

EMPOWERING EMPLOYEES FOR SUCCESS

OSK Holdings Berhad (“OSK”) recognises that our employees are the cornerstone of our Group’s success. We are strongly committed to cultivating a workplace culture that promotes engagement, fosters connections, and enhances employees’ potential for continuous improvement and professional growth, as outlined in our Sustainability Policy.

LEARNING AND DEVELOPMENT

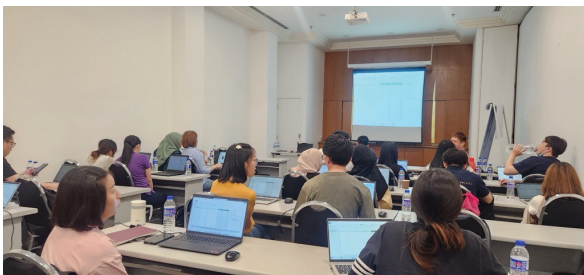
We believe that employee training is vital for reskilling and upskilling, ensuring that employees are well-equipped to excel in their roles and align with current market trends and future demands. Our comprehensive programmes emphasise both job-specific and soft skills, combining physical and online sessions to offer flexible learning opportunities tailored to diverse preferences and schedules.

To foster a shared learning experience and collective growth, our Group Human Resources team regularly assesses and identifies training needs to address skill gaps and support ongoing development. Following the annual Training Needs Assessment conducted in October 2023, we have reclassified the thematic focus of our internal training programmes to ensure they align with the priorities of each business unit.

For 2024, the training initiatives are mapped out under seven themes:

- Leading Business (Technical/Functional)
- Leading Self
- Leading Others
- Leading Hospitality Business
- Group Initiatives
- Digital Learning
- New Hires

In 2023, OSK set a target of 16 training hours per employee. We are pleased to report a 10.8% increase in total training hours, rising from 26,125 hours in 2022 to 28,990 hours, which averages 2.35 days per employee. To drive further growth, we have implemented several initiatives this year, including periodic electronic direct mail to inform staff of available programmes and quarterly distribution of training calendars.



Training session at Plaza OSK.

Average training hours by employee category in FY2023

- Senior Management: 18 hours per employee
- Middle Management: 22 hours per employee
- Senior Executive/Executive: 22 hours per employee
- Non-Executive: 15 hours per employee

To foster continuous professional development, the Group encourages employees to pursue additional qualifications and enhance their expertise. We offer a range of incentives, including full coverage of learning materials and examination costs, as well as up to two days of leave per examination, to support their growth in job-specific skills.

EMPLOYEE ENGAGEMENT FOR IMPROVED RETENTION

OSK is committed to offering comprehensive benefits aligned with market practices. Our holistic approach includes fair remuneration, a competitive incentive compensation system, and welfare packages to enhance employee satisfaction and loyalty. Salaries are determined based on objective factors, such as education level and required competencies, while ensuring that compensation is equitable and not influenced by gender, age, or race.

Upholding our commitment to equity, we have established clear assessment standards to ensure that all full-time employees who have completed their probationary period, regardless of gender or rank, receive consistent annual performance evaluations to systematically measure performance and development. In 2023, every employee who met the assessment criteria successfully completed the full performance management cycle.

Our annual performance evaluations process:



Furthermore, we support a healthier work-life balance by offering flexible working hours. This allows employees to choose their own start times while ensuring they complete a full eight-hour workday. This flexibility helps employees better align their work schedules with personal commitments and family responsibilities, and also enables them to avoid peak traffic hours, thereby reducing commuting time and stress.

Employee well-being is our utmost priority. We are committed to providing a balanced work experience that supports personal growth and positively impacts the community. To reinforce this commitment, in FY2023, we offered a variety of initiatives, including wellness and fitness activities, social engagement sessions, and community programmes that promote volunteerism.

A total of 103 engagement activities were organised across the group	193 employees contributed a total of 2,045 volunteer hours
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In FY2023, a total of 316 employees exited voluntarily, resulting in a full-time voluntary turnover rate of 25.6% based on the average headcount for the year.