

Diversity & inclusion

GRI 3-3, 405-1, 405-2

Our focus on people starts with our Allstars. Given our foothold in a region rich in culture, diversity and talent, Capital A reflects the unity of Asean’s shared heritage, values and authenticities. We nurture an inclusive culture where everyone, irrespective of gender, age, race, religion, sexual orientation, nationality or disability, is valued and treated with respect. As a result, we have been able to benefit from the enriched perspectives this brings to the Group.



For diversity to flourish, there can be no discrimination in any form; hence, we will not tolerate discriminatory behaviour at any level, as stated in our Code of Conduct and Ethics. We practise a culture of equal opportunity to foster a more diverse and inclusive workplace for all.



For more information on our Code of Conduct and Ethics, visit our website: <https://www.capitala.com/corporate-governance.html>

In 2023, our workforce grew by 30.5% from the previous year, to total 21,063 Allstars of whom 33.6% were women. While male Allstars continue to predominate in each employment category, we remain committed to providing equal opportunities for shared growth among everyone. One of our key achievements in the year was getting all our retrenched Allstars back into operations. As we continue to rebuild and recover pre-pandemic levels of activity, we will recruit more diverse new talents to help grow our businesses.

2023 Performance Overview



33.6% women representation



17% women at Board level



32% women in leadership positions



7% female pilots



Established **DEI Committee** (IAA)

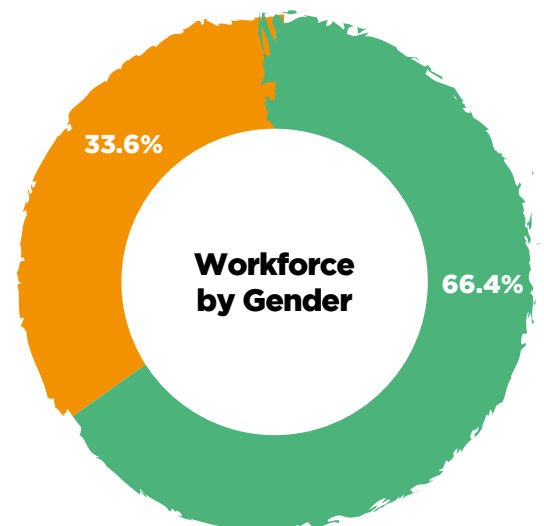
Our Management Approach

- Code of Conduct and Ethics
- Anti-Harassment Policy
- Board Diversity Policy

Supporting the UN SDGs



OUR WORKFORCE IN 2023



Male

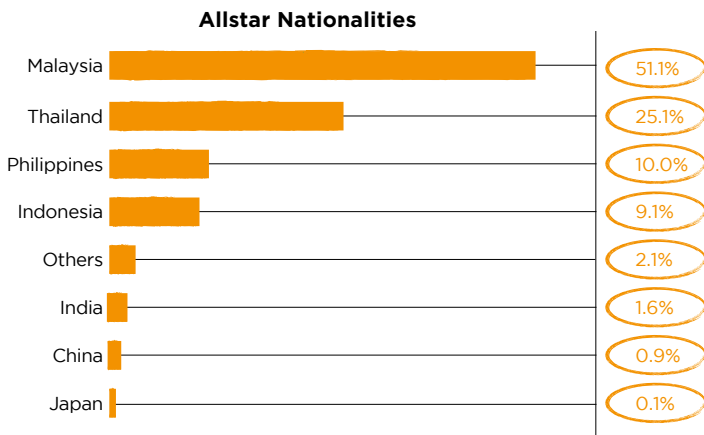


Female

CELEBRATING ASEAN DIVERSITY IN OUR WORKFORCE

Our vision to unite Asean and beyond is deep-rooted within Capital A. While our headquarters are situated in Malaysia, we take pride in recruiting skilled professionals from across the Asia Pacific. Malaysians constitute the majority of our workforce at 51.1%, followed by 25.1% Thais, 10% Filipinos, and 9.1% Indonesians, with the remaining Allstars hailing from other Asia Pacific countries, as illustrated in the chart.

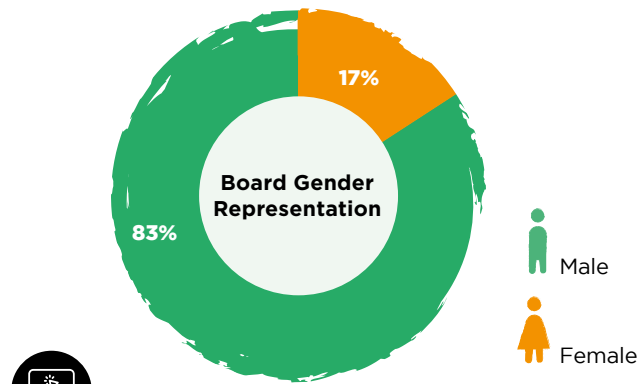
The rich tapestry of cultures and perspectives within Asean provides us with a distinct competitive edge, enhancing our ability to understand and cater to the diverse needs of our customers. By valuing and leveraging the unique strengths each individual brings, we not only foster a vibrant organisational culture but also position ourselves strategically to excel in the diverse and dynamic business landscape within Asean.



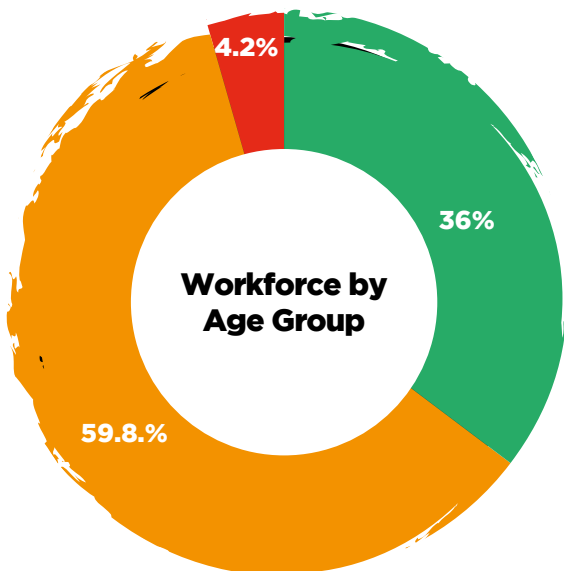
WOMEN IN LEADERSHIP

With roots in the traditionally male-dominated airline sector, we have always defied the norms and challenged the status quo to create a more gender balanced environment. Among others, we actively support female Allstars to achieve leadership positions, especially in decision-making roles.

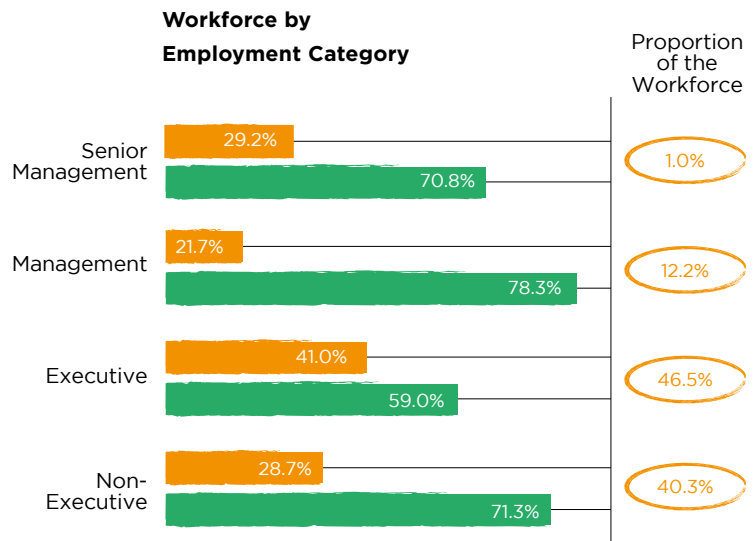
To increase women's current representation (17%) on the Board, the Nomination and Remuneration Committee (NRC) is actively seeking qualified women candidates to be considered for inclusion to our governing body. As noted in our Board Diversity Policy, a diverse and inclusive Board will give us access to a greater range of talent and their valuable experience, perspectives and skills lending us a greater competitive edge.



For more information on our Board Diversity Policy, visit our website: <https://www.capitala.com/corporate-governance.html>



● Below 30 years ● 30-50 years ● Above 50 years



































● Male ● Female

SOCIAL

EMPOWERING ALLSTARS

Across our entities, women hold 32% of decision-making roles, from managerial positions and above. We have a strong presence of women in leadership in most of our lines of business as highlighted below:

	 15.2% (2022: 10.5%)	 84.8% (2022: 89.5%)
	 10% (2022: 9.8%)	 90% (2022: 90.2%)
	 39.3% (2022: 37.9%)	 60.7% (2022: 62.1%)
	 51.4% (2022: 26.4%)	 48.6% (2022: 73.6%)
	 37.8%	 62.2%
	 42.1%	 57.9%
	 35.7%	 64.3%
	 26.1%	 73.9%
 	 39% (2022: 41.7%)	 61% (2022: 58.3%)
 		
 		

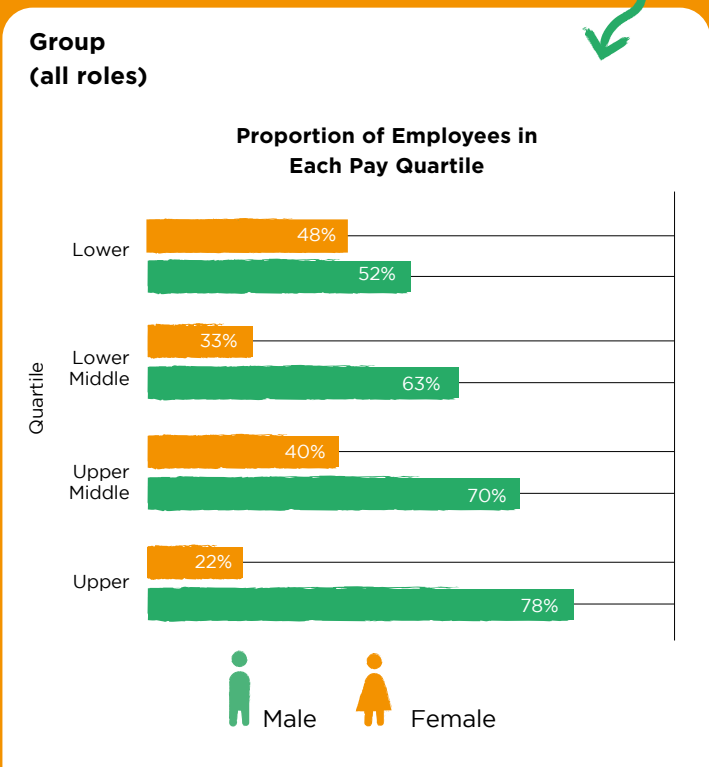
Notes:
 1. 'Others' include entities with less than 20 Allstars.
 2. This chart only includes Allstars who hold managerial positions.

GENDER PAY GAP REPORT

We are committed to addressing systemic gender bias by closely monitoring and assessing our gender pay gap. We conduct a detailed analysis of our pay scales across eight job grades adopting the UK gender pay gap reporting statutory guidance.

As Capital A comprises multiple lines of business in different sectors, we report our performance using two sets of data: one that is inclusive of all Allstars; and another that excludes our pilots, cabin crew, licensed aircraft engineers (LAE) and software engineers (SWE). This is based on the fact that gender representation in these occupations remains heavily skewed. By segregating our data, we are able to filter out extraneous distortions to see if biases can be found in the remaining areas.

Our performance on the hourly pay difference between male and female employees in 2023 is as shown:



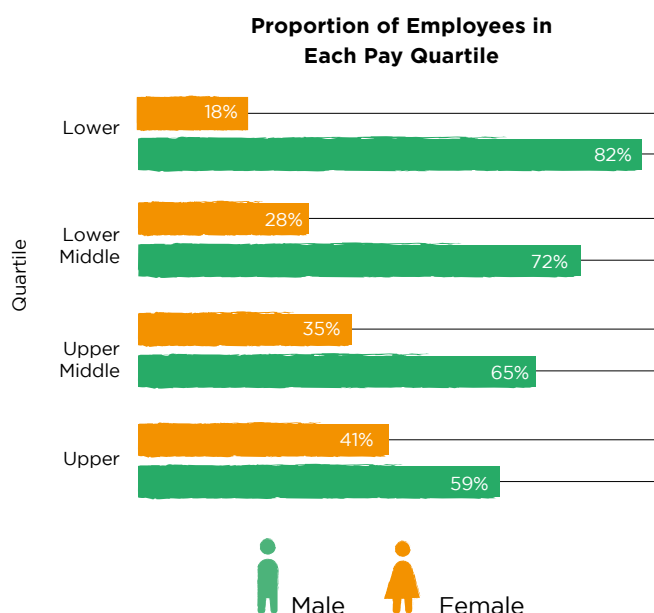
Gender Pay Gap
Mean 54.3%
Median 55.3%

Group
(excluding pilots, cabin crew, LAEs and SWEs)

Gender Pay Gap
Mean -15.8%
Median -22.5%

Notes:

- Entities with less than five employees have been excluded.
- The mean gender pay gap represents variance in the average hourly wages of female employees compared to their male counterparts.
- The median pay gap signifies the difference in hourly compensation between the woman positioned in the middle of a line-up of all female employees according to how much they are paid and the man similarly situated in the line-up of all male employees.
- A positive percentage indicates female employees are paid less than male employees, while a negative percentage indicates the opposite.



What does the data tell us?

Our analysis reveals that, when considering the entire Group, the mean and median hourly pay of male Allstars are 54.3% and 55.3% higher than that of their female counterparts, respectively. This outcome is to be expected given gender imbalances within the industry, especially in male-dominated roles like engineering and piloting. These technical roles not only pay more, they are also more in number than other positions. This trend is supported by the finding that male Allstars make up 78% of the uppermost pay quartile, which comprises a significant number of pilots. In contrast, females make up 48% of the lower pay quartile.

When we exclude the four technical roles and concentrate on non-airline specific positions, the data indicate that women earn 15.8% and 22.5% more than men in terms of mean and median hourly pay, respectively. This is substantiated by the fact that women make up 41% of the highest pay quartile, while men constitute 82% of the lowest pay quartile. There are more men in the lowest quartile because of the physical demands and shift-based nature associated with these non-executive roles, such as ramp work in GTR and the riders and drivers of AirAsia MOVE. Consequently, the pay gap in favour of women is due to the gender distribution across the respective pay quartiles rather than any inherent gender-based pay biases.

As we endeavour to further enhance our gender balance, it is crucial to emphasise that our pay structure is gender neutral. We have established robust pay scale frameworks and recruitment guidelines for various

roles, including pilots, engineers and cabin crew. The observed gender disparity stems primarily from women opting for non-technical roles, often influenced by the challenges of balancing work and family responsibilities.

Towards a more balanced workforce

Efforts to improve our gender balance across STEM roles are bearing fruit, as demonstrated below:

7%
Female pilots
(2022: 6.6%)

8.9%
Women engineers
(2022: 4.5%)

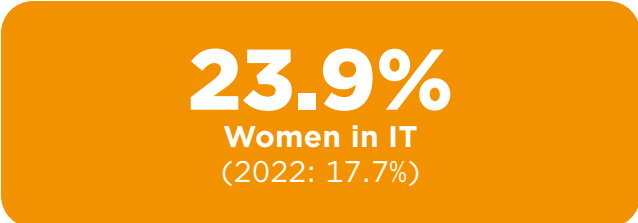
Over the last decade, we have consistently recruited and provided training for more female pilots than any other airline in Asean. In 2023, the representation of female pilots increased to 7%, surpassing the global average of 5.8% in 2021 as reported by the International Society of Women Airline Pilots. Additionally, the percentage of women aircraft engineers rose to 8.9%, exceeding the Asia Pacific average of 4.4% according to ICAO.

Our commitment to closing gender gaps involves implementing substantial changes and taking positive actions to attract and recruit more women in the STEM careers we provide. We are actively working to reduce the barriers to entry and enhance our outreach initiatives. This includes reintroducing our cadet pilot programme, organising more industrial visits, and participating in more conferences as well as recruitment events.

WOMEN IN TECH

As we progress in developing our digital portfolios, we strongly believe in championing women in tech roles to bring more diverse perspectives and approaches to problem-solving in our products and services. Despite significant advancements in recent years, gender diversity in tech roles continues to lag behind, with women being underrepresented in various sectors of the industry.

Within the Capital A group, a comprehensive group ICT initiative was launched, aimed at bringing about positive change and bridging the gender gap in tech. The ICT team changed its hiring policy to include gender diversity in its hiring process with the aim to improve women representation to 30%. The team also launched a “Meet Allstars: Women in Tech” series that featured our data analysts, programmers and project managers to demonstrate to potential female candidates the career opportunities available within our organisation. Through this hiring policy update, we saw women’s representation in IT roles increase 6.2 percentage points:



We also share our advocacy for women in tech with young women who aspire to make their mark in STEM. In November 2023, three of our female software engineers and data scientists were invited to participate in a panel at Universiti Kebangsaan Malaysia (UKM) with the aim of inspiring and empowering the next generation of STEM leaders. Our Allstars took the opportunity to share their personal experiences and journeys in navigating the male-dominated field, addressing gender stereotypes prevalent in their roles. A total of 106 students attended the panel discussion.

We collaborated with Women Techmakers KL, a women-led Google community, to conduct Google Cloud Platform (GCP) workshops for Allstars and the community in airasia academy aspiring to advance their Google Cloud technical skills and attain a professional data engineer certificate. The workshop served as an introduction to the knowledge needed for women who want to pivot into data engineering. A total of 81 participants attended.

SUPPORTING WOMEN AT WORK

This year, we also focused on building a community of women that empowers each other to celebrate their achievements in the workplace and beyond. The Culture team introduced the #IAmRemarkable initiative, a global movement that started at Google, with the goal to enhance the self promotion, motivation and skills of women and underrepresented groups, as well as to challenge social perceptions around self promotion. It functions as a secure space where women can openly share their experiences, fostering the development of a community that promotes a strong sense of belonging. We had women from various departments share their experiences and challenges at work in several workshops held throughout the year. In addition to physical meetups, the Culture team also set up a group on our internal communication channel so that women can seek support from one another at any time.





IAA's Diversity, Equity and Inclusion (DEI) Committee

Established in 2023, IAA's Diversity, Equity, and Inclusion (DEI) Committee is dedicated to fostering an inclusive workplace. At its core, the committee is focused on proposing new policies and refining existing ones, identifying significant issues, providing insights, and proposing initiatives. These efforts are aimed at cultivating a diverse, bias-free and inclusive company culture, with the overarching goal of making a meaningful positive impact on the lives of Allstars.

Chaired by the Chief Executive Officer, the committee consists of 15 members who are not in managerial roles, hailing from diverse backgrounds and departments to ensure a wide range of perspectives. Quarterly meetings are scheduled to facilitate the review and advancement of the committee's initiatives. Through collaboration and strategic planning, the DEI Committee is actively engaged in implementing initiatives that address key issues and contribute to the creation of an inclusive and equitable workplace environment.

At its first meeting in October, the committee focused on the following three areas:

- *Review and update maternity policy*
The committee has successfully updated its maternity policy to allow female pilots two options during their pregnancy. They can either apply for unpaid leave or opt to be transferred to desk-based jobs during their pregnancy rather than to cease work entirely.
- *Improve inclusivity*
The committee targets to improve the accessibility and ease of the recruitment process to encourage more people with disabilities (PWDs) to apply for roles within the Group. The committee is reviewing best practices that can be adopted at IAA for manager guidelines, hiring process, and policies in line with the United States Agency for International Development and Indonesian Ministry of Labour.
- *Support working mothers*
The committee has proposed a lactation room for the RedHouse office to provide a space for working mothers to continue their breastfeeding needs. This is to support the transition of mothers back to work after childbirth. The room has been designed and is expected to be ready by the first quarter of 2024.

Talent Attraction & Retention

GRI 2-7



Capital A strives to attract outstanding and diverse talent to enhance our organisational capabilities for long-term success. We provide our people with world-class training opportunities, competitive remuneration and benefits, attentive support and an inclusive environment, aiming to enhance both their professional careers and personal lives.

RECRUITING THE RIGHT TALENT

We actively recruit Allstars using multiple channels such as career fairs, social media, internships and internal referrals. Our approach is designed to attract top talent while ensuring we bring in the most suitable candidates for the job. Prospective candidates undergo thorough background checks and multiple rounds of interviews and assessments to validate the authenticity of their qualifications and assess their suitability for the role.

We introduced the Diversity Recruitment Guidelines to ensure the attraction and hiring of candidates with diverse backgrounds, experience and perspectives. The guidelines outline measures to reduce unconscious bias, such as utilising gender-neutral terms in job postings, anonymising resumes during the screening phase, adopting a skills and qualifications-focused interview process, and ensuring fair and equitable compensation practices, among others. This approach aims to cultivate a more inclusive environment and provide equal opportunities.

2023 Performance Overview



Introduced
unconscious bias training



>RM3.7 mil
invested in training and development



100% retrenched
Allstars back into operations



4,829 new hires



7 average training
hours per Allstar (aviation arm)



25 score in employee NPS

Our Management Approach

- Code of Conduct and Ethics
- Employee Handbook
- Anti-Bribery and Anti-Corruption Policy
- Remuneration Policy
- Learning and Development Policy
- Diversity Recruitment Guidelines

Supporting the UN SDGs



Reducing Unconscious Bias in the Recruitment Process

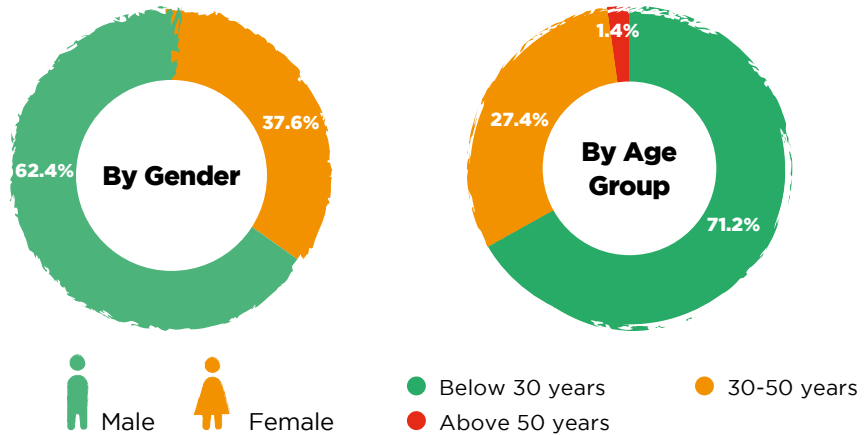
Recognising that everyone harbours unconscious biases, our Recruitment department is taking active steps to create awareness of this while introducing training to minimise such bias as far as possible in our hiring process.

In 2023, we introduced an unconscious bias training where Allstars received training on practical tips, case studies and best practices aimed at fostering a more impartial and equitable interview approach. As this was the pilot phase of the project, the training was only rolled out to selected hiring managers. Following positive feedback from the pilot, we will be getting more hiring managers on board and potentially rolling out the training across the Group.

New Hires and Turnover

GRI 401-1

We welcomed back 100% of Allstars retrenched from the pandemic and over 4,829 new Allstars, a near two-fold increase from 2022. Our new hires are mainly from the under 30 years category (71.2%) to bring newer and better ideas and innovation into our organisation. Meanwhile, in recognition of the talent, knowledge and skills of existing Allstars, we filled 1,336 vacant roles with internal candidates whose growth we will continue to support.



A key attraction and retention factor at Capital A is the limitless prospect for growth within the Group, achieved through investments in functional, technical and future-oriented skills. The turnover and attrition rates of 14.4% and 20.7% for female employees compared to 10.7% and 14.8% male employees respectively indicate that female Allstars are joining and leaving the company at a faster rate than men. This trend could potentially be attributed to challenges related to achieving work-life balance, as well as the higher representation of men in key operational roles such as pilots and engineers.

Becoming Malaysia's leading employer

HR Asia Best Companies to Work for in Asia 2023

AirAsia MOVE was identified by its Allstars as one of Asia's best employers to work for.

Malaysia Best Employer Brand Awards 2023

AirAsia MOVE was awarded by World HRD Congress in recognition of its exceptional HR practices.

Best Talent Acquisition Team

The Group's recruitment team was recognised as the best talent acquisition team by LinkedIn.

Organization Promoting Employment of People with Disabilities Award 2023

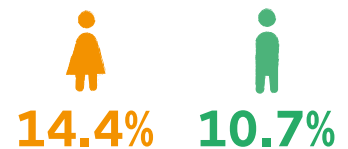
TAA received the award from Friendly Design Awards 2023 in recognition of its efforts to provide equal opportunities.

Stellar Workplace Award 2023

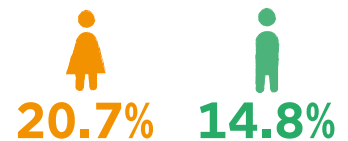
IAA won four awards from Kontan Business & Investment Media and GML Performance Consulting in the following categories:

- Top 5 Stellar Workplace in Social Era 5.0
- Top 5 Employer Branding for New Gen
- Stellar Workplace Recognition in Employee Commitment
- Stellar Workplace Recognition in Employee Satisfaction

Turnover Rate



Attrition Rate



Note:

- Turnover rate measures the pace at which employees voluntarily or involuntarily join and leave an organisation. It focuses only on employees whose positions an organisation plans to refill.
- Attrition rate is the pace at which employees leave an organisation voluntarily. Attrition means the employer has decided not to replace the employee or refill the position.

INVESTING IN OUR ALLSTARS

GRI 401-1, 404-2

We support our Allstars' proactiveness in seeking opportunities that will contribute to their continuous learning and development. Our Learning and Development Policy highlights a strong culture of growth and commitment to developing talents who are dynamic, competitive and progressive.

Investment in Allstars in 2023:



This year, we invested more than RM3.7 million in the training and development of our Allstars, a three-fold increase from 2022 with an average of seven hours per Allstar. We conduct most of our training through airasia academy where a mix of face-to-face, virtual and blended channels is used while we engage external trainers where necessary.

SHAPING FUTURE-READY LEADERS

Having a robust leadership and talent pipeline is essential to securing the future of Capital A. We focus on coaching, mentoring and developing identified Allstars to take on leadership roles to ensure sufficient talent to accede to vacant leadership positions thus secure business continuity.

The team at the Centre of Excellence for Talent Development is responsible for organising training initiatives aimed at enhancing the skills of Allstars, preparing them to take on leadership roles in the future. Some of the key initiatives are:

KEY TRAININGS IN 2023

<p>Group-Wide</p> <ul style="list-style-type: none"> • Anti-Trafficking Training - #Know The Signs • Safe@Work • Anti-Harassment Policy Training • Information Security Awareness Education • Anti-Bribery and Anti-Corruption Training 	<p>Aviation</p> <ul style="list-style-type: none"> • Pilot Safety & Emergency Procedure Recurrent Training • Pilot Simulator Training • Cabin Crew Recurrent Training 	<p>AirAsia MOVE</p> <ul style="list-style-type: none"> • Finance Training for Non-Finance Employees • Legal Training for Non-Legal Employees • Ecommerce Essentials 	<p>Teleport</p> <ul style="list-style-type: none"> • Bomb Threat Awareness • Temperature Controlled Cargo Operations • Dangerous Goods Regulations Category 6 and 8 • Basic Cargo • Security Awareness
<p>ADE</p> <ul style="list-style-type: none"> • Warehouse management training • Fleet technical aircraft management training • Scheduled Waste Management Awareness 	<p>GTR</p> <ul style="list-style-type: none"> • Emergency Response Plan • Dangerous Goods • Human Factor • Operations Training - Guest Service, Ramp & Cargo • First Aid • Airside Safety • Scheduled Waste Management Awareness 	<p>Santan</p> <ul style="list-style-type: none"> • Safety Induction and Chemicals Safety Training • Food Safety and Halal Training • Basic Service and Legendary Service Training • New Product Roll-Out Workshop • FSSC22000 v6 Lead Auditor • First Aid Training • OSH Training 	<p>BigPay</p> <ul style="list-style-type: none"> • Managing Unconscious Bias • Managing Harassment, Bullying at the Workplace - for Managers and Leaders • Trained respondents - Investigation of Sexual Harassment Incidents

Command Upgrade Leadership Programme

Introduced in February 2023, this 90-day initiative enhances the leadership and soft skills of our First Officers, contributing to the development of the next generation of pilots at AirAsia.

The primary goal is to empower technically proficient Captains to excel not only in their technical abilities but also in leadership. We cultivate a new generation of Captains with emotional intelligence, acknowledging that empathetic leadership is crucial for effective team management and to providing a consistently outstanding guest experience.

The modules focus on:

- Magic triangle of leadership
- Developing mental resilience
- Diversity, equality & inclusion
- Flight deck real-life scenarios
- Techniques to gain trust and teamwork
- Conflict resolution

Key achievements in 2023:

90 First Officers graduated

9 Cohorts of pilots trained

92% Satisfaction rate

Based on positive feedback, we are looking to expand our programme modules.

Leading People

In 2023, we revamped our leadership programme by incorporating modules from Leading Team and Leading Others into the newly refreshed Leading People programme. Leading People is a 90-day journey designed primarily to support Allstars who have been recently promoted to leadership roles.

The modules focus on:

- Fundamentals of effective leadership
- High performance management
- Strategic thinking and growth mindset
- Design thinking
- Coaching and mentoring
- Conflict resolution

Integrating role play, real-life projects, self-paced e-learning and virtual mentorship, the programme equips individuals with the skills and knowledge necessary to lead and manage teams effectively, solve problems, make sound decisions, and foster a culture of innovation and growth.

Key achievements in 2023:

63 Allstars completed the programme

93.9%

Satisfaction rate



Leading Self

This course is designed to help high-potential individuals develop skills and knowledge to become more effective in managing themselves. It focuses on the development of core capabilities necessary to manage themselves effectively, achieve their personal and professional goals, project professionalism and engage customers and stakeholders more impactfully.

The course covers several important topics including:

- Time management
- Growth mindset
- Managing different generations
- Situational leadership

Key achievements in 2023:

56 Allstars completed the programme

92.8%

Satisfaction rate



PERFORMANCE EVALUATION

GRI 404-3

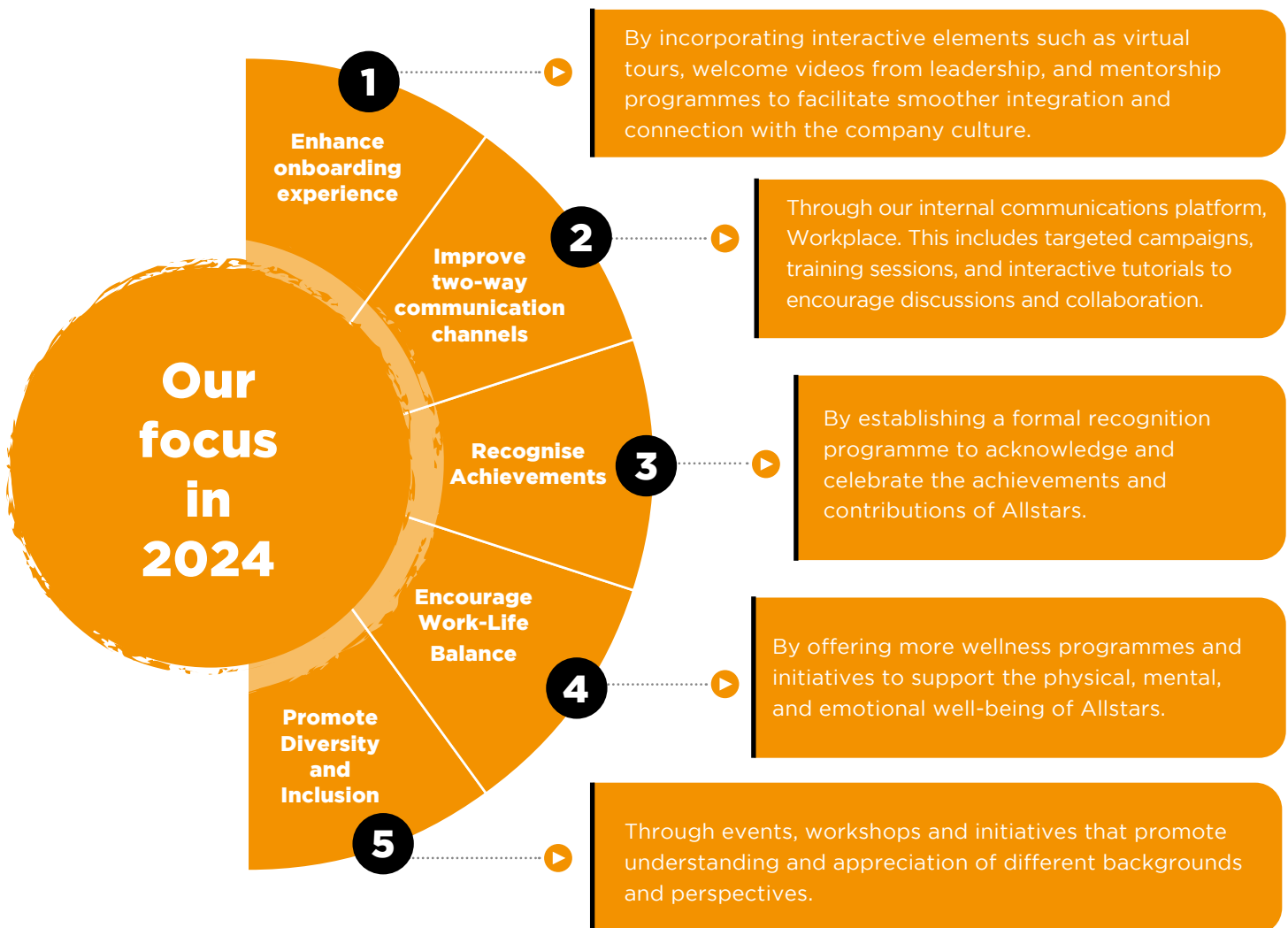
At Capital A, we use the Objectives and Key Results (OKR) framework to measure the performance of Allstars. OKR is a simple goal-setting approach to create better alignment, engagement and clarity towards achieving the Group’s overall business plan. Since its introduction, the way we lead and the way we work have changed. The OKR framework helps to achieve our mission and vision, aids in Allstar engagement, and brings to the surface our top priorities. It allows performance to be more focused, creating alignment, ensuring commitment, and making goal-tracking easier as Allstars are stretched to realise their potential.

We conduct OKR reviews every quarter where Allstars will evaluate their performance with their line managers and amend any OKR goals, if needed. In 2023, 100% of our aviation team had the appraisal done.

ENGAGING OUR ALLSTARS

Valuing our Allstars’ feedback, we conduct annual employee engagement surveys across the Group to gauge how satisfied they are at work in terms of job clarity, growth and development, well-being and recognition. We have always viewed the survey as an excellent platform to understand any issues that may exist and to manage these to create an optimally conducive work environment.

We conducted an employee NPS survey (eNPS) in June 2023 where we achieved a 67% response rate and a score of 25%. The survey indicated that one out of two Allstars would recommend us as a place to work. Overall, our Allstars were satisfied with the skills and knowledge we provide, and understood their contributions to the Group’s overarching goals. Areas in which we could improve include supporting the mental well-being of Allstars and recognising the ideas and opinions of each individual.



REWARDING OUR EMPLOYEES

GRI 401-2

Part of our employee value proposition are the benefits that we provide. We strive to be the preferred employer with a competitive and attractive salary and benefit package. The salary package does not differ based on gender, race, religion, or sexual orientation. We continuously review market data to ensure we are above the minimum wage requirements and make necessary adjustments in a timely manner.

Benefit	Description
Upskilling	Provide a host of development programmes and avenues through airasia academy allowing Allstars to continuously upskill and reskill.
Career advancement	We help Allstars to identify and leverage their strengths to explore new career opportunities through our internal talent marketplace powered by an intuitive AI system. We also structure stretch assignments through AirAsia Got Talent to help Allstars navigate their careers and create greater transparency in career pathways.
Financial health	We offer financial education on Debt/Personal Financial Management/Legacy Planning with relevant providers.
Flexible working arrangements	Depending on their roles, Allstars have the flexibility to decide how they work best.
Work-life support	We encourage rest and recovery through benefits such as Annual Leave, e-coupon/ID90 to allow Allstars to travel, an in-house gym and access to physiotherapy.
Travel benefits	Allstars can enjoy our flights via employee e-coupons and ID90 for travel needs.
Medical/life benefits	We provide medical insurance along with an in-house clinic, physiotherapy, and life as well as personal accident insurance coverage.
Family well-being	We offer paternity leave support, marriage leave, a creche and mother's room, and provide medical and bereavement support through the Red Heart Fund. In 2023, we extended our marriage leave from three to five days.

CARING FOR ALLSTARS AND THEIR FAMILIES

GRI 401-3

We provide full-time Allstars support in their personal lives through maternity leave, paternity leave and marriage leave, among others. We also offer flexible work arrangements and have made available an on-site childcare centre and mother's nursing room at RedQ.

In 2023, we opened a new lactation room at our Indonesian office, RedHouse, as part of IAA's DEI committee's initiative. We also extended our marriage leave from three to five days to accommodate cultural traditions and practices. Additionally, we further enhanced our e-coupon/ID90 policy to allow the inclusion of more family members to enjoy this benefit.

What We Can Look Forward to in 2024

Our goal is to launch a programme specifically tailored to address the unique challenges faced by working mothers, particularly those among our cabin crew and pilots. Both pilots and cabin crew are bound by restrictions within each airline's policies when it comes to planning their motherhood journey. To support our Allstars to achieve a harmonious balance between their professional responsibilities and family life, we are reviewing our pregnancy policy and will introduce measures to support working mothers and ease their return to work post-maternity.

SOCIAL

EMPOWERING ALLSTARS

GOOD HEALTH AND WELL-BEING

We adopt a holistic approach to health where we support the physical, emotional and mental well-being of our Allstars.

Our Allstars Peer Support programme is an internal initiative by Allstars for Allstars designed to provide support and assistance to colleagues in need. It involves trained peer supporters who offer a confidential and empathetic ear to their fellow employees facing challenges, whether personal or work-related. In 2023, our team of peer supporters was 78-strong across all AOCs where they addressed 110 cases. We also offer a digital health solution Naluri that provides 24/7 access to an Allstar Health Coach in addition to interactive and educational help regarding physical and mental health online.

Cases that require a continuum of care through professional mental health support are referred to our employee assistance programme (EAP) for urgent counselling and psychiatric services through the mobile application. It is important to us that well-being support is accessible to our Allstars as mental health impacts productivity, quality work, collaboration and the workplace environment.



Return To Work Coordinator (RTW-C) programme

In March 2023, Group Safety collaborated with PERKESO to conduct a two-day training course focusing on rehabilitation programmes for ill and disabled employees.

The RTW-C programme creates awareness about disability management as well as provides Allstars with basic knowledge on assisting employees with disabilities or are on prolonged medical leave. More than 36 Allstars from various departments at Capital A, including our LOBs, completed this course. Embracing theoretical and practical concepts, it helps Allstars to boost the efficiency and productivity of ill or disabled employees by offering them physical and mental support in the workplace.

Other initiatives during the year that supported Allstar health and well-being include:

World Mental Health Day

In conjunction with World Mental Health Day in October 2023, we raised awareness of the importance of safeguarding mental well-being through our “Ok tak?” campaign where we provided free mental health assessments and in-person chats with clinical psychologists and wellness coaches. Over 1,700 Allstars across our AOCs participated in the event.

After-Work Wellness Activities

A wide range of activities are available after work including futsal, basketball, boxing, muaythai, yoga, badminton, bootcamp and netball.

Health Screening

We held a health screening day at RedQ where 1,230 Allstars received free health screening in the office.

Long-Term Incentive Scheme

Our Long-Term Incentive Scheme (LTIS) is an equity-based employee compensation programme that is aimed at rewarding and retaining Allstars through alignment of the Group’s aspirations and goals with their individual OKRs that help drive sustainable growth and value creation for shareholders. To acknowledge the commitment of Allstars who have surpassed 10 years of service with our company, we also present a token of appreciation as a gesture of gratitude for their long-standing dedication.

ATTRACTING THE BEST TALENT TO AVIATION

Capital A remains dedicated to inspiring, empowering and preparing young individuals for careers in the aviation and fintech sectors. To provide first-hand experience of working with us, we provide internship opportunities that emphasise on-the-job training, providing young talents with practical experience and essential skills to kickstart their professional journeys. In the year 2023, our internship program flourished, paving the way for 160 interns to transition into permanent employment with us.

Girls in MRO Industrial Visit

Our maintenance and engineering complex, RedChain, hosted an industrial visit for Women In Aviation Asia (WiAA) and female students from local universities interested in pursuing aviation careers. The opportunity allowed the students to explore potential career paths within the engineering/maintenance, repair and operations (MRO) side of the aviation business. The visit included tours of the warehouse and workshop, along with insightful knowledge-sharing sessions. The experience concluded with a digital learning exploration session, featuring an augmented reality/virtual reality (AR/VR) presentation by the digital team. A total of 24 students took part in the visit.



Student Connect Programme

We introduced the Student Connect Programme to showcase positive aspects of our company and share the distinctive work culture of Allstars. The objective is to establish a favourable impression, providing students with a first-hand glimpse into the unique qualities that make our workplace exceptional. We welcomed a total of 354 students to RedQ in 2023.



Empowering
and Inspiring
Youth in 2023

Scholarships and Training Collaboration with Civil Aviation University of China (CAUC)

AirAsia and CAUC signed a school-enterprise cooperation agreement to leverage the location advantages of the regional airlines under AirAsia and the teaching and research resources of CAUC to jointly support the resumption of China-Asean air routes and deepen China-Asean civil aviation cooperation. The scholarships serve to build a pipeline of STEM-trained graduates into the aviation industry.

Moving Forward

Ensuring the well-being of our Allstars is a priority for us, addressing both their professional skills and personal support requirements. We are committed to investing in our Allstars to establish long-term relationships and contribute significantly to the Asean region. Our belief is that by consistently motivating and engaging them, we will inspire the generation of innovative ideas, foster effective collaboration, and facilitate adaptability to change, thereby amplifying our Allstar values of daring to dream and winning as one.

Uplifting Communities in Asean

GRI 3-3, 413-1

As a key player in Asean, we are aware of social inequities across the region and are compelled to uplift/empower the communities we operate in. Accordingly, we make a conscious effort to contribute to various initiatives in the five impact areas of disaster relief, healthy communities, education, environmental stewardship and celebration.

2023 Performance Overview

RM244,097 awarded to support the growth and expansion of social enterprises in Asean through AirAsia Foundation

RM119,616.70 in contributions for uplifting and empowering communities in Asean

914 Allstar volunteering hours

Our Management Approach

- Sustainability Policy

Supporting the UN SDGs



GROWING ASEAN SOCIAL ENTERPRISES

Growing social enterprises in the region is crucial for economic development, addressing social challenges, and promoting sustainable and inclusive practices. These enterprises serve as catalysts for positive change, contributing to more resilient societies.

Since its inception in 2012, AirAsia Foundation has been consistent in supporting social enterprises across the region. Through the provision of grants and advisory, the Foundation helps scale up innovative ventures with various impact areas from women empowerment to poverty alleviation, indigenous livelihood, youth, arts and culture, heritage and the environment. The Foundation is governed by a Council of Trustees.

In 2023, the Foundation continued to impact lives by awarding grants to three new social ventures amounting to RM244,097. This underscores our commitment to making a tangible difference to communities in the region while showcasing the transformative power of social entrepreneurship.



Our 2023 Performance

3 social ventures awarded grants
Total since 2012: 32

142 direct beneficiaries
Total since 2012: 3,375

RM800 invested per beneficiary
Total since 2012: RM2.6 million

RM244,097 awarded to social ventures
Total in 2022: RM51,051.50

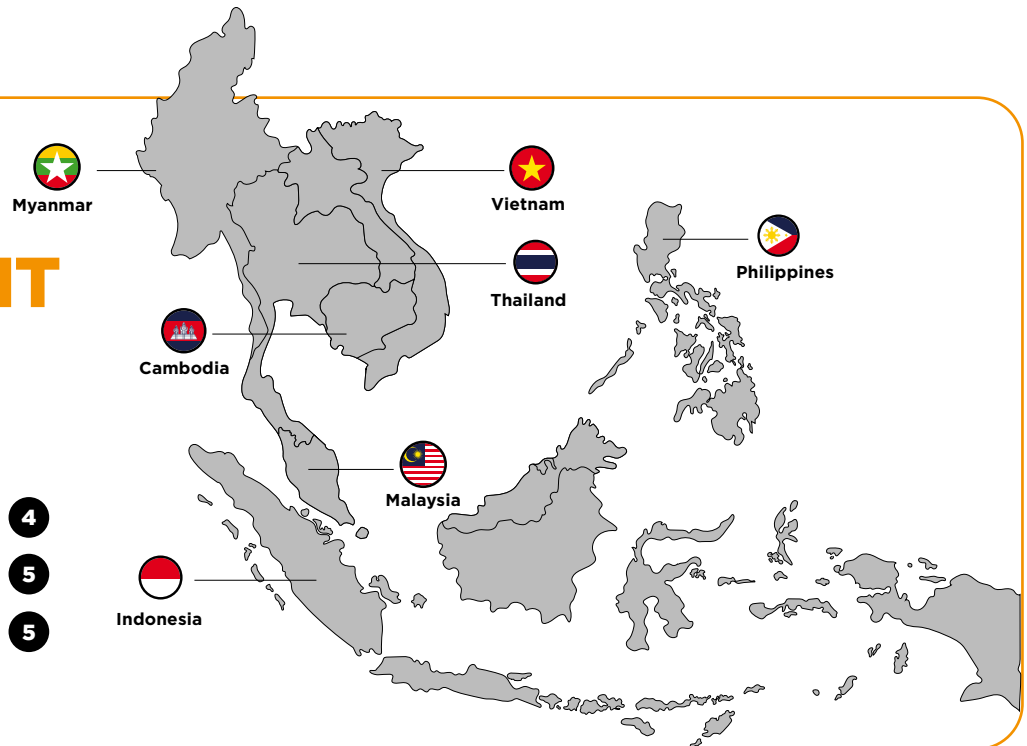
RM89,692.60 disbursed to social ventures

609 families and communities
Total since 2012: 12,206

ASEAN FOOTPRINT

Number of Social Enterprises We Support

Myanmar	1	Vietnam	4
Cambodia	3	Philippines	5
Thailand	4	Indonesia	5
Malaysia	9		



OUR GRANTEES

This year, the Foundation awarded grants to help three social enterprises to scale up as a way of empowering communities and enabling them to build sustainable livelihoods. We also continued to support the social enterprises that were awarded grants last year.

Natural Aceh INDONESIA

Natural Aceh focuses on empowering women living in coastal villages in Banda Aceh by upskilling them with new oyster cultivation methods. With better and bigger harvests, oyster farming has become an income generation opportunity for the coastal women.



Grant Amount
RM79,061.40
Amount Disbursed in 2023
RM31,183.22
Areas of Impact
<ul style="list-style-type: none"> • Women empowerment • Climate resilience • Product innovation

This grant is a follow-up to a successfully completed first grant awarded in 2018 for Natural Aceh to set up an oyster farm supporting 40 women harvesters. The second phase of the grant aims to enable Natural Aceh to expand its production facilities, set up a food outlet and expand the oyster farm so that more women can earn an income as oyster farmers. This supports several UN SDGs including Goal 5 (gender equality), and 8 (decent work and economic growth).



SOCIAL



UPLIFTING COMMUNITIES IN ASEAN

Fisherfolk **Thailand** 

Fisherfolk is a women-led social enterprise in Nakhon Si Thammarat that promotes sustainable fishery and chemical-free seafood. They educate local fishermen on marine conservation and the use of sustainable fishing methods and only source from those that implement these practices by purchasing from them at 5-20% higher than the market rate. 20% of the profit from Fisherfolk goes back into marine conservation with the fishermen building artificial reefs using bamboo and setting them up in agreed zones.



The grant was awarded to improve Fisherfolk’s production facilities for pre-cooked frozen meals and to provide marketing support for business expansion. By supporting the business growth of Fisherfolk, we can contribute to the preservation of marine biodiversity with a lasting impact. This supports several UN SDGs including Goal 5 (gender equality), 8 (decent work and economic growth), and 14 (life below water).

Grant Amount	Amount Disbursed in 2023	Areas of Impact
RM91,360.04	RM50,382.38	<ul style="list-style-type: none"> • Women empowerment • Sustainable fishing practices • Marine conservation • Product innovation  



Bambuhay **Philippines** 



Bambuhay is a greentech social enterprise focused on promoting a circular economy and generating opportunities for indigenous people and former rebels through the process of peace building and environmental restoration and protection. The organisation’s objectives are to resolve issues such as poverty, plastic pollution and deforestation through the use of bamboo and technology. The social enterprise produces home and personal care bamboo products.

The grant was given to improve Bambuhay’s production capacity and to train bamboo farmers in bamboo harvesting to earn an income. This supports several UN SDGs including Goal 1 (no poverty), 8 (decent work and economic growth), 13 (climate action) and 15 (life on land).

The project is expected to commence in January 2024.



Grant Amount	Amount Disbursed in 2023	Areas of Impact
RM73,675.98		<ul style="list-style-type: none"> • Reduce poverty • Waste management • Circular economy • Reforestation  

Auntie Wanders **Malaysia** 

In August 2022, the Foundation awarded RM51,051.50 to Auntie Wanders, a social enterprise that provides transport and companionship services to enable women, the elderly and people with special needs to get out and about safely with lady drivers.

During the course of the year, Auntie Wanders made progress in training 25 women companions in basic life support and elderly care to expand their services. AirAsia Foundation also provided a pro bono rebranding counsel in collaboration with The One Academy which enabled them to improve on their branding and marketing efforts to reach out to more customers.



Grant Amount	Amount Disbursed in 2023	Areas of Impact
RM51,051.50	RM8,127	<ul style="list-style-type: none"> • Women empowerment • Access to mobility  



For more information on AirAsia Foundation’s grants, please visit <https://www.airasiafoundation.com/>

In 2023, the Foundation held two introductory events explaining the criteria and application process to receive grants. A total of 55 participants attended these sharing sessions which were organised in collaboration with the Chambers of Social Enterprise Development Malaysia and Asia School of Business. At the end of the sessions, three participants submitted applications for the grant and we anticipate more to come as we continue to build awareness of the grant.

Creating Sustainable and Thriving Urban Communities

During the year, AirAsia Foundation collaborated with Central Market, Think City and Haute & Gold to curate a series of workshops and talks fostering sustainable development and community empowerment in urban spaces for Malaysian social entrepreneurs.



Jom Makcik, The Basikal, The Fourth, and Eats, Shoots & Roots were invited to share their social enterprise journeys and the impact they have created in urban spaces, two of which were recipients of AirAsia Foundation's Social Enterprise Grant Funding. In addition, 11 social enterprises from West and East Malaysia were invited to open booths enabling the public to shop for a difference, earning an estimated RM4,500 in sales. The social enterprises included Destination GOOD; Eat, Shoots, Roots; Asli & Co Craft; Hara Makers; Kraf Kadamaian; Sluvi; Oililin; Coffee for Good; Jom Makcik; Gerai OA; and Athena Empowers. A total of approximately 1,300 participants attended the event. Following its success, the Foundation hopes to curate similar events next year and expand its reach to build a stronger network of social enterprises in the region.



Destination GOOD is AirAsia Foundation's social enterprise online retail platform that retails over 400 responsibly and ethically produced goods sourced from over 40 social enterprises in Asean. It is a movement for mindful travelling and shopping.

What is Destination GOOD?

The Foundation continued to grow its Destination GOOD social enterprise shop to help generate income for the 48 enterprises supported on the platform. Through increasing brand awareness via pop-ups and community events, Destination GOOD's sales statistics are as follows:

RM117,770
Earned from sale of products
 (2022: RM128,166)

25 **Social enterprises supported**
 (2022: 31 social enterprises)



For more information on products sold on Destination GOOD, please visit <https://destinationgood.com/>

SOCIAL

UPLIFTING COMMUNITIES IN ASEAN

CELEBRATING AND SUPPORTING THE ASEAN COMMUNITY

AirAsia and AirAsia Foundation joined over 10,000 Malaysians to celebrate Malaysia Day at the annual Keretapi Sarong event in the heart of Kuala Lumpur. Dressed in traditional attire, our Allstars demonstrated their joie de vivre via flash mobs and the joget lambak (a local dance). They also warmly welcomed people to partake in fun games, batik painting and lucky draws while the Foundation showcased products from local social enterprises.

Embracing the spirit of supporting Asean, here are three impact areas the Group addressed in 2023 to uplift communities in the region:



1 REBUILDING FOR CLIMATE RESILIENCE

Flood Relief



Over the past few years, there has been an increase in frequency of flash floods and typhoons in the region brought about by climate change. While doing our best to arrest the global issue, we also do our part to assist those affected by its consequences.

Following the floods in Batu Pahat, Johor in March, 34 Allstar volunteers from GTR, ADE, Cabin Crew and Capital A devoted two days to support relief efforts and participate in the cleanup of affected areas. Collaborating with the Southern Volunteers Negeri Johor, these Allstars helped to clear debris, relocate household items, and assist families that suffered huge losses.



Over in south India, we provided monetary support to assist Allstars and their families to replace damaged household items following torrential rains brought about by Cyclone Michaung in December 2023.

Promoting Sustainable Agriculture with BANTU Heroes



In November 2023, AirAsia Grocer teamed up with food aid distribution platform BANTU Heroes, to introduce a collaborative initiative called BANTU Farm “Kebun Komuniti sebagai Sumber Pendidikan” programme. The aim is to raise awareness among youth about the importance of urban agriculture in ensuring food security by incorporating sustainable agriculture as a topic in the school curriculum. The programme has established urban farms in two schools, one in Sabah and another in the Klang Valley, with the Sabah-based BANTU Farm already operational, distributing its produce to local markets. The Klang Valley farm will follow suit soon. This initiative is set to impact 24 schools across Malaysia.

2 PROVIDING ACCESSIBLE STEM EDUCATION

airasia academy joined forces with MyCreative Ventures to launch the Bina Kerjaya Programme equipping gig workers, freelancers and the self-employed with Industrial Revolution 4.0 (IR4.0)-relevant skills. This is to foster a dynamic and resilient workforce in the face of rapidly evolving job markets. Specialised training opportunities include digital marketing, software engineering, cloud infrastructure, cybersecurity, data analytics and Google productivity. A total of 500 individuals have enrolled in the initiative, and 100 successfully completed their courses in 2023. The ultimate objective is to reach 4,000 Malaysians.



3 SUPPORTING COMMUNITIES IN NEED



Beach Clean Up



Allstars from AirAsia Indonesia (IAA) participated in Bali's Biggest Clean Up 2023 event in February. The 90 volunteers included members of Cabin Crew, Brand & Communication, Ground Operations, Aviation Security, and People & Culture. Together, they contributed to the collection of 270kg of waste.

For Healthy Communities



Under its now three-year partnership with Operation Smile Philippines, AirAsia Philippines (PAA) raises funds for children and individuals with cleft lips and palates. It also sponsors flights for medical volunteers and children to travel to Manila to undergo corrective procedures. As of today, PAA has donated more than RM100,821 from inflight donations and its "Swing for Smiles" golf tournament fundraiser to fund 834 palatoplasty surgeries. To date, it has helped transform the lives of 1,400 beneficiaries and their families through this programme.

Additionally, IAA and PAA also organised blood donation drives with the Indonesian Red Cross Society and Philippines Red Cross Society, which saw a total of 138 Allstars donating blood to those in need.

Humanitarian Aid



In response to the conflict in the Levant, IKHLAS and the Malaysian Humanitarian Aid and Relief aim to raise RM1 million in funds to aid 7,000 families in Palestine. This is to be used for emergency assistance like hot food packs, basic essentials, medical aid and water, among others. Since its activation in October, a total of RM345,185 has been collected and disbursed.



Festive Cheer



Throughout the year we held many festive celebrations across our AOCs. As an example, IAA hosted a Ramadhan breaking of fast with 121 children from Yatim Mandiri at RedHouse while donating RM7,871 to the home.

Moving Forward

As we advance in our journey towards becoming a digital and lifestyle brand, we remain focused on our mission of connecting people and transforming lives. Through AirAsia Foundation, we will continue to provide grants to social enterprises in the region and support them in creating long-lasting positive impacts in their communities. As a Group, we will broaden our community investment initiatives, offering assistance to enhance climate resilience, promote access to education, and ensure the well-being of everyone.

APPENDICES

PERFORMANCE DATA TABLE FROM BURSA MALAYSIA'S ESG REPORTING PLATFORM

Indicator	Measurement Unit	2023
Corporate Governance		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Senior Management	Percentage	12.90
Management	Percentage	9.10
Executive	Percentage	15.40
Non-Executive	Percentage	37.20
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	2
Human Rights		
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	20
Sustainable Supply Chain		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	42.00
Information Security & Data Privacy		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Climate Strategy		
Bursa C4(a) Total energy consumption	Megawatt	20,362,567.00
Bursa C9(a) Total volume of water used	Megalitres	102,067.000000
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	4,847,717.50
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	9,971.64
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	1,179,003.50
Water Consumption	Cubic meters	102,067.00
Waste Management		
Bursa C10(a) Total waste generated	Metric tonnes	1,003.10
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	494.20
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	508.90
Health & Safety		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	7.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	861
Diversity & Inclusion		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Senior Management Under 30	Percentage	0.00
Senior Management Between 30-50	Percentage	73.70
Senior Management Above 50	Percentage	26.30
Management Under 30	Percentage	1.50
Management Between 30-50	Percentage	80.30
Management Above 50	Percentage	18.20
Executive Under 30	Percentage	29.90
Executive Between 30-50	Percentage	67.70
Executive Above 50	Percentage	2.40
Non-Executive Under 30	Percentage	53.40
Non-Executive Between 30-50	Percentage	45.10
Non-Executive Above 50	Percentage	1.60
Gender Group by Employee Category		
Senior Management Male	Percentage	70.80
Senior Management Female	Percentage	29.20
Management Male	Percentage	78.30
Management Female	Percentage	21.70
Executive Male	Percentage	59.00
Executive Female	Percentage	41.00
Non-Executive Male	Percentage	71.30
Non-Executive Female	Percentage	28.70
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	83.00
Female	Percentage	17.00
Under 30	Percentage	0.00
Between 30-50	Percentage	17.00
Above 50	Percentage	83.00
Talent Attraction & Retention		
Bursa C6(a) Total hours of training by employee category		
Senior Management	Hours	64
Management	Hours	1,720

Internal assurance External assurance No assurance (*)Restated

Indicator	Measurement Unit	2023
Executive & Non-Executive	Hours	15,374
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	17.30
Bursa C6(c) Total number of employee turnover by employee category		
Senior Management	Number	27
Management	Number	231
Executive	Number	1,134
Non-Executive	Number	607
Community Investment		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	363,713.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	751

For a detailed breakdown of our sustainability performance for three consecutive years, please refer to the Sustainability Statement in Capital A's Annual Report 2023.

APPENDICES

GRI CONTENT INDEX

DISCLOSURE	PAGE	LOCATION
Pillars: General Disclosure		
GRI STANDARD		
GRI 2: General Disclosures 2021		
The organisation and its reporting practices		
2-1 Organizational details	1	Introduction: About This Report Annual Report: Corporate Information
2-2 Entities included in the organization's sustainability reporting	1	Introduction: About This Report
2-3 Reporting period, frequency and contact point	1	Introduction: About This Report
2-4 Restatements of information	-	For consistency with the financial reporting scope, there are some data points where we restated to include TAA so that it is reflective of the 4AOCs. This is noted down at the disclosures where applicable.
2-5 External assurance	-	Capital A aims to obtain internal assurance from the Group Internal Audit department to strengthen the credibility of the Sustainability Statement
Activities and workers		
2-6 Activities, value chain and other business relationships	-	Annual Report: Our Investment Case Annual Report: Corporate Structure
2-7 Employees	88	Diversity & Inclusion
2-8 Workers who are not employees	-	Information unavailable/incomplete
Governance		
2-9 Governance structure and composition	9	Introduction: Sustainability Governance Annual Report: Our Leadership
2-10 Nomination and selection of the highest governance body	9	Introduction: Sustainability Governance Annual Report: Our Leadership
2-11 Chair of the highest governance body	9	Introduction: Sustainability Governance Annual Report: Our Leadership
2-12 Role of the highest governance body in overseeing the management of impacts	9	Introduction: Sustainability Governance Annual Report: Our Leadership
2-13 Delegation of responsibility for managing impacts	9	Introduction: Sustainability Governance Annual Report: Our Leadership
2-14 Role of the highest governance body in sustainability reporting	9	Introduction: Sustainability Governance
2-15 Conflicts of interest	-	Code of Conduct: https://www.capitala.com/misc/210330_AAPPLS004_Code_of_Conduct_and_Ethics_03_00.pdf
2-16 Communication of critical concerns	18	Whistleblowing Channel: https://www.capitala.com/whistleblowing_channel.html
2-17 Collective knowledge of the highest governance body	-	Annual Report: Our Leadership Corporate Leadership: https://www.capitala.com/corporate_leadership.html

DISCLOSURE	PAGE	LOCATION
2-18 Evaluation of the performance of the highest governance body	9	Introduction: Sustainability Governance Corporate Governance Overview Statement
2-19 Remuneration policies	-	Remuneration Policy: https://www.capitala.com/misc/AirAsia_Group_Remuneration_Policy_Statement_2004021.pdf
2-20 Process to determine remuneration	-	Remuneration Policy: https://www.capitala.com/misc/AirAsia_Group_Remuneration_Policy_Statement_2004021.pdf
2-21 Annual total compensation ratio	-	Corporate Governance Overview Statement: Remuneration Financial Statement
Strategy, policies and practices		
2-22 Statement on sustainable development strategy	2	Message from the Chief Sustainability Officer
2-23 Policy commitments	7 18	Introduction: Sustainability Redbook & Framework Corporate Governance: Ethics and Integrity
2-24 Embedding policy commitments	7 18	Introduction: Sustainability Redbook & Framework Corporate Governance: Ethics and Integrity
2-25 Processes to remediate negative impacts	19	Corporate Governance: Grievance Mechanisms
2-26 Mechanisms for seeking advice and raising concerns	19	Corporate Governance: Grievance Mechanisms
2-27 Compliance with laws and regulations	18	Corporate Governance: Ethics and Integrity
2-28 Membership associations	12	Introduction: Membership Associations
Stakeholder Engagement		
2-29 Approach to stakeholder engagement	10	Introduction: Stakeholder Engagement
2-30 Collective bargaining agreements	-	-
GRI 3: Material Topics 2021		
3-1 Process to determine material topics	13	Introduction: Materiality
3-2 List of material topics	13	Introduction: Materiality
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GRI 3: Material Topics 2021		
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GRI 205: Anti-corruption 2016		
205-2 Communication and training about anti-corruption policies and procedures	18	Corporate Governance: Ethics and Integrity
205-3 Confirmed incidents of corruption and actions taken	18	Corporate Governance: Ethics and Integrity
GRI 406: Non-discrimination 2016		
Disclosure 406-1 Incidents of discrimination and corrective actions taken	18	Corporate Governance: Ethics and Integrity

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GRI 418: Customer Privacy 2016		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	31	Guest Experience
Technology & Innovation		
GRI 3: Material Topics 2021		
3-3 Management of material topics	40	Technology & Innovation
Information Security & Data Privacy		
GRI 3: Material Topics 2021		
3-3 Management of material topics	46	Information Security & Data Privacy
GRI 418: Customer Privacy 2016		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	51	Information Security & Data Privacy: Cybersecurity Breaches
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3-3 Management of material topics	23	Supply Chain Management
GRI 204: Procurement Practices 2016		
204-1 Proportion of spending on local suppliers	26	Supply Chain Management: Our Suppliers Across the Countries We Operate In
GRI 308: Supplier Environmental Assessment 2016		
308-1 New suppliers that were screened using environmental criteria	25	Supply Chain Management: Supplier Selection Process
308-2 Negative environmental impacts in the supply chain and actions taken	25	Supply Chain Management: Supplier Selection Process
GRI 408: Child Labor 2016		
408-1 Operations and suppliers at significant risk for incidents of child labor	24	Supply Chain Management: Supplier Code of Conduct
GRI 409: Forced or Compulsory Labor 2016		
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	24	Supply Chain Management: Supplier Code of Conduct
GRI 414: Supplier Social Assessment 2016		
414-1 New suppliers that were screened using social criteria	25	Supply Chain Management: Supplier Selection Process
414-2 Negative social impacts in the supply chain and actions taken	25	Supply Chain Management: Supplier Selection Process
Human Rights		
GRI 2: General Disclosures 2021		
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DISCLOSURE	PAGE	LOCATION
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3-3 Management of material topics	29	Human Rights
GRI 406: Non-discrimination 2016		
406-1 Incidents of discrimination and corrective actions taken	29	Human Rights
GRI 408: Child Labor 2016		
408-1 Operations and suppliers at significant risk for incidents of child labor	29	Human Rights
GRI 409: Forced or Compulsory Labor 2016		
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305-2 Energy indirect (Scope 2) GHG emissions	68	Climate Strategy: Scope 2 Emissions
305-3 Other indirect (Scope 3) GHG emissions	69	Climate Strategy: Scope 3 Emissions
305-4 GHG emissions intensity	55, 68	Climate Strategy: Scope 1 and Scope 2 Emissions
305-5 Reduction of GHG emissions	65	Climate Strategy: Scope 1 and Scope 2 Emissions
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	69	Climate Strategy: Other Greenhouse Gas Emissions
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GRI 3: Material Topics 2021		
3-3 Management of material topics	72	Waste Management

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306-3 Waste generated	72	Waste Management: Hazardous Waste and Non-Hazardous Waste
306-4 Waste diverted from disposal	74	Waste Management: Hazardous Waste and Non-Hazardous Waste
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403-2 Hazard identification, risk assessment, and incident investigation	81	Health and Safety: Safety Risk Management, Safety Reporting
403-3 Occupational health services	80	Health and Safety: Operational Safety
403-4 Worker participation, consultation, and communication on occupational health and safety	82	Health and Safety: Safety Reporting
403-5 Worker training on occupational health and safety	84	Health and Safety: Safety Training
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403-8 Workers covered by an occupational health and safety management system	80	Health and Safety: Operational Safety
403-9 Work-related injuries	85	Health and Safety: Occupational Safety and Health
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417-1 Requirements for product and service information and labeling	86	Food Safety: Nutrition Charter
Diversity and Inclusion		
GRI 3: Material Topics 2021		
3-3 Management of material topics	88	Diversity and Inclusion
GRI 405: Diversity and Equal Opportunity 2016		
405-1 Diversity of governance bodies and employees	88	Women in Leadership
405-2 Ratio of basic salary and remuneration of women to men	90	Gender Pay Gap Report

DISCLOSURE	PAGE	LOCATION
Talent Attraction and Retention		
GRI 3: Material Topics 2021		
3-3 Management of material topics	94	Talent Attraction and Retention
GRI 401: Employment 2016		
401-1 New employee hires and employee turnover	95	Talent Attraction and Retention: New Hires
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	99	Talent Attraction and Retention: Rewarding Our Employees
401-3 Parental leave	99	Talent Attraction and Retention: Rewarding Our Employees
GRI 404: Training and Education 2016		
404-1 Average hours of training per year per employee	96	Talent Attraction and Retention: Investing in Our Allstars
404-2 Programs for upgrading employee skills and transition assistance programs	96	Talent Attraction and Retention: Investing in Our Allstars
404-3 Percentage of employees receiving regular performance and career development reviews	98	Talent Attraction and Retention: Performance Evaluation
Community Investment		
GRI 3: Material Topics 2021		
3-3 Management of material topics	102	Community Investment
GRI 413: Local Communities 2016		
413-1 Operations with local community engagement, impact assessments, and development programs	102	Community Investment

APPENDICES

ASSURANCE STATEMENT

STATEMENT OF ASSURANCE

In strengthening the credibility of the Sustainability Statement, selected matters of this Sustainability Statement have been subjected to an internal review by Capital A's internal auditors and have been approved by the Capital A's Audit Committee.

Subject Matter

The following indicators of the selected subject matter are covered by the internal review:

Sustainability matter	Indicator*
Corporate Governance	<p>a) Percentage of employees that received training on anti-corruption by employee category</p> <ul style="list-style-type: none"> - With 100% new hires (4,829) completed the training, the percentage of completion for all employees are: <ul style="list-style-type: none"> Senior Management = 12.9% Management = 9.1% Executive = 15.4% Non-Executive = 37.2% <p>b) Confirmed incidents of corruption and action taken</p> <ul style="list-style-type: none"> - 2 cases of anti-bribery and corruption were identified and resolved <p>c) Percentage of operations assessed for risks related to corruption</p> <ul style="list-style-type: none"> - Corruption risk is currently self-identified by each department
Health & Safety	<p>a) Number of work-related fatalities</p> <ul style="list-style-type: none"> - Zero work-related fatalities for both employees and non-employees <p>b) Lost time incident rate (LTIR)</p> <ul style="list-style-type: none"> - 7.0 Lost Time Incident Rate <p>c) Number of employees trained on health and safety standard</p> <ul style="list-style-type: none"> - 861 employees and 80 non-employees received training on health and safety standard
Labour practices & standard	<p>a) Number of substantiated complaints concerning human rights violations</p> <ul style="list-style-type: none"> - Received 20 reports on harassment, 10 of which were sexual harassment <p>b) Total hours of training by employee category</p> <ul style="list-style-type: none"> - 17,158 hours of training were conducted. The training hours by employee categories: <ul style="list-style-type: none"> Senior Management = 64 hours Non-Senior Management = 1,720 hours Executive = 15,374 hours <p>c) Percentage of employees that are contractors or temporary staff</p> <ul style="list-style-type: none"> - 17.3% (3,635 out of 21,063) of the employees are contractors or temporary staff <p>d) Total number of employee turnover by employee category</p> <ul style="list-style-type: none"> - 1,999 employee turnover, and the number by employee category are: <ul style="list-style-type: none"> Senior Management = 27 Management = 231 Executive = 1,134 Non-Executive = 607
Guest Experience	<p>a) Number of customer</p> <ul style="list-style-type: none"> - 31.9 million guest performed self check-in <p>b) Percentage of customer satisfaction</p> <ul style="list-style-type: none"> - 67% customer satisfaction <p>c) Number of customer complaints</p> <ul style="list-style-type: none"> - 29,453 customer complaints
Information Security & Data Privacy	<p>a) Number of substantiated complaints concerning breaches of data privacy and losses of data</p> <ul style="list-style-type: none"> - Zero complaints concerning breaches of data privacy and losses of data <p>b) Total hours of training on security and data privacy</p> <ul style="list-style-type: none"> - A minimum of 2 hours (total of 46,000 hours) training on security and data privacy attended by more than 23,000 employee
Climate Strategy	<p>a) Scope 1 emissions in tonnes of CO₂e</p> <ul style="list-style-type: none"> - 4,847,717.50 tonnes of CO₂e <p>b) Scope 2 emissions in tonnes of CO₂e</p> <ul style="list-style-type: none"> - 9,971.64 tonnes of CO₂e <p>c) Scope 3 emissions in tonnes of CO₂e</p> <ul style="list-style-type: none"> - 1,179,003.50 million tonnes of CO₂e

*Performance target(s) in relation to the indicators are not covered during the review

Scope

The boundary of the internal review covered Capital A and its subsidiary companies.



Capital A Berhad
[Registration No.: 201701030323 (1244493-V)]
RedQ, Jalan Pekeliling 5,
Lapangan Terbang Antarabangsa Kuala Lumpur
64000 KLIA, Selangor Darul Ehsan, Malaysia

Tel : (603) 8660 4333
Fax: (603) 8660 7711
Email : capitala_ir@airasia.com

