

An overview of a number of employees and contractors trained in health and safety standards are follows:

	FY2024	FY2023	FY2022
Number of employees trained on health and safety standards	67	11	-
Number of Contractors trained in the on health and safety standards	1,788	1,130	2,027

Our Performance

We are pleased to report that we have had zero fatalities across our workplaces and construction sites. We recorded a slightly higher Loss Time Incident Rate compared to FY2023 due to a minor incident on-site where injuries were reported and attended to immediately through first aid treatment and were sent to a nearby medical facility for further treatment. Despite the inherently high-risk nature of construction sites, we have managed to maintain a safe working place and site for all personnel, labourers and the public at large.

Safety Statistics		FY2024	FY 2023	FY 2022
Number of fatalities as a result of work-related injury and ill health	Employees	0	0	0
	Contractors	0	0	1
Loss Time Incident Rate ("LTIR")	Employees	0	0	0
	Contractors	0.67	0.12	0

EMPLOYEE MANAGEMENT

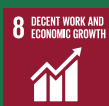
Related UNSDGs



Goal 3:
Good Health
& Wellbeing



Goal 5:
Gender Equality



Goal 8:
Decent Work &
Economic Growth



Goal 10:
Reduced Inequality

Why This Is Important

Here at Tropicana, we recognise that our employees are integral to our identity and success. They uphold our high standards of quality, embody our culture, and actively contribute to achieving our strategic goals. Therefore, we remain cognisant of the importance of talent attraction and the development of skilled professionals, as well as talent retention. We also believe that diverse workplaces strengthen our ability to adapt to change and better meet the needs of our clients. Therefore, we look to create a more inclusive environment that provides equal opportunity for all and rejects all forms of discrimination based on diversity and inclusion characteristics.

In line with this, we have implemented a range of initiatives aimed at attracting, nurturing, and retaining talent.

Our Approach

Diversity & Inclusion

We recognise that workforce diversity is a key driver of our success, enhancing the Group's capacity for breadth of input and perspectives into decision-making, risk alertness, and responsiveness to change. This is guided by our Diversity & Inclusion Policy, which outlines the group's commitment to ensuring fair practices throughout the organisation. Whilst we do not establish specific diversity targets, we are committed to offering equal opportunities and assessing both existing and prospective employees in a meritocratic approach.

The tables provide an overview of gender and age diversity by employee category and ethnic diversity in our group.

Gender Diversity by Employee Category	FY2024		FY2023		FY2022	
	Male %	Female %	Male %	Female %	Male %	Female %
Senior Management	58.7%	41.3%	59.8%	40.2%	50.6%	49.4%
Middle Management	45.0%	55.0%	43.5%	56.5%	38.4%	61.6%
Executive	32.9%	67.1%	38.0%	62.0%	30.6%	69.4%
Non-Executive	78.9%	21.1%	38.0%	62.0%	74.8%	25.2%
Overall Composition	50.8%	49.2%	75.0%	25.0%	46.6%	53.4%

Age Diversity by Employee Category	FY2024			FY2023			FY2022		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Senior Management	0%	65.3%	34.7%	0%	70.4%	29.6%	0%	7.8%	2.8%
Middle Management	1.4%	83.8%	14.8%	3.3%	86.8%	9.9%	1.3%	29.7%	3.9%
Executive	27.5%	63.4%	9.1%	31.7%	57.7%	10.6%	9.5%	18.0%	3.7%
Non-Executive	23.7%	59.8%	16.5%	24.2%	57.4%	18.4%	6.8%	14.0%	2.4%
Overall Composition	17.7%	66.3%	15.9%	17.0%	69.0%	14.0%	17.6%	69.6%	12.8%

Ethnic Diversity	FY2024	FY2023	FY2022
Bumiputera	49%	51%	39%
Chinese	35%	38%	55%
Indian	7%	8%	5%
Others	9%	3%	1%

We also prioritise the hiring of local employees for our operations where possible, leveraging local talent to provide us with a deeper understanding of community needs in our operational areas, enhancing our overall business performance. The following is a breakdown of the composition of our local and foreign workforce.

Composition	FY2024	FY2023	FY2022
Local	90%	100%	99%
Foreign	10%	38%	1%
Overall Composition	100%	100%	100%

As part of our commitment to zero discrimination and inclusiveness, we do endeavour to hire people with disabilities – provided they meet our skill set, experience and academic qualification. We also ensure that our corporate headquarters is disability friendly. This may be limited to our corporate headquarters and may not be ideal for roles which involve site visits to our construction sites due to the inherent nature of construction sites.

The table below shows the overall percentage of employees with disability.

	FY2024	FY2023	FY2022
Percentage of Employees with Disabilities	0%	0%	0%
Percentage of Directors with Disabilities	0%	0%	0%

Board Diversity

The following tables present the age and gender diversity of the Board.

Employee Category	FY2024		FY2023		FY2022	
	Male %	Female %	Male %	Female %	Male %	Female %
Board of Directors	73%	27%	70%	30%	83%	17%

Employee Category	FY2024			FY2023			FY2022		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Board of Directors	Nil	27%	73%	Nil	30%	70%	Nil	42%	58%

As of to date, there is no plan by the Board to adopt any diversity target. The Board via the Nomination and Remuneration Committee (“NRC”), continuously reviews the size and composition of the board to maintain effective governance at the board level. More discussion on this can be found in the Corporate Governance Statement.

Talent Recruitment

Our talent recruitment strategy is to attract top-tier individuals who are not only highly skilled but also align with our values and culture. In our commitment to community engagement, we also seek ways to include underprivileged groups—such as individuals from disadvantaged backgrounds, those with limited social opportunities, and those without formal education or qualifications—in the workforce.

The following are the key initiatives we undertake:

Campus Engagement & Recruitment

- Foster strong partnerships with selected educational institutions and student organisations/initiatives
- Offer internships and participate in career expos to nurture a pipeline of early-career talent
- Sponsor student initiatives and events that align with Tropicana’s talent development needs

Internship Programme

- Provide 3 to 6 months of on-the-job training and hands-on experience for interns, enabling skill development while offering continuous guidance and engagement through mentorship and evaluation processes
- Facilitate smooth transitions from interns to permanent employees through targeted talent development and performance evaluations.
- Provides the company with fresh perspectives and talents

Youth Unemployment Initiatives, Apprenticeships or Graduate Placements

- Provides mentoring employees with an opportunity to enhance their coaching skills while engaging with program participants
- Offers recent graduates a structured, tailored pathway into the industry, helping them deepen their understanding of the business landscape and expand their professional networks
- Regular progress evaluations are conducted to assess the development of both participants and mentors, focusing on key areas such as communication skills and teamwork
- Leads to the overall development of a talent pipeline in the industry
- The employment of underprivileged groups, including those from deprived backgrounds, having poor social status and with no formal education or qualifications
- Provides opportunities for individuals from disadvantaged backgrounds to join the workforce

Social Media Engagement

- Active engagement on social media to help boost brand awareness and visibility, reaching a wider and more diverse audience.
- Highlight current achievements and career journeys within the company

Training & Development

Talent development is important in helping the company to meet the evolving needs of our business as well as empowering our employees to reach their full potential. It also enhances the employability of our workforce and the value creation of our business. To support the individual and organisational growth of our company, we have a list of training and development programmes in place, summarised below.

Programme	Description
Soft Skills Training: <ul style="list-style-type: none">• Management Development Program• Problem-solving skills• Emotional Intelligence in Practice• Power of Positive Emotions and Performance	<ul style="list-style-type: none">• Empower employees with essential soft skills to become engaged and productive contributors to the Group, focusing on improving efficiency, fostering collaboration, and encouraging workplace innovation• Support the growth of key soft skills such as critical thinking, negotiation, and effective coaching to enhance personal and professional development
Technical Training: <ul style="list-style-type: none">• Microsoft Excel (Fundamentals, Intermediate, Advanced)• Microsoft PowerPoint (Fundamentals, Intermediate, Advanced)• Microsoft Excel• OSHA Act training• Basic Fire Fighting Training & Emergency Response Plan & Preparedness Training• ISO Awareness Training (Project Team)• QLASSIC Awareness Course• IT training• Marketing strategy• Content creation• ESG Certified Praditioner Training	<ul style="list-style-type: none">• Provide employees with the technical knowledge to continuously enhance and update their skill sets• Create opportunities for employees to become subject-matter experts, enabling them to share their expertise and insights through the programme
Managerial Upskilling Courses: <ul style="list-style-type: none">• Leadership Development Program• Competent Manager Program• Problem-Solving Skills	<ul style="list-style-type: none">• Equip our middle-to-senior management employees with the skills needed to excel in future leadership roles• Foster the development of key leadership traits, such as emotional intelligence, the ability to influence others, complex problem-solving, and strategic decision-making

Programme	Description
Specific Training Courses: <ul style="list-style-type: none"> • Essentials of Business Communications • The Art & Science of Influencing • The Essentials of Customer Service • Interview Skills & Technique • Food Hygiene & Safety for Food Handlers in the Food Processing Industry 	<ul style="list-style-type: none"> • Training courses that are relevant to employee job functions are carried out by external consultants • Maintains competitiveness but also improves employee knowledge of operational management, food handling skills, governance, consumer trends and property market demand
Wellness Courses: <ul style="list-style-type: none"> • Employee Wellness: Fitness of Body and Mind for higher productivity • Employee Wellness - Attaining Fitness Intermediate 	<ul style="list-style-type: none"> • To improve employee health, well-being and ultimately enhance workplace productivity and performance by addressing both physical and mental aspects of employee health.

It is in our Learning & Development policy to provide relevant training to acquire relevant knowledge, attitude, skills and right habits to complement the employee self-development and career growth. Additionally, we also provide financial assistance to employees who are interested in pursuing knowledge with a training bond imposed; and a good facility such as training rooms and laptops to be used in any IT-related training.

Tabulated below is a summary of the total training hours for Tropicana at every employee level.

Employee Category	FY2024	FY2023	FY2022
Senior Management	1,720	1,053	980
Middle Management	5,569	4,706.5	1,100
Executive	4,954	2,173	4,100
Non-Executive	2,648	848	1,120
Total training hours	14,891	8,780.5	9,608

	FY2024	FY2023	FY2022
Average training hours per employee	31.62	29.27	17.94

Average training hours by employee level	FY2024	FY2023	FY2022
Senior Management	36.60	38.92	19.82
Middle Management	39.22	38.58	14.97
Executive	31.35	18.73	8.41
Non-Executive	21.35	40.38	2.03

Average training hours by gender	FY2024	FY2023	FY2022
Male	26.18	35.4	6.97
Female	35.60	26.28	10.97



Succession Planning

Succession planning is a key strategy for ensuring a continuous talent pipeline that can sustain the Company even during staffing changes. This proactive approach helps minimise operational disruptions and supports continued business progress, even during periods of leadership transitions.

Tropicana's succession planning process, led by our HR team, focuses on identifying key roles critical to our long-term success and selecting high-potential employees who possess the skills, drive, and values needed for these positions. We then provide targeted development programs and training to help these employees gain cross-functional experience, build key relationships, and enhance their strategic thinking and decision-making skills.

This is integrated into our talent development initiatives. In pursuit of this goal, our team engages with employees, identifying potential successors for our talent pool based on their consistent performance and readiness for future leadership roles.

Compensation & Benefits

In driving talent attraction and retention, we also offer competitive compensation and benefits packages benchmarked against industry standards. Our remuneration approach is based on skillset, years of experience, knowledge of the field, and talent and potential. A summary of our employee benefits is tabulated below:

Type of Employee Benefits	Benefits	Full-time employees	Fixed-term contract
Annual Leave	Annual, parental, marriage, compassionate, sick and hospitalisation, prolonged illness, calamity, study and examination.	✓	✓
Medical & Insurance coverage	Hospitalisation, inpatient and outpatient coverage via the appointed insurance company for staff and immediate family members of selected levels of employees and their eligible dependents, while personal accident applies to employees only. Other medical benefits include dental, optical, and health screening benefits.	✓	✓
Travel	Business travel, parking, mileage, public transport and outstation claims, accommodation, per diem, renewal of passport, telephone charges and laundry.	✓	✓
Welfare Token	Overtime, meal, outstation allowance, broadband, travel, transportation, entertainment, support allowance, marriage token, newborn token, birthday token, cash relief for staff on parent's demise.	✓	✓
Membership Subscriptions	Any professional association membership subscription that employees of Executive and above are claimable on an annual basis.	✓	✓
Prolonged Illness	For employees with a medical condition or illness that lasts for an extended period, benefits include long-term sick leave, short and long-term disability insurance coverage as well as job protection and return to work policies.	✓	



Parental Leave

Under the Employment Act 1955, parental leave legislation requires employers to allow staff to take time off and return to work in comparable positions without facing career discrimination. Offering equitable parental leave options, including maternity and paternity leave, helps the Group recruit and retain qualified employees, which is a key aspect of effective human capital management strategies.

All our employees were eligible for parental leave, subject to the local employment laws. In upholding this culture, we continue to endorse initiatives that promote an inclusive and equitable workplace, such as providing a nursery room. Overall, we achieved a return-to-work rate of 100% and a healthy retention rate of 100% across the Group.

	FY2024		FY2023		FY2022	
	Male	Female	Male	Female	Male	Female
Return to Work Rate (%)	100%	100%	100%	100%	100%	100%
Retention Rate (%)	100%	100%	100%	100%	100%	100%

1. Data covers the Tropicana Corporation Berhad and Tropicana Golf & Country Resort.
2. Data includes both permanent and contract employees, as well as those who resigned by the end of the reporting period.

Utilisation of Temporary/Contract Staff

The table below shows the percentage breakdown of Tropicana's workforce that are temporary/contract staff. At Tropicana, the decision to engage contractors and temporary staff is driven by our operational requirements. This strategy helps maintain operational continuity while leveraging their experience and knowledge in the business and work processes.

In FY2024, 7.6% of our employees during the year are temporary staff/contractors.

Employment Type	FY2024 (%)	FY2023 (%)	FY2022 (%)
Contractors/Temporary	7.6%	25%	24%

Employee Appraisals

At Tropicana, performance and career development reviews and appraisals are conducted for all employees on an annual basis. These evaluations not only assess individual performance over the past year but also provide an opportunity to align future training with our business objectives. Based on these assessments, employees are also recognised and rewarded accordingly.

In FY2024, we achieved a 100% completion for eligible employees' performance reviews.

	FY2024	FY2023	FY2022
Employee Appraisal Completion Rate (%)	100%	100%	100%

Employee Turnover

Our talent attraction and retention capabilities are reflected in our turnover rate. While a zero-turnover rate appears ideal, the Group recognises the importance of maintaining a healthy turnover rate instead. This not only ensures organisational efficiency but it also facilitates the recruitment of new talents with enhanced skill sets. The table below provides an overview of turnover numbers and the percentage by employee level and age category.

Employee Turnover by Employee Category	FY2024		FY2023		FY2022	
	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)
Senior Management	22	1.89%	35	2.1%	21	1.5%
Middle Management	56	4.82%	80	6.2%	65	5.8%
Executive	108	9.3%	136	11.3%	110	9.8%
Non-Executive	97	8.35%	135	15.5%	62	5.3%
Total	287	25.15%	386	27.20%	258	28.67%

Employee Turnover by Age Category	FY2024		FY2023		FY2022	
	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)
Under 30 years	81	6.98%	87	6.13%	76	8.44%
30 - 50 years	180	15.5%	246	17.33%	170	18.89%
Over 50	31	2.67%	53	3.73%	12	1.33%
Overall Turnover Rate	25.15%		27.20%		28.67%	

COMMUNITY ENGAGEMENT

Related UNSDGs

	Goal 3: Good Health & Wellbeing
	Goal 4: Quality Education
	Goal 16: Peace, Justice & Strong Institutions
	Goal 17: Partnership For The Goals

Why This Is Important

Community investment is important in fostering the long-term social, economic, and environmental well-being of local communities. The Group recognises the importance of this, engaging in community investment to contribute positively to the areas where we operate through its charity arm, the Tropicana Foundation. We also encourage a company culture of giving back to the community whilst endorsing harmonious living that uplifts the well-being of the community.

Our Approach

Overall, our community engagement focus for FY2024 can be broken down into three major areas:

- Education
- Healthcare
- Sports & Wellness