior Management	number, %	754	7.91%	749	7.18%	689	7.37%
Female	number, %	178	23.61%	187	24.97%	174	25.25%
Male	number, %	576	76.39%	562	75.03%	515	74.75%
Executives/Officers	number, %	4,340	45.51%	4,480	42.93%	4,244	45.37%
Female	number, %	807	18.59%	798	17.81%	659	15.5%
Male	number, %	3,533	81.41%	3,682	82.19%	3,585	84.5%
Non-Executives/Ratings	number, %	4,085	42.84%	4,875	46.72%	4,082	43.63%
Female	number, %	402	9.84%	523	10.73%	402	9.8%
Male	number, %	3,683	90.16%	4,352	89.27%	3,680	90.2%
Management Position in Revenue Generating Function	number	653		630		476	
Female	number, %	93	14.24%	100	15.87%	101	21.2%
Male	number, %	560	85.76%	530	84.13%	375	78.8%
STEM-related Function	number	4,387		5,179		3,245	
Female	number, %	793	18.08%	881	16.95%	590	18.2%
Male	number, %	3,594	81.92%	4,316	83.05%	2,655	81.8%

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Employee basic salary by gender (Male:Female)	ratio	1.01:1		1.1:1		1.4:1	
<b>Employee With Disability</b>	number	5		5		2	
Female	number, %	1	20.00%	1	20.00%	1	50.00%
Male	number, %	4	80.00%	4	80.00%	1	50.00%
<b>EMPLOYEE BY COUNTRIES OF OPERATIONS (SHORE EMPLOYEES ONLY)</b>							
Malaysia	number, %	5,261	93.95%	6,108	94.65%	4,742	93.3%
Asia	number, %	213	3.80%	224	3.47%	222	4.4%
Europe	number, %	23	0.41%	26	0.4%	27	0.5%
Middle East	number, %	10	0.18%	1	0.02%	1	0.0%
North and South America	number, %	93	1.66%	94	1.46%	93	1.8%
<b>NATIONALITY</b>							
Malaysian	number, %	6,498	68.14%	7,192	68.92%	6,476	69.2%
Non-Malaysian	number, %	3,038	31.86%	3,243	31.08%	2,879	30.8%
<b>RACE &amp; ETHNICITY (SHORE EMPLOYEES ONLY)</b>							
Malay	number, %	4,137	73.88%	4,826	74.79%	-	-
Chinese	number, %	156	2.79%	150	2.32%	-	-
Indian	number, %	195	3.48%	217	3.36%	-	-
Others	number, %	1,112	19.86%	1,260	19.53%	-	-
<b>EMPLOYMENT TYPE</b>							
Permanent	number, %	2,831	29.69%	2,756	26.41%	2,720	29.1%
Contract and third party	number, %	6,705	70.31%	7,679	73.59%	6,635	70.9%
<b>NEW HIRES</b>							
Total shore new hires	number	544		2,235		1,504	
<b>BY AGE GROUP</b>							
30 and below	number, %	236	43.38%	1,257	56.24%	830	55.19%
31 – 50 years old	number, %	285	52.39%	912	40.81%	615	40.89%
Over 50 years old	number, %	23	4.23%	66	2.95%	59	3.92%
<b>BY GENDER</b>							
Female	number, %	182	33.46%	470	21.03%	1,208	80.32%
Male	number, %	362	66.54%	1,765	78.97%	296	19.68%
<b>BY MANAGEMENT LEVEL</b>							
Junior Management	number, %	68	12.50%	97	4.34%	-	-
Middle Management	number, %	22	4.04%	17	0.76%	-	-
Senior/Top Management	number, %	9	1.65%	16	0.72%	-	-
<b>BY COUNTRIES OF OPERATIONS</b>							
Malaysia	number, %	496	91.18%	2,179	97.49%	1,447	96.21%
Asia	number, %	29	5.33%	29	1.3%	33	2.19%
Europe	number, %	4	0.74%	4	0.18%	5	0.33%
North and South America	number, %	15	2.76%	23	1.03%	19	1.26%



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Average hiring cost	USD	2,601		885		1,606	
Internal Mobility	number	1,197		832		1,148	
Female	number, %	195	16.29%	233	28.0%	259	22.6%
Male	number, %	1,002	83.71%	599	72.0%	889	77.4%
Total seafarers’ new hires	number	122		165		303	
TURNOVER							
Total shore turnover	number	1,400		898		795	
Attrition rate	%	23.2%		15.6%		16.9%	
Voluntary rate	%	9.9%		8.5%		9.3%	
BY AGE GROUP							
30 and below	number, %	578	41.29%	357	39.76%	268	33.71%
31 - 50 years old	number, %	666	47.57%	456	50.78%	423	53.21%
Over 50 years old	number, %	156	11.14%	85	9.47%	104	13.08%
BY GENDER							
Female	number, %	330	23.57%	202	22.49%	196	24.65%
Male	number, %	1,070	76.43%	696	77.51%	599	75.35%
BY COUNTRIES OF OPERATIONS							
Malaysia	number, %	1,355	96.79%	858	95.55%	719	90.44%
Africa	number			-	-	-	-
Asia	number, %	24	1.71%	22	2.45%	45	5.66%
Europe	number, %	7	0.50%	3	0.33%	7	0.88%
North and South America	number, %	14	1.00%	15	1.67%	24	3.02%
BY MANAGEMENT LEVEL							
Junior Management	number, %	92	73.60%	97	63.40%	-	-
Middle Management	number, %	17	13.60%	33	21.57%	-	-
Senior/Top Management	number, %	16	12.80%	23	15.03%	-	-
Total seafarers’ turnover	number	392		584		566	
Total voluntary turnover	number	931		916		319	
Seafarers’ that Joined Corporate Position	number	9		8		2	
Female	number	2		0		2	
Male	number	7		8		-	

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Social Pillar – Talent Excellence	Unit	2024	2023	2022
KEY TALENT DEVELOPMENT				
TOTAL TRAINING HOURS	number	225,261	287,262	-
Average training hours - employee category	hours	37	30	24
Executive/Officers	hours	37	43	28
Female	hours	45	34	35
Male	hours	35	20	26
Non-Executive/Ratings	hours	36	15	19
Female	hours	39	21	23
Male	hours	35	21	19
Number of Training Days	days	28,158	35,953	31,708
Female	days	7,480	6,306	5,669
Male	days	20,677	29,646	26,039
Percentage of Employees Trained	%	54	79	81
Female	%	52	90	85
Male	%	75	78	81
Total Hours of Training by Employee Category				
Senior/Top Management	hours	3,894	4,643	-
Middle Management	hours	9,410	9,400	-
Junior Management	hours	31,514	74,462	-
Executives/Officers	hours	98,785	135,636	-
Non-Executives/Ratings	hours	81,658	67,498	-
Total amount training invested	USD million	10.6	11.9	17.9
Average amount invested per employee	USD	1,720	1,143	1,919
PERFORMANCE MANAGEMENT				
PERFORMANCE APPRAISAL	%	100	100	100
Female	%	28.83	17.23	12.9
Male	%	71.17	82.77	87.1

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PARENTAL LEAVE							
Employees Taking Parental Leave	number	236		160		157	
Female	number, %	67	28.39%	67	41.88%	49	31.2%
Male	number, %	169	71.61%	93	58.13%	108	68.8%
Employees Returned After Parental Leave Ended	number	234		154		155	
Female	number, %	65	27.54%	61	39.61%	47	30.3%
Male	number, %	169	71.61%	93	60.39%	108	68.80%
Employees Who Returned After Parental Leave Ended, and Still Employed 12 Months After Return to Work	number	230		151		150	
Female	number, %	61	25.85%	61	40.40%	44	29.3%
Male	number, %	169	71.61%	90	59.6%	106	70.7%
EMPLOYEE ENGAGEMENT							
Employee engaged	%	97		95		95	
Female	%	N/A		N/A		N/A	
Male	%	N/A		N/A		N/A	
UNIONISED EMPLOYEES	number, %	1,160	12.16%	1,248	11.96%	1,302	13.9%
Breakdown by Countries of Operations							
Malaysia	number, %	291	25.09%	289	23.20%	364	28.0%
Singapore	number, %	0	0.00%	-	0.0%	-	0.0%
United Kingdom	number, %	0	0.00%	-	0.0%	-	0.0%
United States of America	number, %	0	0.00%	-	0.0%	-	0.0%
Japan	number, %	0	0.00%	-	0.0%	-	0.0%
Brazil	number, %	11	0.95%	10	0.8%	9	0.70%
Others	number, %	858	73.97%	949	76.0%	929	71.40%

## Training and Awareness Conducted in 2024

No.	Training Type	Programme Title (Name of the training)	Content Description	Number of Participant
1	Leadership Pathway – Leader+ Series	<ul style="list-style-type: none"> <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>	ELP: 16 SLP: 15

## Training and Awareness Conducted in 2024

No.	Training Type	Programme Title (Name of the training)	Content Description	Number of Participant
2	Leadership Pathway – Signature Series	<ul style="list-style-type: none"> <li>Senior Leaders Series (SLS) for Senior Managers and above</li> <li>Leaders Development Series (LDS) for Managers</li> <li>Executive Development Series (EDS) for Executives and Support Group</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>	SLS: 14 LDS: 51 EDS: 32
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 Skillssoft</li> <li>Programmes such as Critical Thinking &amp; Problem Solving, Coaching, Crisis Management, Diversity, Learning Agility for the Future of Work, Becoming Agile</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>	854
4	Core Training	<ul style="list-style-type: none"> <li>Generative HSSE Culture</li> <li>Human Rights Management</li> <li>MISC Anti-Bribery and Corruption Policy and Guidelines</li> <li>MISC Code of Conduct and Business Ethics (CoBE)</li> <li>MISC Competition Law</li> <li>Personal Data Protection and Privacy</li> </ul>	<ul style="list-style-type: none"> <li>Compulsory corporate training that is rolled out to all employees</li> </ul>	5,136
5	Functional And Technical Skills Development	<ul style="list-style-type: none"> <li>Automating Routine Tasks: Optimising PR &amp; Marketing Teams</li> <li>Global Sustainability Forum A Roadmap to NetZero</li> <li>Advanced Training for Chemical Tanker Cargo Operation</li> <li>Commercial and Contract Management Certification</li> <li>Forklift Operation</li> <li>International Marketing Conference: The Art of Attention</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>	7,510
6	Culture	<ul style="list-style-type: none"> <li>Conscious Inclusion</li> <li>Enterprise Culture: Co-Creation Session</li> </ul>	<ul style="list-style-type: none"> <li>The aim is to strengthen and reinforce Diversity and Inclusion (D&amp;I) culture, ensuring that these values are deeply embedded in the employees to enhance employee engagement, promote equal opportunities, and create a workplace where diverse perspectives are valued and embraced.</li> </ul>	167

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