



Maybank Sustainability Performance Data 2024

ECONOMIC

MM1: Sustainable Products and Services

Indicators	2020	2021	2022	2023	2024
Sustainable Finance Total Mobilisation					
Amount Mobilised (RM billion)					
Sustainable Finance Mobilised	Disclosure started in FY2021	13.68	20.69	34.11	46.69
Cumulative Sustainable Finance		13.68	34.37	68.48	115.17
Non-Retail Sustainable Finance Mobilisation by SPF Classification ¹					
Amount Mobilised (RM billion)					
Total Non-Retail Sustainable Finance Mobilised	Disclosure started in FY2021	10.19	16.65	29.40	40.10 [^]
Dedicated Financing - Principles		6.62	7.94	6.69	5.95
Dedicating Financing - Use of Proceeds		2.11	3.64	15.24	26.50
General Purpose Financing - Product	Disclosure started in FY2022		5.11	6.81	6.41
General Purpose Financing - Company Profile			0.06	0.70	0.41
Asset Management & Wealth Management			-0.1	-0.05	0.83
Non-Retail Sustainable Finance Mobilisation by Criteria					
Amount Mobilised (RM million)					
Lending/Underwriting					
Principles					
Green Loan	Disclosure started in FY2022		3,654.80	1,591.32	841.00
Green Bond			1,013.51	452.53	93.80
Social Loan			-	91.78	402.02
Sustainability Bond/Sukuk			2,023	2,238.75	243.40
Social Bond			-	-	461.85
Use of Proceeds					
Eligible Green	Disclosure started in FY2022		2,052.00	5,343.25	5,270.69
Eligible Social			1,346.32	9,918.73	21,029.10
Product					
Sustainability Linked Loan	Disclosure started in FY2022		4,813.08	4,971.40	3,549.12
Sustainability Linked Bond/Sukuk			300.00	450.00	800.00
Company Profile					
Pure-play Green	Disclosure started in FY2022		60.00	9.12	257.96
Pure-play Social			-	649.04	155.31

Maybank Sustainability Performance Data 2024

MM1: Sustainable Products and Services					
Indicators	2020	2021	2022	2023	2024
Advisory ²					
Principles					
Green Bond	Disclosure started in FY2022		-	285.00	-
Sustainability Bond/Sukuk			-	200.00	1,900.00
Green Loan			-	-	1,716.99
Product					
Sustainability Linked Loan	Disclosure started in FY2022		-	1,392.45	756.95
Sustainability Linked Bond/Sukuk			-	-	1300.00
Investment					
Global Markets ³	Disclosure started in FY2022		1,479.38	1,828.32	514.47
Insurance ⁴			5.00	25.00	-20.00
Maybank Asset Management ⁵			-100.00	-45.34	828.41
Non-Retail Sustainable Finance Mobilisation by Country (percentage)					
Malaysia	Disclosure started in FY2021	15	35	62	74
Singapore		69	58	28	18
Indonesia		16	3	4	3
Greater China		-	4	4	4
Others ⁶		-	-	2	1
Retail Sustainable Finance					
Amount Mobilised (RM billion)					
Total Retail Sustainable Finance Mobilised	Disclosure started in FY2021	3.49	4.04	4.71	6.59 [^]
Retail Sustainable Finance Mobilisation by Criteria					
Amount Mobilised (RM million)					
Lending					
Use of Proceeds					
Clean Transportation	Disclosure started in FY2022		1,214.77	1,393.61	2,855.40
Green Buildings			649.57	616.27	625.90
Affordable Basic Services or Infrastructure			2,309.38	2,809.19	2,031.67
Socioeconomic Advancement and Empowerment & Employment Generation ⁷			48.30	-	-
Renewable Energy			0.51	18.12	46.88
Investment					
Wealth Management ⁸	Disclosure started in FY2022		-178.49	-129.77	1,031.21



Maybank Sustainability Performance Data 2024

MMI: Sustainable Products and Services					
Indicators	2020	2021	2022	2023	2024
Breakdown of Retail Sustainable Finance Mobilisation by Country (percentage)					
Malaysia	Disclosure started in FY2021	65	79	76	52
Singapore		34	19	19	42
Indonesia		1	2	5	6
Philippines		Disclosure started in FY2023		*	*
Cambodia		-	-	*	*
SME Financing					
Retail SME Customers	>605,632	>680,000	>740,000	775,562	804,896
Borrowing Customers	39,682	~49,000	~55,800	60,094	60,061
Retail SME Financing by Sector					
Amount disbursed (RM billion)					
Wholesale and retail	9.72	10.84	12.05	12.93	13.36
Services	2.66	8.38	8.96	9.38	9.54
Manufacturing	1.43	2.89	3.07	3.32	3.29
Construction	0.46	1.51	1.69	1.99	2.02
Agriculture	0.03	0.48	0.48	0.56	0.55
Mining and quarrying	7.53	0.04	0.06	0.07	0.06
Amount mobilised towards retail SME financing (RM billion)	21.84	24.14	26.31	28.25	28.89
Amount mobilised towards SME digital financing (RM million)	Launched	1,100.00	811.40	840.00	360.00
Northern Corridor Implementation Authority (NCIA) Maybank Entrepreneurship Scheme (NMES)					
Total financing/loan disbursed (RM million)	-	-	23.99	13.45	6.02
Total number of SMEs	-	-	>292	173	93
East Coast Economic Region (ECER) Maybank Entrepreneurship Scheme (EMES)					
Total financing/loan disbursed (RM million)	-	-	14.30	11.77	14.88
Total number of SMEs	-	-	>200	160	211

Maybank Sustainability Performance Data 2024

MMI: Sustainable Products and Services					
Indicators	2020	2021	2022	2023	2024
Tax and Zakat¹⁰					
Income tax (excluding deferred taxes) (Amount, RM billion)	1.71	3.30	3.98 ⁹	3.02	3.21
Zakat (Amount, RM billion)			0.05	0.08	0.10

* Sustainable Finance mobilisation <0.5% and is not reflected.

^A Data has been subjected to an external limited assurance by an independent third party. Please refer to the Independent Limited Assurance Report on pages 152 and 153 of the Maybank Sustainability Report 2024.

¹ The Maybank Group Sustainable Product Framework (SPF) 2023 & 2024 provides the classification logic for the recognition of our sustainable finance achievement under Section 3.0 (which excludes Asset Management and Wealth Management) and is broken down into four parameters covering dedicated financing and general purpose financing. Classification logics for Asset Management and Wealth Management as well as Insurance is disclosed separately under Sections 4.0 and 5.0 respectively.

² Mobilisation via advisory refers to deals where Maybank performs the role of a sustainability structuring advisor which serves as a critical component to the overall transaction. This role typically involves advising/reviewing/finalising the client's sustainability framework coordinating/liasing with the Second Party Opinion provider (SPO), advising on the appropriate disclosures in line with market standards and investor expectations, amongst others. In cases where Maybank plays the role of both the advisor and underwriter/lender to a given transaction, we will recognise the higher proportioned amount attributable to either role. The recognition for advisory roles is contingent on the scope of work clearly being defined and critical to the overall transaction and appropriately supported.

³ Mobilisation by Global Markets is aligned to the SPF Classification Logic shown under Section 3.0 of the SPF 2024, and includes mobilisation via Principles (RM313.37 million) and Use of Proceeds (RM201.11 million).

⁴ Mobilisation of sustainable finance in Insurance is undertaken by our Insurance arm, Etiqa. This currently only includes mobilisation via fixed income investments (recognised under Parameter 1: Principles), which is aligned to Section 5.0 of the SPF 2024. Recognition of sustainable finance mobilisation via insurance underwriting will begin in 2025.

⁵ Classification Logic for Asset Management can be found in Section 4.0 of SPF 2023 and SPF 2024 respectively. Under SPF 2024 (which is effective from 1 October 2024), the amount recognisable as sustainable finance for Asset Management has been updated to be based on the the new fund sales of qualifying funds per the classification logic shown under Section 4.0. Consequently, the Low Risk Scoring Methodology introduced under the classification logic in SPF2023 has been removed. For the period of October - December 2024, this new approach of new fund sales for Asset Management brought in RM54.8 million in sustainable finance mobilisation. For more information on the classification logic, please refer to SPF 2024.

⁶ Refers to sustainable finance mobilisation by Cambodia, Vietnam, Philippines, Brunei, Thailand and Myanmar.

⁷ In FY2022, Socioeconomic Advancement and Empowerment & Employment Generation refers to financing mobilised to MSMEs, which has been reclassified under Non-retail since FY2023. The breakdown of its numbers is now captured under "Lending/Underwriting - Eligible Social".

⁸ Classification Logic for Wealth Management can be found in Section 4.0 of SPF 2023 and SPF 2024 respectively. Under SPF 2024 (which is effective from 1 October 2024), the amount recognisable as sustainable finance for Wealth Management has been updated to be based on the the new fund sales of qualifying funds per the classification logic shown under Section 4.0. For the period of October - December 2024, this new approach of new fund sales for Wealth Management brought in RM400.63 million in sustainable finance mobilisation, across Singapore and Malaysia. For more information on the classification logic, please refer to SPF 2024.

⁹ The FY2022 tax figure has been restated due to an error identified in the preparation of the Sustainable Performance Data 2023.

¹⁰ The FY2022 figure includes one-off Prosperity Tax whereby chargeable income above RM100.0 million was taxed at the rate of 33% instead of the statutory rate of 24%.



Maybank Sustainability Performance Data 2024

MM2: Financial Inclusion

Indicators	2020	2021	2022	2023	2024
SME Financial Literacy Beneficiaries	Disclosure started in FY2023			3,343	5,699

MM3: Customer Excellence

Indicators	2020	2021	2022	2023	2024
Digital customers (%)	66	71	74	75	77
Net Promoter Score (NPS)	+20	+23	+24	+37	+43
Total Number of Customer Complaints	58,873	44,711	51,772	20,733 (Malaysia only)	18,553 (Malaysia only)
Total Number of Complaints Resolved	58,050	44,679	49,188	20,613 (Malaysia only)	18,412 (Malaysia only)
No. of M2U 3-month active users (million)	7.56	8.24	8.96	9.52	10.17
No. of online transactions (billion)	13.10	15.93	16.84	17.33	23.47

ENVIRONMENT

MM4: Environmental and Climate Action

Indicators	2019	2020	2021	2022	2023	2024
GHG Emissions						
Direct (Scope 1) GHG Emissions (tCO ₂ e)	12,395 ¹	53 ²	845 ³	10,116	10,997	11,761
By Country						
Malaysia	6,904	Disclosure started in FY2022		6,327	7,786	8,438
Singapore	653			422	228	385
Indonesia	4,514			3,093	2,705	2,448
Philippines	48			84	101	323
Cambodia	70			27	34	47
Others ⁴	205			163	143	120
By Business Segments						
Maybank Banking	10,867	Disclosure started in FY2022		9,177	10,089	11,194
Insurance and Takaful	1,077			352	513	54
Investment Banking	451			587	396	514
Asset Management and Others ⁵	-			-	-	-

Maybank Sustainability Performance Data 2024

MM4: Environmental and Climate Action						
Indicators	2019	2020	2021	2022	2023	2024
Indirect (Scope 2) GHG Emissions (tCO ₂ e)						
Location-based	138,696 ¹	65,950 ²	60,793 ³	115,213	114,164	114,301
Market-based	138,696	-	-	64,093	51,764	53,661
By Country (location-based)						
Malaysia	91,030	Disclosure started in FY2022		76,167	75,121	76,344
Singapore	4,942			3,858	3,368	3,318
Indonesia	35,856			29,597	30,108	29,437
Philippines	3,282			2,548	2,606	2,476
Cambodia	511			540	590	584
Others ⁴	3,075			2,502	2,371	2,143
By Business Segments (location-based)						
Maybank Banking	111,927	Disclosure started in FY2022		90,773	91,596	92,058
Insurance and Takaful	22,515			20,980	19,289	19,193
Investment Banking	4,196			3,430	3,244	2,970
Asset Management and Others ⁵	58			29	35	80
Other Indirect (Scope 3) GHG Emissions (tCO ₂ e)	15,842	6,738 ²	6,363 ³	14,264	22,588	50,314
Category 6: Business Travel	12,679	Disclosure started in FY2022		9,177	16,885	15,341
Category 7: Employee Commuting ⁶	Disclosure starts in FY2024					27,887
Category 8: Upstream Leased Assets	3,163	Disclosure started in FY2022		5,087	5,703	7,086
By Country						
Malaysia ⁶	12,813	Disclosure started in FY2022		14,831	19,786	45,360
Singapore	1,465			844	1,142	1,900
Indonesia	712			271	433	1,461
Philippines	40			-	173	166
Cambodia	-			13	64	79
Others ⁴	812			809	990	1,348



Maybank Sustainability Performance Data 2024

MM4: Environmental and Climate Action						
Indicators	2019	2020	2021	2022	2023	2024
By Business Segments						
Maybank Banking ⁶	12,471	Disclosure started in FY2022		9,291	13,269	40,326
Insurance and Takaful	2,010			1,192	2,131	1,422
Investment Banking	1,304			1,930	2,254	2,018
Asset Management and Others ⁵	58			4,355	4,935	6,548
Operational Emissions Intensity						
Gross operational GHG emissions (Scope 1, 2 and selected Scope 3) ⁷ (tCO ₂ e)	166,933	Disclosure started in FY2022		139,592	147,749	176,376
Net operational GHG emissions (Scope 1, 2 and selected Scope 3) ⁷ (tCO ₂ e)	166,933			88,473	80,350	108,976
Operational GHG Emissions Intensity (Scope 1, 2 and selected Scope 3) ⁷ (tCO ₂ e/FTE)	3.86			2.04	1.84	2.47
Carbon Neutrality						
Gross operational GHG emissions of Scope 1 and 2 (location-based) (tCO ₂ e)	151,091 ¹	Disclosure started in FY2022		125,329	125,161	126,062
mREC purchased (tCO ₂ e)	–			51,120	62,400	60,640
Carbon credits purchased (tCO ₂ e)	–			–	5,000	6,760
Net emissions of Scope 1 and 2 (tCO ₂ e)	151,091			74,209	57,761	58,662
Initiative based reduction of Scope 1 and 2 operational GHG emissions in comparison with 2019 baseline (Commitment 3) (%)	–			41 ⁸	49	53
Absolute net reduction of operational GHG emissions Scope 1 and 2 from 2019 baseline (%)	–			50.9	61.7	61.2

* The Group's 2024 Scope 1, 2 and selected Scope 3 emissions has been subjected to an external limited assurance by an independent third party. Please refer to the Independent Limited Assurance Report on pages 74 and 75 of the Maybank Environmental Report 2024

¹ The Group's 2019 Baseline (Scope 1 and 2) has been subjected to an external limited assurance by an independent third party in 2023.

² The boundary for 2020 was seven strategic buildings in Malaysia only.

³ The boundary for 2021 was 60% of emissions computed via activity data.

⁴ Others include the overseas premises where Maybank or its subsidiary is operating.

⁵ Others include the business segments as listed in Maybank Group Corporate Structure, page 12 of the Integrated Annual Report 2024.

⁶ Employee commuting disclosure starting in 2024, with boundary covering Malaysian operations only.

⁷ Scope 3 consist of business travel, employee commuting and leased assets.

⁸ 41% reduction is based on the 2022 disclosed 2019 baseline, which has been restated in 2023.

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MM4: Environmental and Climate Action					
Indicators	2020	2021	2022	2023	2024
Energy Management					
Total energy consumption within the organisation (GJ)	Disclosure started in FY2022		607,793	603,497	590,313
Energy intensity (GJ/FTE)			14.02	13.84	13.38
Renewable energy sources ¹ (GJ)			288,000	288,000	288,000
Non-renewable energy sources ² (GJ)			319,793	315,497	302,313
Consumption of fuel (company owned vehicles and generators) (kLitre)			1,179	1,245	1,156
Consumption of purchased electricity (MWh)			157,750	155,932	153,106
Renewable energy sources ¹ (MWh)			80,000	80,000	80,000
Non-renewable energy sources ³ (MWh)			77,750	75,932	73,106
Reduction of energy consumption from the previous year (%)	–			0.7	2.2

¹ Renewable energy is from the annual purchase of 80,000 MWh of mREC from TNBX.

² Non renewable energy is from the purchase of grid electricity, petrol and diesel.

³ Non renewable energy is from the purchase of grid electricity

MM4: Environmental and Climate Action				
Financed Emissions by Asset Class				
Asset Class	2021	2022	2023	2024
Total Lending and Investment (RM million)				
Listed equity and bond	71,935	74,207	95,509	75,994
Business loans and unlisted equity	235,823	254,700	265,941	276,634
Project finance	7,730	7,809	6,950	7,579
Commercial real estate	18,687	2,413	26,867	30,863
Mortgages	147,203	168,081	181,648	206,169
Motor vehicle loans	69,366	75,996	84,414	89,329
Sovereign bond	Disclosure started in FY2023		129,882	126,145
Total	550,744	583,206	791,211	812,713



Maybank Sustainability Performance Data 2024

MM4: Environmental and Climate Action

Financed Emissions by Asset Class

Asset Class	2021	2022	2023	2024
Financed Emissions (tCO₂e)				
Listed equity and bond	7,376,014	5,949,004	4,158,065	1,902,114
Business loans and unlisted equity	11,031,113	13,860,307	10,209,403	14,954,777
Project finance	1,993,533	998,419	2,387,988	741,389
Commercial real estate	522,506	24,803	407,894	388,087
Mortgages	1,047,984	1,199,146	3,367,698	4,702,484
Motor vehicle loans	3,680,509	3,729,869	4,064,274	3,389,803
Sovereign bond Incl. LULUCF Excl. LULUCF	Disclosure started in FY2023		9,083,828 –	6,493,718 6,586,305
Total	25,651,659	25,761,548	–	
Incl. LULUCF Excl. LULUCF	Disclosure started in FY2023		34,756,247 31,930,008	32,572,371 32,664,958

Emission Intensity (tCO₂e/RM million)

Listed equity and bond	102.5	80.2	43.5	25.0
Business loans and unlisted equity	46.8	54.4	38.4	54.1
Project finance	257.9	127.9	343.6	97.8
Commercial real estate	28	10.3	15.2	12.6
Mortgages	7.1	7.1	24.5	22.8
Motor vehicle loans	53.1	49.1	48.2	37.9
Sovereign bond Incl. LULUCF Excl. LULUCF	Disclosure started in FY2023		69.9 56.5	51.5 52.2
Total	46.6	44.2		
Incl. LULUCF Excl. LULUCF	Disclosure started in FY2023		44.3 42.0	40.1 40.2

PCAF Data Quality Score

Listed equity and bond	4.10	4.90	4.60	3.44
Business loans and unlisted equity	5.00	5.00	4.99	4.35
Project finance	4.30	4.30	4.10	3.07
Commercial real estate	4.50	4.20	4.00	4.00
Mortgages	4.50	4.50	4.00	4.00
Motor vehicle loans	4.50	4.90	5.00	4.04
Sovereign bond	Disclosure started in FY2023		1.00	3.57

Maybank Sustainability Performance Data 2024

MM4: Environmental and Climate Action				
Financed emissions by selected economic sector				
Economic sector	2021	2022	2023	2024
Total Lending and Investment (RM million)				
Power & Utilities	18,657	18,933	15,356	12,358
Agriculture (including Palm Oil)	16,459	23,451	21,474	17,533
Oil & Gas	13,100	14,480	16,162	11,088
Real Estate & Construction	64,503	72,692	65,806	77,728
TOTAL	112,719	129,556	118,798	118,708
Financed Emissions (tCO ₂ e)				
Power & Utilities	9,186,223	8,933,912	7,821,685	3,080,105
Agriculture (including Palm Oil)	3,777,687	3,515,342	2,322,164	4,497,577
Oil & Gas	3,708,627	4,789,814	2,227,664	2,290,843
Real Estate & Construction	777,982	314,896	230,076	900,378
TOTAL	17,450,519	17,553,964	12,601,590	10,768,904
Emission Intensity (tCO ₂ e/RM million)				
Power & Utilities	492.4	471.9	509.3	249.2
Agriculture (including Palm Oil)	229.5	149.9	108.1	256.5
Oil & Gas	283.1	330.8	137.8	206.6
Real Estate & Construction	12.1	4.3	3.5	11.6
TOTAL	154.8	135.5	106.1	90.7



Maybank Sustainability Performance Data 2024

MM4: Environmental and Climate Action

Financed emissions by country

Countries	2023			2024		
	Total lending and investment (RM million)	Emissions	Intensity	Total lending and investment (RM million)	Emissions	Intensity
Malaysia	516,455			520,396		
Incl. LULUCF		27,914,054	54.05		24,929,002	47.90
Excl. LULUCF		26,641,168	51.58		24,986,123	48.01
Singapore	191,568			203,225		
Incl. LULUCF		2,883,419	15.05		3,858,418	18.99
Excl. LULUCF		2,866,701	14.96		3,882,676	19.11
Indonesia	40,354			44,076		
Incl. LULUCF		2,334,213	57.84		2,679,865	60.80
Excl. LULUCF		1,880,459	46.60		2,679,865	60.80
Others ¹	42,834			45,016		
Incl. LULUCF		1,624,561	37.93		1,105,087	24.55
Excl. LULUCF		1,618,777	37.79		1,116,294	24.80
TOTAL	791,211			812,713		
Incl. LULUCF		33,679,150	44.3		32,572,371	40.1
Excl. LULUCF		31,930,008	42		32,664,958	40.2

MM4: Environmental and Climate Action

Financed emissions by country and sector

Country/Sector	2024		
	Total Lending and Investment (RM million)	Financed Emissions (tCO ₂ e)	Emission Intensity (tCO ₂ e/RM million)
Malaysia			
Power & Utilities	9,016	2,326,393	258.0
Agriculture (including Palm Oil)	12,151	4,018,256	330.7
Oil & Gas	8,093	2,357,066	173.3
Real Estate & Construction	22,852	108,057	10.8
Others ²	164,922	4,672,315	32.1
Singapore			
Power & Utilities	1,849	806,028	435.9
Agriculture (including Palm Oil)	3,432	87,192	25.4
Oil & Gas	2,530	230,978	91.3
Real Estate & Construction	21,923	35,164	1.6
Others ²	67,616	455,505	6.7

Maybank Sustainability Performance Data 2024

MM4: Environmental and Climate Action			
Financed emissions by country and sector			
Country/Sector	2024		
	Total Lending and Investment (RM million)	Financed Emissions (tCO ₂ e)	Emission Intensity (tCO ₂ e/RM million)
Indonesia			
Power & Utilities	759	183,166	241.2
Agriculture (including Palm Oil)	1,198	91,055	76.0
Oil & Gas	1,377	518,622	376.7
Real Estate & Construction	2,505	161,446	64.4
Others ²	18,971	580,608	30.6
Others¹			
Power & Utilities	161	25,136	156.4
Agriculture (including Palm Oil)	704	153,157	217.5
Oil & Gas	475	137,069	288.7
Real Estate & Construction	1,895	7,705	4.1
Others ²	21,796	247,021	11.3
TOTAL			
	360,207	17,598,279	48.9

¹ Others include Maybank and its subsidiary overseas operations.

² Others include the rest of the sectors as defined by Maybank Group Sector Industry Code Level 2.

* Total might not tally due to decimal rounding

MM4: Environmental and Climate Action					
Indicators	2020	2021	2022	2023	2024
Water					
Total water consumption (m ³)	411,983	483,254	786,281	944,877	1,096,002
By Country/Business Sector					
Malaysia	Disclosure started in FY2023			457,627	544,307
Singapore				28,343	28,728
Indonesia				117,668	104,422
Cambodia				14,676	14,989
Philippines				23,420	21,263
Group Insurance and Takaful				285,931	363,073
Maybank Investment Banking Group				15,404	16,906
Others ¹				1,808	2,314



Maybank Sustainability Performance Data 2024

MM4: Environmental and Climate Action					
Indicators	2020	2021	2022	2023	2024
Waste					
Waste generated (kg)	Disclosure starts in FY2024				2,396,067
Waste diverted from disposal (kg)	Disclosure started in FY2023			216,209	585,828
By Country/Business Sector					
Malaysia	Disclosure started in FY2023			55,500	377,566
Singapore				134,130	173,815
Group Insurance and Takaful				11,119	21,228
Maybank Investment Banking Group				13,626	8,047
Others				1,834	5,173
Waste directed to disposal (kg)	Disclosure starts in FY2024				1,810,238
By Country/Business Sector					
Malaysia	Disclosure started in FY2023				460,116
Singapore					–
Group insurance and Takaful					1,350,123
Maybank Investment Banking Group					–
Others¹					–
Paper					
Total paper consumption (tonnes)	1,323.4	1,183.1	1,789.0	1,669.0	1,727.4
By Country/Business Sector					
Malaysia	Disclosure started in FY2023			1,282.7	1,166.1
Singapore				73.2	270.2
Indonesia				192.8	137.4
Cambodia				17.4	17.4
Group Insurance and Takaful				48.1	47.5
Maybank Investment Banking Group				37.4	34.7
Others¹				17.5	54.1

¹ Others include the overseas business, Maybank Asset Management Group and Maybank Shared Services.

Maybank Sustainability Performance Data 2024

SOCIAL

MM6: Community Empowerment					
Indicators	2020	2021	2022	2023	2024
Total amount invested in the community where the target beneficiaries are external to the listed issuer (RM)	69,395,915	46,574,067	37,792,378	42,541,076	48,744,352
Number of beneficiaries of the investment in communities	Disclosure started in FY2021	502,759	368,441	498,529	542,822

MM6: Community Empowerment					
Flagship Programmes					
Programme Name	2020	2021	2022	2023	2024
Community Empowerment					
R.I.S.E.					
Number of participants	3,263	3,294	9,270	10,276	7,950
eMpowering Youths Across ASEAN					
Youth mobilised to date	100	175	175	293	382
Beneficiaries	17,827	38,933	38,933	60,562	89,501
Maybank Women Eco-Weavers					
Weavers trained to date	814	1,093	1,382	1,587	1,903
Farmers supported to date	795	972	1,225	1,794	2,253
Empowering Education					
Cashville Kidz					
Number of students	14,257	14,213	36,394	38,334	40,088
Number of schools	43	53	105	113	106



Maybank Sustainability Performance Data 2024

MM6: Community Empowerment					
Core Programmes					
Programme Name	2020	2021	2022	2023	2024
Empowering Education					
Maybank Group Scholarship Programme					
Number of new scholars	0	69	61	69	63
ASEAN-Maybank Scholarship					
Amount disbursed (RM)	Disclosure started in FY2023			733,327	1,460,000
Number of active scholars				8	15
Maths for Rural Kids (MARK)					
Number of students	Disclosure started in FY2023			500	500
Number of schools				39	63
Negeri di Awan Literacy Movement (Indonesia)					
Number of volunteers	Disclosure starts in FY2024				2,632
Number of beneficiaries					5,792
Community Empowerment					
Balai Seni Art Series					
Number of exhibitions held	4 virtual, 1 physical	5 virtual, 1 physical	2 virtual, 1 physical	5	3
‘Cultural Art Showcase’ and Bazaar	-	-	-	-	98
MaybankHeart					
Funds raised (RM)	3,282,296	839,066	>182,000	>410,000	>218,500
Number of beneficiaries to date	Disclosure started in FY2021	1,982	1,769	>3,800	>27,500
Maybank Training & Learning Centres (TLC)					
Number of participants	-	Deferred due to COVID-19	-	50	25
Eco-Village Programme (Indonesia)					
Number of villagers impacted	-	-	-	-	>30,000
Number of beneficiaries	-	-	-	-	215

Maybank Sustainability Performance Data 2024

MM6: Community Empowerment					
Core Programmes					
Programme Name	2020	2021	2022	2023	2024
Environmental Diversity					
Tiger conservation efforts					
Amount disbursed (RM million)	1.55	1.45	1.44	>1.55	1.55
Cumulative to date (RM million)	-	-	9.00	10.56	12.11
Disaster relief contribution					
Amount disbursed (RM)	1,483,504	308,908	120,289	210,000	5,000
Tree planting efforts (Indonesia)					
Number of productive trees planted	-	-	-	-	350
Number of mangrove trees planted	-	-	-	-	4,500
Waste management efforts (Indonesia)					
Plastic waste collected (kg)	-	-	-	-	452

MM6: Community Empowerment					
Other Programmes					
Programme Name	2020	2021	2022	2023	2024
Fostering Financial Inclusion					
ePROTECT family and related products					
Number of beneficiaries (cumulative since 2011)	1,321	1,446	1,796	1,943	1,958
Promoting Health and Wellness					
Save a Child's Heart at IJN Malaysia					
Amount disbursed (RM)	500,000	300,000	200,000	150,000	440,000*
Number of patients	17	17	17	7	44*
Bali Marathon					
Number of participants	Deferred due to COVID-19		9,527	13,656	12,700
Number of countries of participants			50	57	57
Number of wheelchair participants			50	50	50

* This figure has not been externally assured.



Maybank Sustainability Performance Data 2024

MM6: Community Empowerment					
Other Programmes					
Programme Name	2020	2021	2022	2023	2024
myimpact YES+ Entrepreneurship Programme (ZAKAT)					
Number of participants	-	-	-	-	15
ETIQA Programmes					
Clean Water Project	-	-	-	-	3,500
Jetty Refurbishment Project	-	-	-	-	100
Women's Health Screening					
Number of free mammograms provided	-	-	-	-	5,532
Number of breast cancer screenings provided					27,792
Number of free cervical screening provided	-	-	-	-	5,337
Mangrove Cleaning and Replanting					
Number of volunteers	-	-	-	-	300
First-in-Malaysia Independent EV Panel Repairers	-	-	-	-	1 (Hoong Wai Auto Repairs)
Soup Kitchen	-	-	-	-	1,372
Recycling Workshop	-	-	-	-	20
Community Event at Gardens by the Bay Highlights Eco-Friendly Initiatives	-	-	-	-	170 pax
ETIQA Cambodia Supports Local Community with Sponsorship to Kantha Bopha Hospital	-	-	-	-	400
ETIQA General Insurance Cambodia Heartfelt Moments at the Orphan's Care and Training Organisation	-	-	-	-	200
ETIQA 2nd Sustainability Day 2024 (in conjunction with Maybank Group Sustainability Week)	-	-	-	-	1,000
ELIC Charity Trip – Support underprivileged students	-	-	-	-	65 students
ELIC Charity Trip – Support library building and tree planting	-	-	-	-	65
ELIC Charity Trip – Site visit and donations	-	-	-	-	25 families

Maybank Sustainability Performance Data 2024

MM7: Diversity, Equity, Inclusion and Belonging (DEIB)					
Indicators	2020	2021	2022	2023	2024
Total employees	42,070	42,168	43,360	43,595	44,117
Breakdown of Employees by Gender (headcount)					
Female	23,522	23,645	24,300	24,491	24,892
Male	18,548	18,523	19,060	19,104	19,225
Breakdown of Employees by Location (headcount)					
Inside Malaysia	24,724	25,088	25,829	25,863	26,325
Outside Malaysia	17,346	17,080	17,531	17,732	17,792
Breakdown of Employees by Age Group (headcount)					
<30	7,276	7,233	7,827	7,650	7,695
30-39	15,237	14,926	14,872	14,723	14,702
40-50	13,256	13,152	13,142	13,133	13,110
>50	6,301	6,857	7,519	8,089	8,610
Breakdown of Employees by Ethnic Diversity (Malaysia operations only) (headcount)					
Malay	17,036	17,269	17,896	17,904	18,184
Chinese	5,109	5,209	5,285	5,233	5,371
Indian	1,476	1,489	1,526	1,585	1,639
Others	1,103	1,121	1,122	1,141	1,131
Breakdown of Employees by Employee Category (headcount & percentage)					
Executive	32,399 (77%)	33,103 (79%)	34,704 (80%)	35,350 (81%)	36,200 (82%)
Non-executive	9,671 (23%)	9,065 (21%)	8,656 (20%)	8,245 (19%)	7,917 (18%)
Breakdown of Employees by Employment Type (headcount)					
Permanent Employees	40,144	40,548	41,320	41,676	42,150
Female	22,846	23,044	23,505	23,827	24,200
Male	17,298	17,504	17,815	17,849	17,950
Inside Malaysia	24,165	24,499	25,098	25,231	25,677
Outside Malaysia	15,979	16,049	16,222	16,445	16,473
Direct Contract Employees	1,926	1,620	2,040	1,919	1,967
Female	676	601	795	664	692
Male	1,250	1,019	1,245	1,255	1,275
Inside Malaysia	559	589	731	632	648
Outside Malaysia	1,367	1,031	1,309	1,287	1,319
Percentage of employees that are contractors or temporary staff*	4.6	3.8	4.7	4.4	4.5

* Contractors or temporary staff refers to direct contract employees (employees with a contract for a limited period that ends when the specific time period expires).



Maybank Sustainability Performance Data 2024

MM7: Diversity, Equity, Inclusion and Belonging (DEIB)					
Indicators	2020	2021	2022	2023	2024
Breakdown of Employees by Union Status* (headcount)					
Union Members	8,240	8,936	17,634	17,336	17,256
Non-union Members	14,391	13,811	25,726	26,259	26,861
Percentage of total employees covered by collective bargaining agreements	44%	43%	41%	40%	39%
Number of employees with disabilities	17	16	19	19	23
Breakdown of Employees by Position and Gender (headcount & percentage)					
Senior Management and above					
Male	Disclosure started in FY2022		979 (58.8%)	1,032 (57.8%)	1,097 (57.9%)
Female			685 (41.2%)	752 (42.2%)	798 (42.1%)
Middle Management					
Male	Disclosure started in FY2022		3,137 (49.6%)	3,283 (49.0%)	3,481 (49.1%)
Female			3,189 (50.4%)	3,421 (51.0%)	3,602 (50.9%)
Executive					
Male	Disclosure started in FY2022		11,247 (42.1%)	11,287 (42.0%)	11,321 (41.6%)
Female			15,467 (57.9%)	15,575 (58.0%)	15,901 (58.4%)
Non-executive					
Male	Disclosure started in FY2022		3,697 (42.7%)	3,502 (42.5%)	3,326 (42%)
Female			4,959 (57.3%)	4,743 (57.5%)	4,591 (58%)
Breakdown of Employees by Position and Age Group (headcount & percentage)					
Senior Management and above					
<30 Years Old	Disclosure started in FY2022		- (0.0%)	1 (0.1%)	2 (0.1%)
30–39 Years Old			163 (9.8%)	174 (9.7%)	193 (10.2%)
40–50 Years Old			738 (44.3%)	772 (43.3%)	825 (43.5%)
>50 Years Old			763 (45.9%)	837 (46.9%)	875 (46.2%)

* For Maybank and ETIQA only

Maybank Sustainability Performance Data 2024

MM7: Diversity, Equity, Inclusion and Belonging (DEIB)					
Indicators	2020	2021	2022	2023	2024
Middle Management					
<30 Years Old	Disclosure started in FY2022		57 (0.9%)	65 (1.0%)	72 (1.0%)
30–39 Years Old			2,043 (32.3%)	2,091 (31.2%)	2,187 (30.9%)
40–50 Years Old			2,488 (39.3%)	2,655 (39.6%)	2,839 (40.1%)
>50 Years Old			1,738 (27.5%)	1,893 (28.2%)	1,985 (28.0%)
Executive					
<30 Years Old	Disclosure started in FY2022		6,236 (23.3%)	6,101 (22.7%)	6,191 (22.7%)
30–39 Years Old			9,836 (36.8%)	9,971 (37.1%)	10,102 (37.1%)
40–50 Years Old			7,027 (26.3%)	6,927 (25.8%)	6,824 (25.1%)
>50 Years Old			3,615 (13.6%)	3,863 (14.4%)	4,105 (15.1%)
Non-executive					
<30 Years Old	Disclosure started in FY2022		1,534 (17.7%)	1,483 (18.0%)	1,430 (18.1%)
30–39 Years Old			2,830 (32.7%)	2,487 (30.2%)	2,220 (28.0%)
40–50 Years Old			2,889 (33.4%)	2,779 (33.7%)	2,622 (33.1%)
>50 Years Old			1,403 (16.2%)	1,496 (18.1%)	1,645 (20.8%)
Breakdown of Male Employees by Age Group (headcount & percentage)					
<30 Years Old	Disclosure starts in FY2024				3,521 (18.3%)
30 – 39 Years Old					6,469 (33.6%)
40 – 50 Years Old					5,455 (28.4%)
>50 Years Old					3,780 (19.7%)



Maybank Sustainability Performance Data 2024

MM7: Diversity, Equity, Inclusion and Belonging (DEIB)					
Indicators	2020	2021	2022	2023	2024
Breakdown of Female Employees by Age Group (headcount & percentage)					
<30 Years Old	Disclosure starts in FY2024				4,174 (16.8%)
30–39 Years Old					8,233 (33.1%)
40–50 Years Old					7,655 (30.7%)
>50 Years Old					4,830 (19.4%)
Number and percentage of employees that are contractors					
Headcount	Disclosure starts in FY2024				3,578
Breakdown of employees that are contractors					
Female	Disclosure starts in FY2024				1,338
Male					2,222
Inside Malaysia					1,247
Outside Malaysia					2,330
Total number of workers who are not employees					
Graduate Trainees	Disclosure starts in FY2024				1,147
Interns					364

Note: Contractors refer to agency contractors and gig workers.

Maybank Sustainability Performance Data 2024

MM7: Diversity, Equity, Inclusion and Belonging (DEIB)					
Indicators	2020	2021	2022	2023	2024
Percentage of women in management					
Women in management	47%	48%	49%	49%	49%
Women in top management	34%	37%	37%	35%	35%
Women in Board of Directors	25%	31%	33%	36%	42%
Women in senior management	40%	41%	41%	42%	42%
Percentage of senior management that are from local communities	Disclosure starts in FY2024				92%
Number of employees entitled to parental leave					
Male	Disclosure starts in FY2024				11,700
Female					14,954
Number of employees taking parental leave					
Male	Disclosure starts in FY2024				1,417
Female					2,233
Number of employees that returned to work in the reporting period after ending parental leave					
Male	Disclosure starts in FY2024				1,407
Female					2,218
Return to work and retention rates of employees that took parental leave					
Male	Disclosure starts in FY2024				99%
Female					99%
Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work					
Male	Disclosure starts in FY2024				1,257
Female					2,138



Maybank Sustainability Performance Data 2024

MM8: Employee Well-being					
Indicators	2020	2021	2022	2023	2024
Number of hours worked*	Disclosure starts in FY2024				50,999,936.46
Number of work-related fatalities as a result of work-related injury	0	0	0	0	0
Rate of work-related fatalities as a result of work-related injury	0	0	0	0	0
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	0	0	0	0	0
Number of recordable work-related injuries (including fatalities)	7.0	9.0	3.0	12.0	8.0
Rate of recordable work-related injuries (including fatalities)	0.0076	0.9013	2.2400	5.1830	4.980
Total recordable injury frequency rate	0.0011	0.3004	0.0700	0.2300	0.160
Lost Time Incident Rate	0.0076	0.9013	2.2400	5.1830	0.319
Number of employees trained on health and safety standards**	Disclosure started in FY2021	80	20	505	720

* Number of hours worked refers to Malaysia operations only.

** Includes OSH Coordinators and MHFAs from FY2023 onwards.

Notes:

- Employees refer to permanent and direct contract employees.
- Other non-employees refer to graduate trainees, interns, gig workers and agency contractors.

Maybank Sustainability Performance Data 2024

MM9: Future Fit Talent and Culture					
Indicators	2020	2021	2022	2023	2024
Training investment per employee (RM)	2,503	1,841	2,651	3,198	3,263
Employee Training and Development					
Participation (unique learner rate headcount)	38,056	40,464	41,831	40,622	42,753
Learning and development expenditure (RM million)	95.3	74.5	110.9	129.9	139.5
Average training hours per employee	29.80	27.90	30.18	36.00	36.2
Female	30.2	29.4	32.9	35.2	36.6
Male	29.4	26.0	26.8	36.9	35.8
Total training hours per employee, per employee category					
Senior Management and above	42.8	33.00	23.45	50.65	42.3
Middle Management	30.0	33.00	23.45	40.48	48.4
Executive	32.3	33.00	23.45	38.52	37.0
Non-executive	20.3	44.10	32.85	20.77	19.9
ESG programmes conducted (participation rate and not unique)					
Number of programmes	Disclosure started in FY2021	108	139	78	155
Number of sessions		210	248	143	279
Learning hours		78,289	80,675	86,023	156,226
Number of participants		45,378	81,329	65,931	74,979
Overall learning programmes (no. of programmes)	320,724	538,343	573,170	506,478	543,165
Average learning programmes per employee (no. of programmes)	10.2	12	13	12	12.7
Percentage of training sessions conducted/facilitated by employees (%)	87	88	82	83	81



Maybank Sustainability Performance Data 2024

MM9: Future Fit Talent and Culture

Indicators	2020	2021	2022	2023	2024
Employee Turnover (headcount & percentage)					
By Location					
Global	4,627 (11%)	5,047 (12%)	5,358 (13%)	4,822 (11%)	4,657 (10.6%)
Inside Malaysia	1,185 (5%)	1,469 (6%)	1,881 (7%)	1,711 (7%)	1,634 (6%)
Outside Malaysia	3,442 (18%)	3,578 (21%)	3,477 (20%)	3,111 (18%)	3,023 (17%)
By Gender					
Female	1,901 (41%)	2,152 (43%)	2,512 (47%)	2,154 (45%)	2,064 (44%)
Male	2,726 (59%)	2,895 (57%)	2,846 (53%)	2,668 (55%)	2,593 (56%)
By Age Group					
<30	1,861 (40%)	1,775 (35%)	1,971 (37%)	1,759 (37%)	1,621 (35%)
30-39	1,551 (34%)	1,846 (37%)	1,897 (35%)	1,634 (34%)	1,559 (33%)
40-50	639 (14%)	754 (15%)	744 (14%)	698 (14%)	659 (14%)
>50	576 (12%)	672 (13%)	746 (14%)	731 (15%)	818 (18%)
Total number of employee turnover by employee category					
Senior Management and above	Disclosure started in FY2021	152	162	151	168
Middle Management		716	570	619	605
Executive		3,630	3,210	3,319	3,188
Non-executive		850	1,115	733	696

Maybank Sustainability Performance Data 2024

MM9: Future Fit Talent and Culture					
Indicators	2020	2021	2022	2023	2024
Number of New Employees (headcount & percentage)					
By Location					
Global (headcount only)	3,492	4,984	6,550	5,057	5,180
Inside Malaysia	1,131 (32%)	1,679 (34%)	2,641 (40%)	1,760 (35%)	2,106 (41%)
Outside Malaysia	2,361 (68%)	3,305 (66%)	3,909 (60%)	3,297 (65%)	3,074 (59%)
By Gender					
Female	1,551 (44%)	2,177 (44%)	3,156 (48%)	2,344 (46%)	2,465 (48%)
Male	1,941 (56%)	2,807 (56%)	3,394 (52%)	2,713 (54%)	2,715 (52%)
By Age Group					
<30	2,086 (60%)	2,964 (59%)	3,892 (59%)	2,936 (58%)	3,083 (59%)
30-39	1,076 (31%)	1,539 (31%)	1,985 (30%)	1,529 (30%)	1,546 (30%)
40-50	269 (7%)	396 (8%)	566 (9%)	471 (9%)	450 (9%)
>50	61 (2%)	85 (2%)	107 (2%)	121 (3%)	101 (2%)
Talent retention					
Succession cover ratio (No. of successors over Mission Critical Positions)	3.3:1	3.6:1	3.3:1	3.0:1	3.1:1
Succession realisation for Mission Critical Positions (%)	81.0	93.0	86.0	82.0	80.0
Ready Now Successors (%)	25.0	25.0	23.0	23.0	20.0
Internal vacancy realisation for senior management positions (%)	87.0	88.0	86.0	84.0	84.0
Key retention rate (%)	87.0	86.0	86.0	90.0	90.0
Regrettable loss (%)	13.0	14.0	14.0	10.0	10.0
Workforce turnover rate (%)	11.0	12.0	13.0	11.0	11.0
Profit before tax per employee (RM)	205,775	258,172	273,794	287,455	310,573
Income per employee (RM)	588,620	603,500	610,985*	627,621	670,320
Pre-Provisioning Operating Profit (PPOP) per employee (RM)	321,876	330,342	334,827**	320,503	342,550

* The FY2022 income per employee figure has been restated due to an error identified in the preparation of the Sustainable Performance Data 2023.

** The adjustment in the FY2022 PPOP per employee number reflects the difference in the Profit and Loss (PnL) account.



Maybank Sustainability Performance Data 2024

MM9: Future Fit Talent and Culture

Indicators	2020	2021	2022	2023	2024
Employee Engagement (percentage)					
Percentage of employees appraised	100.0	100.0	100.0	100.0	100.0
Percentage of employees who were formally appraised	100.0	100.0	100.0	100.0	100.0
One-on-one performance review for year-end evaluation	100.0	100.0	100.0	100.0	100.0
Employee Engagement Survey – Sustainable Engagement Index Score (%)	N/A	90	N/A	89	92

MM10: Human Rights

Indicators	2020	2021	2022	2023	2024
Number of substantiated complaints concerning human rights violations	Disclosure started in FY2021	8	10	30	62
Percentage of employees who receive human rights training (%)	100	100	100	84	81
Percentage of security personnel trained on human rights issues (%)	100	100	100	96	100

GOVERNANCE

MM11: Sustainable Procurement

Indicators	2020	2021	2022	2023	2024
Percentage of spending on local suppliers					
Malaysia	87.1	92.7	87.9	89.9	89.3
Singapore	Disclosure started in FY2023			91.9	86.7
Indonesia				95.6	63.7
Cambodia				88.9	88.4
Number of existing suppliers assessed on ESG					
Malaysia	Disclosure started in FY2023			154	361
Singapore				35	26
Indonesia				232	410
Cambodia				22	42
Percentage of new suppliers that were screened using environmental criteria	Disclosure starts in FY2024				100%
Percentage of new suppliers that were screened using social criteria					100%

Maybank Sustainability Performance Data 2024

MM12: Public Policy and Advocacy					
Indicators	2020	2021	2022	2023	2024
Number of collaborations and partnerships with external stakeholders	Disclosure started in FY2023			14	16

MM13: Responsible Data Privacy and Security					
Indicators	2020	2021	2022	2023	2024
Total number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Disclosure started in FY2023			9	11
Complaints received from outside parties and substantiated by the organisation				9	10
Complaints from regulatory bodies				0	0
Total number of identified leaks, thefts, or losses of customer data				0	0
Percentage that are personal data breaches				100%	100%



Maybank Sustainability Performance Data 2024

MM14: Good Governance and Conduct					
Indicators	2020	2021	2022	2023	2024
Board Composition (headcount)					
Independent Non-Executive Directors	8	10	9	8	9
Executive Director	1	1	1	1	1
Non-Independent Non-Executive Directors	2	2	2	2	2
Nationality (headcount)					
Malaysian	9	11	10	9	10
Indonesian	1	1	1	1	-
American	1	1	1	1	1
Australian-Italian	-	-	-	-	1
Gender (headcount & percentage)					
Female	4 (36%)	4 (31%)	4 (33%)	4 (36%)	5 (42%)
Male	7 (64%)	9 (69%)	8 (67%)	7 (64%)	7 (58%)
Age (headcount & percentage)					
50-55	-	1 (8%)	1 (8%)	1 (9%)	1 (8%)
56-60	3 (27%)	3 (23%)	2 (17%)	2 (18%)	3 (25%)
61-65	5 (46%)	6 (46%)	6 (50%)	5 (46%)*	6 (50%)
>65	3 (27%)	3 (23%)	3 (25%)	3 (27%)	2 (17%)
Annual total compensation ratio					
Annual total compensation ratio	Disclosure started in FY2023			69.64	70.57
Change in annual total compensation ratio				0.64	0.31

* Restated due to rounding up of the figure from 45.5%

Maybank Sustainability Performance Data 2024

MM15: Business Integrity and Ethics					
Indicators	2020	2021	2022	2023	2024
Percentage of governance body members that have been communicated to about anti-corruption policies and procedures, by region category (%)					
Inside Malaysia	100	100	100	100	100
Outside Malaysia	100	100	100	100	100
Percentage of governance body members who have received training on anti-corruption by region category (%)					
Inside Malaysia	100	100	100	100	100
Outside Malaysia	100	100	100	100	100
Percentage of employees that have been communicated to about anti-corruption policies and procedures, by employee category (%)					
All employees	100	100	100	100	100
Senior Management and above	100	100	100	100	100
Middle Management	100	100	100	100	100
Executive	100	100	100	100	100
Non-executive	100	100	100	100	100
Percentage of employees that have been communicated to about anti-corruption policies and procedures, by region category (%)					
Inside Malaysia	100	100	100	100	100
Outside Malaysia	100	100	100	100	100



Maybank Sustainability Performance Data 2024

MM15: Business Integrity and Ethics					
Indicators	2020	2021	2022	2023	2024
Percentage of employees who have received training on anti-corruption by employee category (%)					
All employees	-	62	67	80	89
Senior Management and above	Disclosure started in FY2023			3	4
Middle Management				13	16
Executive				49	57
Non-executive				14	12
Percentage of employees who have received training on anti-corruption by region category (%)					
Inside Malaysia	-	98	78	77	65
Outside Malaysia	-	2	22	23	35
Total percentage of business partners that have been communicated to about anti-corruption policies and procedures by type of business partners and region	100	100	100	100	100
Percentage of operations assessed for corruption-related risks	Disclosure started in FY2023			100	100
Number of confirmed corruption incidents				0	1
Number of discrimination incidents*	Disclosure starts in FY2024				12
Employee training on anti-money laundering and countering financing of terrorism					
Headcount	27,795	36,487	30,428	38,962	37,215
Total training hours	258,755	66,796	63,398	98,865	89,879

* Data is also part of the number of substantiated complaints concerning human rights violations.