

11

EMPLOYEE MANAGEMENT

Related UNSDGs



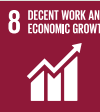
Goal 3:
Good Health & Wellbeing



Goal 4:
Quality Education



Goal 5:
Gender Equality



Goal 8:
Decent Work & Economic Growth



Goal 10:
Reduced Inequality

Why Is It Important

Our people are at the heart of everything we build. From planning and design to construction and customer engagement, the care, expertise and commitment of our employees shape the quality of our developments and the experience we deliver to purchasers and communities.

We see ourselves not just as an employer, but as a long-term steward of our people, responsible for shaping, developing and nurturing talent so they can grow alongside the Group.

By creating an environment where employees are supported, valued and given opportunities to develop, we strengthen our ability to deliver quality developments, sustain our culture, and build communities that reflect the standards Tropicana stands for.

OUR APPROACH

Workforce Governance & Employment Practices

Employee management is guided by internal human resource policies covering recruitment, performance management, remuneration, training and workplace conduct, in compliance with applicable labour laws and employment regulations.

Employment terms, including working hours, wages and benefits, are set in accordance with statutory requirements and industry practices. We comply with applicable minimum wage regulations.

Talent Attraction & Recruitment

Our hiring are guided by internal policies, with decisions based on merit, qualifications, experience and role requirements.

We develop our talent pipeline through internship programmes, graduate placements and collaborations with educational institutions. These provide practical exposure, and allow us to identify and develop potential future employees.

We also participate in campus engagement, career fairs and youth employment initiatives and use digital platforms, including corporate and social media channels, to reach a broader pool of candidates.

Diversity & Inclusion

We are committed to providing equal employment opportunities and maintaining a workplace free from discrimination, harassment or inappropriate conduct. These principles are formalised in our Code of Conduct, which prohibits discrimination based on race, religion, gender, age, disability or other protected characteristics. Employment decisions relating to recruitment, training, promotion and remuneration are based on merit, capability and performance, without discrimination based on gender, age, nationality, disability or other protected characteristics.

Managers and supervisors are responsible for maintaining appropriate workplace conduct and for handling and escalating workplace concerns, including bullying or harassment, through established reporting channels.

While the construction industry continues to be male-dominated due to the nature of site-based work, equal opportunity principles are applied consistently across all employee categories. Diversity indicators, including gender and age composition, are monitored as part of workforce planning and governance.

As at FY2025, our total workforce stood at 1,007 employees, of which 91% were Malaysian nationals (FY2024: 90%). We prioritise the development of local talent, which supports our understanding of the communities in which we operate and contributes to sustainable business growth. A limited proportion of foreign employees (9%; FY2024: 10%) is engaged to support specialised skill requirements and operational needs, particularly within the hospitality and service segment under Tropicana Golf & Country Resort.

The composition of our workforce, including gender and age diversity, is summarised below.

Gender Diversity by Employee Category	FY2025		FY2024		FY2023	
	Male	Female	Male	Female	Male	Female
Senior Management	58%	42%	59%	41%	60%	40%
Middle Management	45%	55%	45%	55%	43%	57%
Executive	40%	60%	33%	67%	38%	62%
Non-Executive	81%	19%	79%	21%	38%	62%
Overall Composition	60%	40%	51%	49%	75%	25%

Age Diversity by Employee Category	FY2025			FY2024			FY2023		
	<30	30 - 50	>50	<30	30 - 50	>50	<30	30 - 50	>50
Senior Management	0%	64%	36%	0%	65%	35%	0%	70%	30%
Middle Management	0%	86%	13%	1%	84%	15%	3%	87%	10%
Executive	24%	66%	10%	28%	63%	9%	32%	58%	10%
Non-Executive	22%	60%	18%	24%	60%	16%	24%	57%	18%
Overall Composition	16%	68%	17%	18%	66%	16%	17%	69%	14%

As at the reporting date and over the past three financial years, we have not employed individuals who have formally declared a disability. Nevertheless, our office facilities are designed with accessibility features, including barrier-free access to workspaces and amenities such as accessible toilets, to support an inclusive working environment.

Training & Development

Training and development are integral to ensuring our employees remain equipped with the skills and knowledge required to support the Group's operations and future growth.

The Group maintains a structured training and development framework covering technical competencies, safety requirements, leadership development and job-related skills. Training needs are identified through annual performance reviews, operational requirements and employee development planning.

Training programmes delivered during the year covered several key capability areas, including:

- Leadership and management development
- Workplace communication and professional skills
- Regulatory and compliance training (including anti-bribery, data protection and foreign worker management)
- Sustainability and ESG awareness
- Occupational health and safety training and emergency preparedness

These initiatives support employee capability development, strengthen operational effectiveness and ensure compliance with regulatory and workplace safety requirements across the Group. Health and safety related training included programmes such as first aid, CPR and emergency response awareness to enhance preparedness at project sites and office locations.

In line with our Learning and Development policy, employees are encouraged to pursue continuous learning and professional development. The Group supports this through internal training programmes, external courses and professional certification opportunities. Where relevant, financial assistance and study or examination leave may be provided to employees pursuing further education or professional qualifications, subject to applicable conditions.

In addition to formal training, employees are encouraged to participate in community and volunteering initiatives, including those organised through Tropicana Foundation or recognised external organisations. These activities provide opportunities to apply skills in different environments while contributing to broader social outcomes. Further details on employee volunteering and participation are set out in the Community Investment section of this report.

Training is provided based on role requirements, operational needs and individual development plans, and is not differentiated based on gender. In FY2025, average training hours were 27 hours for female employees and 25 hours for male employees, reflecting normal variations in training participation across roles.

The table below summarises the training hours recorded across employee categories during the reporting period.

Total Training Hours	FY2025		FY2024		FY2023	
	Total Hours	Average	Total Hours	Average	Total Hours	Average
Senior Management	1,188	23	1,720	37	1,053	39
Middle Management	3,336	28	5,569	39	4,706.5	37
Executive	3,285	28	4,954	31	2,173	19
Non-Executive	1,743	22	2,648	21	848	40
Total Training Hours	9,552		14,891		8,781	
Average Training Hours Per Employee	26		32		30	

1. Figures, including prior year comparatives, have been rounded to the nearest whole number to improve presentation clarity. The rounding does not result in any material difference to the underlying data.

Employee Benefits & Employee Well-Being

We provide employees with structured compensation and benefits to support their well-being and retention. Our remuneration and benefits framework is guided by internal policies and aligned with statutory requirements and industry practices.

Benefits include medical coverage, insurance protection, leave entitlements and training support, contributing to employees' financial security, health and long-term career development.

Parental leave is provided in accordance with applicable Malaysian labour laws. During the reporting period, 35 employees utilised this benefit, all of whom returned to work and remained with the Group, resulting in a 100% return-to-work and retention rate. This demonstrates our approach to supporting employees through key life stages while maintaining workforce continuity.

Workforce Stability & Retention

We maintain a stable core workforce to support operational continuity and project delivery.

Permanent employment is prioritised for key operational, technical and management roles, with contract and temporary staff engaged where needed to support specific requirements.

Employment Type	FY2025	FY2024	FY2023
Permanent	92%	92%	75%
Temporary/Contract	8%	8%	25%

1. *Temporary/Contract employees refer to individuals directly engaged by the Group on fixed-term or contract employment arrangements to support operational requirements. This category excludes construction workers employed by appointed contractors and subcontractors at project sites.*

Succession Planning & Performance Management

Succession planning is part of how we maintain leadership continuity and develop internal talent for key roles. Potential successors are identified through performance reviews and development planning.

In FY2025, 83% of eligible employees completed their performance reviews, including both annual appraisals and probationary assessments. The lower completion rate reflects a larger workforce, with more employees undergoing extended probationary periods during the year.

Board Diversity

Board diversity is considered as part of how we ensure the Board has the right mix of experience, skills and perspectives to oversee the business effectively.

The Board's composition is reviewed by the Nomination and Remuneration Committee, taking into account factors such as industry experience, professional background, age and gender.

The Board remains predominantly male and comprises individuals with significant industry and professional experience. We have not set formal diversity targets. The Board, through the Nomination and Remuneration Committee, continues to review its composition to ensure it remains appropriate as the business evolves.

Age Diversity	FY2025			FY2024			FY2023		
	<30	30 - 50	>50	<30	30 - 50	>50	<30	30 - 50	>50
Board of Directors	Nil	30%	70%	Nil	27%	73%	Nil	30%	70%

Gender Diversity	FY2025		FY2024		FY2023	
	Male	Female	Male	Female	Male	Female
Board of Directors	80%	20%	73%	27%	70%	30%

OUR PERFORMANCE

Employee turnover reflects the movement of people across our workforce, including resignations, retirements and other forms of separation. We monitor this closely as it affects continuity, capability and delivery.

Turnover was higher at Executive and Non-Executive levels, which is expected. These roles are more mobile, especially in Johor where competition for talent remains strong.

At Senior Management level, 26 movements were recorded during the year. This is a notable increase from the previous year and we recognise that leadership turnover at this level can raise concerns around continuity and execution.

In our case, these movements were mainly due to changes in roles and responsibilities, completion of certain project phases, and individuals leaving for opportunities elsewhere in a competitive market, particularly in Johor. This is part of operating in an environment where experienced talent is in demand.

We managed these changes through active succession planning and a layered management structure, where responsibilities are not concentrated in a single individual. Key roles are supported across project and group levels, allowing continuity in oversight and decision-making. There was no disruption to ongoing operations or project delivery during the year.

More broadly, we focus on maintaining a stable core workforce, supported by workforce planning, competitive remuneration and career development. Turnover is part of the business, but our priority is to ensure it is managed in a way that does not affect delivery or long-term capability.

Employee Turnover By Category	FY2025		FY2024		FY2023	
	Number	Percentage	Number	Percentage	Number	Percentage
Senior Management	26	3%	22	2%	35	2%
Middle Management	44	4%	56	5%	80	6%
Executive	85	8%	108	9%	136	11%
Non-Executive	100	10%	97	8%	135	16%
Total	255	25%	287	25%	386	27%