

REMUNERATION SURVEY GUIDE

(Issued: 13 June 2019)

(Revised: 12 July 2019)

The Remuneration Survey Guide is updated to include Sample Data and Guidance Notes. The Sample Data is based on a mock company – Company XYZ; and is meant to assist listed companies in understanding how to complete the remuneration survey.

The Sample Data was created at random and does not represent any listed company in Malaysia nor should it be taken as the recommended compensation package and/or variable remuneration components for listed companies to adopt.

To facilitate listed companies in calculating the data on Sheet 5, Sheet 6 and Sheet 7, an Employee Salary Calculator is circulated with this Guide.

1. The remuneration survey issued by the Securities Commission Malaysia (SC) collects information on seven areas:

Sheet	Description
1	Remuneration Policy
2	Board composition and remuneration
3	Information on the Chief Executive Officer (CEO)
4	CEO remuneration
5	Employee salary
6	Number of employees in each salary band by gender and category of employment
7	Total annual salary received by employees in each salary band by gender and category of employment.

2. The Guide is divided into three sections –
 - Section 1: General FAQs
 - Section 2: Sample Data (for reference)
 - Section 3: Template Using Sample Data & Guidance Notes

Submission of all data must be made through ComRep Platform from
16 July 2019 to 24 July 2019.

Username and temporary password will be emailed to registered Admin on
15 July 2019.

SECTION 1: GENERAL FAQs

1. **If a company has been listed on Bursa Malaysia for less than 5 years, is the company required to disclose the information for the years prior to listing?**
No. The company is only required to provide the information from the year it was listed.
2. **If the company was listed in June 2018, how should the company respond to the remuneration survey?**
The company should disclose the relevant information for period between June 2018 to December 2018.
3. **Can the survey template be amended?**
No. The company must submit the survey based on the prescribed template from the ComRep platform. The submission shall be made from **16 July 2019 to 24 July 2019**.
4. **Is the company required to provide the information based on the financial year of the company or calendar period?**
All information submitted must be based on calendar period i.e. as at 31 December of every year.
5. **Is the information on remuneration required at the company level or group level?**
All information on remuneration in this survey is collected at the company level.

In a situation where the remuneration is paid by the subsidiary of the listed company and the subsidiary charges the remuneration as a cost to the listed company, then the remuneration will be considered as being paid by the listed company level.
6. **For a non-listed company (e.g. listed funds), what information should the listed issuer provide?**
The information that need to be provided is for the directors and employees of the management company.
7. **The director of the company was appointed by the parent company and the remuneration is paid by the parent company, how should the information be disclosed in this survey?**
If the director's remuneration is paid by the parent company, then the headcount of the director should be counted but the remuneration would be stated as '0'.
8. **If the CEO of the company is also a director, should the company disclose the CEO's information under the Sheet relating to board of directors?**
Yes. The company should disclose the CEO's information in the Sheet on board of directors and CEO.
9. **If alternate directors are also employees of the company, would their remuneration be disclosed as directors or employees?**
For alternate directors, their fees will be included under the Alternate Director column for Sheet 2: Board Composition and Remuneration and the salary paid to them will be included in Sheet 5, Sheet 6 and Sheet 7.

- 10. The company does not have a CEO for the year but the COO is assuming the position of acting CEO for that year, can he be considered as the CEO for that year?**

Yes. For the year the COO assumes the role of a CEO, he can be considered as the CEO and his information will be disclosed under Sheet 3 and Sheet 4.

- 11. How should Employee's Share Option Scheme (ESOS) be calculated?**

The method of calculation is based on the requirements prescribed by the Inland Revenue Board of Malaysia.

- 12. Is ESOS included in calculating an employee's salary?**

No. Employees' annual salary only includes the basic salary and fixed allowances received during the year.

- 13. If an employee joins in the middle of the year, should the employee be included in the remuneration survey?**

No. The employee will only be included in the remuneration survey if they remained employed for the full 12 months in that year.

- 14. Is overtime included in calculating an employee's salary?**

No. Employee salary only includes the basic salary and fixed allowances received during the year.

SECTION 2: SAMPLE DATA

Description of Company XYZ

Data on the annual salary of Company XYZ was created for 2014 to 2018. Over the 5-year period, some employees had joined and resigned in different months. The data on salary collected is for employees who were employed for a full 12-month period in that particular year.

Breakdown of the number of directors and employees in each year by gender and category of employment is as follows:

Board of directors

Director's Name	Directorship	Position	Date of Appointment	Date of Resignation	Total Remuneration				
					2014	2015	2016	2017	2018
Director 1	Independent Non Executive	Chairman	1/10/2005	1/12/2016	253,000	270,710	289,660	-	-
Director 2	Executive Director	CEO	1/7/2001	15/3/2016	1,819,450	1,967,068	458,646	-	-
Director 3	Non Independent Non Executive	-	15/8/2001	-	204,000	218,280	233,560	249,909	267,402
Director 4	Independent Non Executive	-	1/4/2012	-	259,000	277,130	296,529	259,001	277,131
Director 5	Independent Non Executive	-	1/6/2009	-	330,000	353,100	377,817	404,264	432,563
Director 6	Non Independent Non Executive	Chairman	15/2/2017	-	-	-	-	312,832	337,859
Director 7	Executive Director	CEO	1/2/2017	-	-	-	-	2,364,715	2,519,885
Director 8	Independent Non Executive	-	31/1/2017	-	-	-	-	208,285	222,865

Employees

Year	Number of Employees	Gender		Category of Employment		
		Male	Female	Non Executive	Executive	Senior Management
2014	177	111	58	34	130	13
2015	177	115	62	36	128	13
2016	176	114	62	37	126	13
2017	175	115	60	37	125	13
2018	179	117	62	40	125	14

Sheet 5, Sheet 6 and Sheet 7 were calculated based on the following salary data:

GENDER	CATEGORY OF EMPLOYMENT	ANNUAL SALARY (2014)	ANNUAL SALARY (2015)	ANNUAL SALARY (2016)	ANNUAL SALARY (2017)	ANNUAL SALARY (2018)
MALE	NON EXECUTIVE	19,416	20,775	22,229	23,785	25,450
FEMALE	NON EXECUTIVE	N/A	38,284	40,963	43,831	46,899
MALE	NON EXECUTIVE	23,172	24,794	26,530	28,387	30,374
MALE	NON EXECUTIVE	15,986	17,105	18,302	19,584	20,954
MALE	NON EXECUTIVE	N/A	N/A	33,262	35,590	38,081
MALE	NON EXECUTIVE	18,612	19,915	21,309	22,801	24,397
MALE	NON EXECUTIVE	29,630	31,704	33,923	36,298	38,839
MALE	NON EXECUTIVE	24,872	26,613	28,476	30,469	32,602
FEMALE	NON EXECUTIVE	24,373	26,079	27,905	29,858	31,948
MALE	NON EXECUTIVE	21,870	23,401	25,039	26,792	28,667
FEMALE	NON EXECUTIVE	N/A	N/A	N/A	N/A	46,726
MALE	NON EXECUTIVE	27,998	29,958	32,055	34,299	36,700
MALE	NON EXECUTIVE	35,704	38,203	40,878	43,739	46,801

GENDER	CATEGORY OF EMPLOYMENT	ANNUAL SALARY (2014)	ANNUAL SALARY (2015)	ANNUAL SALARY (2016)	ANNUAL SALARY (2017)	ANNUAL SALARY (2018)
MALE	NON EXECUTIVE	N/A	N/A	N/A	N/A	24,407
FEMALE	NON EXECUTIVE	24,917	26,661	28,527	30,524	32,661
MALE	NON EXECUTIVE	33,454	35,796	38,301	40,983	43,851
MALE	NON EXECUTIVE	30,566	32,706	34,995	37,445	40,066
FEMALE	NON EXECUTIVE	N/A	N/A	N/A	N/A	37,508
MALE	NON EXECUTIVE	23,010	24,621	26,344	28,188	30,161
FEMALE	NON EXECUTIVE	31,157	33,338	35,672	38,169	40,840
FEMALE	NON EXECUTIVE	27,725	29,666	31,742	33,964	36,342
MALE	NON EXECUTIVE	21,138	22,618	24,201	25,895	27,708
MALE	NON EXECUTIVE	33,976	36,354	38,899	41,622	44,536
MALE	NON EXECUTIVE	22,736	24,328	26,030	27,853	29,802
FEMALE	NON EXECUTIVE	32,403	34,671	37,098	39,695	42,474
FEMALE	NON EXECUTIVE	15,415	16,494	17,649	18,884	20,206
MALE	NON EXECUTIVE	24,656	26,382	28,229	30,205	32,319
MALE	NON EXECUTIVE	21,221	22,706	24,296	25,997	27,816
FEMALE	NON EXECUTIVE	17,175	18,377	19,664	21,040	22,513
FEMALE	NON EXECUTIVE	N/A	34,297	36,697	39,266	42,015
MALE	NON EXECUTIVE	24,051	25,735	27,536	29,464	31,526
MALE	NON EXECUTIVE	16,174	17,306	18,518	19,814	21,201
MALE	NON EXECUTIVE	24,174	25,866	27,677	29,614	31,687
MALE	NON EXECUTIVE	23,173	24,795	26,531	28,388	30,375
MALE	NON EXECUTIVE	32,628	34,912	37,356	39,971	42,769
MALE	NON EXECUTIVE	25,754	27,557	29,486	31,550	33,758
FEMALE	NON EXECUTIVE	23,349	24,983	26,732	28,604	30,606
MALE	NON EXECUTIVE	25,522	27,309	29,220	31,266	33,454
MALE	NON EXECUTIVE	21,702	23,221	24,847	26,586	28,447
MALE	NON EXECUTIVE	21,781	23,306	24,937	26,683	28,550
FEMALE	EXECUTIVE	36,253	38,791	41,506	44,411	47,520
MALE	EXECUTIVE	50,622	54,166	57,957	62,014	66,355
MALE	EXECUTIVE	53,105	56,822	60,800	65,056	69,610
MALE	EXECUTIVE	135,588	145,079	155,235	166,101	177,728
MALE	EXECUTIVE	N/A	N/A	N/A	228,243	244,220
FEMALE	EXECUTIVE	93,095	99,612	106,584	114,045	122,029
MALE	EXECUTIVE	337,836	361,485	386,788	413,864	442,834
FEMALE	EXECUTIVE	199,157	213,098	228,015	243,976	261,054
MALE	EXECUTIVE	116,810	124,987	133,736	143,097	153,114
MALE	EXECUTIVE	N/A	N/A	N/A	162,818	174,215
MALE	EXECUTIVE	301,472	322,575	345,155	369,316	395,168
MALE	EXECUTIVE	177,544	189,972	203,270	217,499	232,724
FEMALE	EXECUTIVE	359,143	384,283	411,183	439,966	470,763
MALE	EXECUTIVE	77,628	83,062	88,876	95,098	101,754
MALE	EXECUTIVE	224,211	239,906	256,699	274,668	293,895
MALE	EXECUTIVE	126,650	135,516	N/A	N/A	N/A
MALE	EXECUTIVE	176,578	188,938	202,164	216,316	231,458

GENDER	CATEGORY OF EMPLOYMENT	ANNUAL SALARY (2014)	ANNUAL SALARY (2015)	ANNUAL SALARY (2016)	ANNUAL SALARY (2017)	ANNUAL SALARY (2018)
FEMALE	EXECUTIVE	62,153	66,504	71,159	76,140	81,470
MALE	EXECUTIVE	168,384	180,171	192,783	206,278	220,717
FEMALE	EXECUTIVE	185,059	198,013	211,874	226,705	242,575
MALE	EXECUTIVE	213,818	228,785	244,800	261,936	280,272
FEMALE	EXECUTIVE	244,089	261,175	279,457	299,020	319,951
MALE	EXECUTIVE	54,831	58,669	62,776	67,170	71,872
MALE	EXECUTIVE	162,960	174,367	186,573	199,633	213,607
FEMALE	EXECUTIVE	59,133	63,272	67,701	72,440	77,511
MALE	EXECUTIVE	97,794	104,640	111,964	119,802	128,188
MALE	EXECUTIVE	179,332	191,885	205,317	219,689	235,068
MALE	EXECUTIVE	247,166	264,468	282,980	302,789	323,984
FEMALE	EXECUTIVE	342,373	366,339	391,983	419,422	448,781
FEMALE	EXECUTIVE	345,907	370,120	396,029	423,751	453,414
MALE	EXECUTIVE	291,488	311,892	333,725	357,085	382,081
MALE	EXECUTIVE	348,026	372,388	398,455	426,347	456,191
MALE	EXECUTIVE	138,538	148,236	N/A	N/A	N/A
MALE	EXECUTIVE	177,256	189,664	202,940	217,146	232,346
MALE	EXECUTIVE	107,954	115,511	123,597	132,248	141,506
MALE	EXECUTIVE	220,111	235,519	252,005	269,645	288,521
FEMALE	EXECUTIVE	60,427	64,657	69,183	74,026	79,207
FEMALE	EXECUTIVE	214,243	229,240	245,287	262,457	280,829
FEMALE	EXECUTIVE	343,403	367,441	393,162	420,683	450,131
MALE	EXECUTIVE	127,388	136,305	145,847	156,056	166,980
MALE	EXECUTIVE	275,932	295,247	315,915	338,029	361,691
MALE	EXECUTIVE	287,108	307,206	328,710	351,720	376,340
FEMALE	EXECUTIVE	67,923	72,678	77,765	83,209	89,033
FEMALE	EXECUTIVE	269,425	288,285	308,465	330,057	353,161
MALE	EXECUTIVE	324,528	347,245	371,552	397,561	425,390
MALE	EXECUTIVE	39,920	42,714	45,704	48,904	52,327
MALE	EXECUTIVE	300,452	321,484	343,987	368,067	393,831
FEMALE	EXECUTIVE	39,353	42,108	45,055	48,209	51,584
MALE	EXECUTIVE	290,252	310,570	332,310	355,571	380,461
MALE	EXECUTIVE	143,448	153,489	164,234	175,730	188,031
MALE	EXECUTIVE	253,150	270,871	289,831	310,120	331,828
MALE	EXECUTIVE	60,526	64,763	69,296	74,147	79,337
MALE	EXECUTIVE	254,449	272,260	291,319	N/A	N/A
FEMALE	EXECUTIVE	327,467	N/A	N/A	N/A	N/A
FEMALE	EXECUTIVE	69,997	74,897	80,140	85,749	91,752
MALE	EXECUTIVE	108,244	115,821	123,929	132,604	141,886
MALE	EXECUTIVE	306,411	327,860	350,810	375,367	401,642
FEMALE	EXECUTIVE	335,213	358,678	383,785	410,650	439,396
MALE	EXECUTIVE	176,270	188,609	201,812	215,938	231,054
MALE	EXECUTIVE	343,154	367,175	N/A	N/A	N/A
MALE	EXECUTIVE	341,872	365,803	391,409	418,808	448,124

GENDER	CATEGORY OF EMPLOYMENT	ANNUAL SALARY (2014)	ANNUAL SALARY (2015)	ANNUAL SALARY (2016)	ANNUAL SALARY (2017)	ANNUAL SALARY (2018)
FEMALE	EXECUTIVE	356,125	N/A	N/A	N/A	N/A
FEMALE	EXECUTIVE	145,595	155,787	166,692	N/A	N/A
FEMALE	EXECUTIVE	105,475	112,858	120,758	129,211	138,256
FEMALE	EXECUTIVE	358,507	383,602	410,455	439,186	469,930
MALE	EXECUTIVE	221,461	236,963	253,551	271,299	290,290
MALE	EXECUTIVE	195,628	209,322	223,974	239,653	256,428
FEMALE	EXECUTIVE	87,945	94,101	100,688	107,736	115,278
MALE	EXECUTIVE	276,092	295,418	316,098	338,225	361,900
MALE	EXECUTIVE	298,470	319,363	341,718	365,639	391,233
MALE	EXECUTIVE	267,422	286,142	306,171	327,603	350,536
MALE	EXECUTIVE	215,322	230,395	246,522	263,779	282,243
MALE	EXECUTIVE	156,686	167,654	179,390	191,947	205,383
MALE	EXECUTIVE	347,171	371,473	397,476	425,299	455,070
MALE	EXECUTIVE	39,762	42,545	45,524	48,710	52,120
MALE	EXECUTIVE	305,566	326,956	349,843	374,331	400,535
MALE	EXECUTIVE	309,304	330,955	354,122	378,911	405,434
MALE	EXECUTIVE	102,951	110,158	117,869	126,119	134,948
MALE	EXECUTIVE	63,844	68,313	73,095	78,212	83,686
FEMALE	EXECUTIVE	69,883	74,775	80,009	85,610	91,602
MALE	EXECUTIVE	73,220	78,345	83,830	89,698	95,976
MALE	EXECUTIVE	141,656	151,572	162,182	173,535	185,682
MALE	EXECUTIVE	151,164	161,745	173,068	185,182	198,145
MALE	EXECUTIVE	206,831	221,309	236,801	253,377	271,113
FEMALE	EXECUTIVE	102,957	110,164	117,875	126,127	134,956
FEMALE	EXECUTIVE	207,899	222,452	238,024	254,685	272,513
MALE	EXECUTIVE	169,076	180,911	193,575	207,125	221,624
FEMALE	EXECUTIVE	151,437	162,038	173,380	185,517	198,503
FEMALE	EXECUTIVE	148,979	159,408	170,566	182,506	195,281
FEMALE	EXECUTIVE	146,289	156,529	167,486	179,210	191,755
FEMALE	EXECUTIVE	204,877	219,218	234,564	250,983	268,552
FEMALE	EXECUTIVE	59,195	63,339	67,772	72,516	77,593
MALE	EXECUTIVE	129,584	138,655	148,361	158,746	169,858
FEMALE	EXECUTIVE	293,859	314,429	336,439	359,990	385,189
MALE	EXECUTIVE	358,136	383,206	410,030	438,732	469,443
MALE	EXECUTIVE	125,332	134,105	143,493	153,537	164,285
MALE	EXECUTIVE	101,381	108,478	116,071	124,196	132,890
FEMALE	EXECUTIVE	110,685	118,433	126,723	135,594	145,085
MALE	EXECUTIVE	279,072	298,607	319,510	341,875	365,806
MALE	EXECUTIVE	297,071	317,866	340,117	363,925	389,399
MALE	EXECUTIVE	N/A	N/A	407,059	435,553	466,042
FEMALE	EXECUTIVE	52,383	56,050	59,973	64,171	68,663
MALE	EXECUTIVE	290,856	311,216	333,001	356,311	381,253
FEMALE	EXECUTIVE	182,649	195,434	209,115	223,753	239,416
MALE	EXECUTIVE	293,310	313,842	335,811	359,317	384,470

GENDER	CATEGORY OF EMPLOYMENT	ANNUAL SALARY (2014)	ANNUAL SALARY (2015)	ANNUAL SALARY (2016)	ANNUAL SALARY (2017)	ANNUAL SALARY (2018)
MALE	EXECUTIVE	239,070	255,805	273,711	292,871	313,372
FEMALE	EXECUTIVE	343,509	367,555	393,283	420,813	450,270
MALE	EXECUTIVE	63,131	67,550	72,279	77,338	82,752
FEMALE	EXECUTIVE	42,675	45,662	48,859	52,279	55,938
FEMALE	EXECUTIVE	36,535	39,092	41,829	44,757	47,890
FEMALE	EXECUTIVE	136,123	145,652	155,847	166,757	178,429
MALE	EXECUTIVE	59,918	64,112	68,600	73,402	78,540
MALE	EXECUTIVE	82,731	88,522	94,719	101,349	108,443
MALE	EXECUTIVE	218,730	234,041	250,424	267,954	286,710
FEMALE	EXECUTIVE	223,425	239,065	255,799	273,705	292,865
MALE	EXECUTIVE	168,362	180,147	192,758	206,251	220,688
MALE	EXECUTIVE	342,826	366,824	392,501	419,977	449,375
MALE	EXECUTIVE	56,231	60,167	64,379	68,885	73,707
FEMALE	EXECUTIVE	241,173	258,055	276,119	N/A	N/A
MALE	EXECUTIVE	97,174	103,976	111,255	119,042	127,375
MALE	EXECUTIVE	162,958	174,365	186,571	199,631	213,605
MALE	EXECUTIVE	153,376	164,112	175,600	187,892	201,045
FEMALE	EXECUTIVE	290,373	310,699	332,448	355,719	380,620
MALE	EXECUTIVE	37,188	39,791	42,577	45,557	48,746
MALE	EXECUTIVE	294,131	314,720	336,751	360,323	385,546
FEMALE	EXECUTIVE	279,989	299,588	320,559	342,999	367,008
MALE	EXECUTIVE	69,914	74,808	80,045	85,648	91,643
FEMALE	EXECUTIVE	221,549	237,057	253,651	271,407	290,406
FEMALE	EXECUTIVE	326,119	348,947	373,374	399,510	427,475
MALE	EXECUTIVE	295,541	316,229	338,365	362,050	387,394
FEMALE	EXECUTIVE	168,633	180,437	193,068	206,583	221,043
MALE	EXECUTIVE	208,252	222,830	238,428	255,118	272,976
FEMALE	EXECUTIVE	167,477	179,200	191,744	205,167	219,528
FEMALE	SENIOR MANAGEMENT	856,287	916,227	980,363	1,048,988	1,122,418
FEMALE	SENIOR MANAGEMENT	492,343	526,807	563,684	603,141	645,361
MALE	SENIOR MANAGEMENT	1,022,064	1,093,608	1,170,161	1,252,072	1,339,717
MALE	SENIOR MANAGEMENT	549,910	588,404	629,592	673,663	720,820
MALE	SENIOR MANAGEMENT	379,142	405,682	434,080	464,465	496,978
FEMALE	SENIOR MANAGEMENT	691,915	740,349	792,173	847,626	906,959
FEMALE	SENIOR MANAGEMENT	1,188,809	1,272,026	1,361,067	1,456,342	1,558,286
MALE	SENIOR MANAGEMENT	1,053,472	1,127,215	1,206,120	1,290,548	1,380,887
MALE	SENIOR MANAGEMENT	N/A	N/A	N/A	N/A	1,368,500
MALE	SENIOR MANAGEMENT	864,592	925,113	989,871	1,059,162	1,133,304
FEMALE	SENIOR MANAGEMENT	829,799	887,885	950,037	1,016,539	1,087,697
MALE	SENIOR MANAGEMENT	848,961	908,388	971,975	1,040,014	1,112,815
MALE	SENIOR MANAGEMENT	961,540	1,028,848	1,100,867	1,177,928	1,260,383
FEMALE	SENIOR MANAGEMENT	653,605	699,357	748,312	800,694	856,743

SECTION 3: TEMPLATE USING SAMPLE DATA & GUIDANCE NOTES

Important note: Items in **red fonts** in this section is in relation to the sample data. This is meant to facilitate listed companies in understanding how to respond to the remuneration survey for submission to the SC.

Sheet 1: Remuneration policy

This section requires a company to provide information on the company's remuneration policy for the board of directors and/or of senior management.

A. Survey Template with Simulation Data

	A	B	C	D	E	F
1	Sheet 1: Remuneration policy					
2						
3	Item	Does the company have a remuneration policy for its board of directors and/or senior management (dropdown)	Please provide a brief description of the policy			
4	Board of directors	Yes	<p>The Board is cognisant that fair remuneration is critical to attract, retain and motivate the Directors of the Company. To this, the Board has established a formal and transparent remuneration policy and review process. The fees and benefits payable to the Non-Executive Directors are set out under this Board Remuneration Policy.</p> <p>The shareholders' approval had been sought at the 30th Annual General Meeting (AGM) which was held on 28 March 2018 for the implementation of the Board Remuneration Policy, as follows:-</p> <p>Part A: Directors' Fees Directors' Fees</p> <p>1. Non-Executive Chairman (NE Chairman) RM300,000 per annum</p> <p>2. Non-Executive Director (NED) RM200,000 per annum</p> <p>Part B: Directors' Other Benefits</p> <p>Meeting Allowance (per meeting) :Chairman RM3,000; NEDs/ Members RM3,000</p> <p>Fixed Allowance: RM20,000 per annum</p> <p>Other Benefits: Club membership, medical coverage, travel and other claimable benefits</p> <p>Note: The Chief Executive Officer/ Executive Director does not receive any Director's remuneration.</p> <p>The Board Remuneration Policy is reviewed on an annual basis by the Board through the Nomination and Remuneration Committee (NRC) where it considers various factors including the Directors' fiduciary duties, risks, time commitments and statutory duties as well as the relevant benchmark study. This review exercise is conducted by the NRC annually, facilitated either by the Corporate Governance & Secretarial (CGS) Department or by an external consultant. As a practice, an external consultant will be engaged every three (3) years to facilitate the NRC in this review exercise, with the aim to have a holistic and independent review on the Board Remuneration Policy to determine its appropriateness, competitiveness and sufficiency to attract, retain and motivate individuals with strong credentials, high calibre and astute insights to serve on the Board.</p>			
5	Senior management	No				
6						

B. Guidance Notes

Cell/Column Reference	Instructions
B3	Please select from the dropdown options - "Yes/No" to indicate if there is a remuneration policy in place for board of directors and/or senior management.
C3	If 'Yes' was selected, please provide a brief description of the policy.

Sheet 2: Board composition and remuneration

This section requires a company to provide information on board composition and board remuneration. A company is required to provide the information for each year.

A. Survey Template with Simulation Data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	Sheet 2: Board composition and board remuneration																
2																	
3	Year	Total number of directors on the board	Total remuneration received by all directors on the board	Chairman (Executive) - Number of director(s)	Chairman (Executive) - Total Remuneration	Chairman (Independent Non-Executive) - Number of director(s)	Chairman (Independent Non-Executive) - Total Remuneration	Chairman (Non-Independent Non-Executive) - Number of director(s)	Chairman (Non-Independent Non-Executive) - Total remuneration	Director(s) (Executive) - Number of directors	Director(s) (Executive) - Total remuneration	Director(s) (Independent Non-Executive) - Number of directors	Director(s) (Independent Non-Executive) - Total remuneration	Director(s) (Non-Independent Non-Executive) - Number of directors	Director(s) (Non-Independent Non-Executive) - Total remuneration	Alternate director (s) - Number of directors	Alternate director (s) - Total remuneration
4	2014	5	2,865,450	0	-	1	253,000	0	-	1	1,819,450	2	589,000	1	204,000	0	-
5	2015	5	3,086,288	0	-	1	270,710	0	-	1	1,967,068	2	630,230	1	218,280	0	-
6	2016	6	3,269,864	0	-	1	289,660	0	-	1	458,646	2	674,346	1	233,560	0	-
7	2017	6	3,799,007	0	-	0	-	1	312,832	1	2,364,715	3	871,550	1	249,909	0	-
8	2018	6	4,057,706	0	-	0	-	1	337,859	1	2,519,885	3	932,559	1	267,402	0	-

B. Guidance Notes

Cell/Column Reference	Instructions
B3	Please state the total number of directors on the company's board. Please ensure that the total number of directors is equal to the sum of numbers entered in columns D3, F3, H3, J3, L3, N3 and P3. For columns D3, F3 and H3 - it will be for whichever column is applicable.
C3	Please state the total remuneration received by all directors on the company's board. Please ensure that the total remuneration is equal to the sum of amounts entered in columns E3, G3, I3, K3, M3, O3 and Q3.
D3, F3, H3	Please provide information on the Chairman; whether he holds an executive, independent non-executive or non-independent non-executive position. Please leave blank if not applicable.
E3, G3, I3	Please provide the total remuneration received by the Chairman in the column corresponding with the position held (e.g. Executive Chairman, Independent Non-Executive Chairman). Please leave blank if not applicable.
J3, L3, N3	Please state the number of directors on the board (excluding the Chairman) based on their respective board positions.
K3, M3, O3	Please state the total remuneration received by all directors on the board (excluding the Chairman) based on their respective board positions.

Cell/Column Reference	Instructions
P3	Please state the number of alternate director(s) in the company (if any). Please leave blank if not applicable.
Q3	Please state the total remuneration received by all the alternate director(s) in the company (if any) for each year. Please leave blank if not applicable.

C. FAQs

1. Two directors resigned from the board during the year. Should these directors be included in the number of directors for that year?

Yes. If the directors resigned before 31 December of the year, then the directors will be counted as part of the board of directors in that year. In addition, the remuneration received by the two directors should still be included in calculating the total remuneration of the board for that year.

2. An independent director was redesignated as a non-independent director during the year. Which position will the director be considered to be holding for that particular year?

The director will be included in the count for both positions and the remuneration paid to the director should be disclosed under both positions based on the remuneration received when holding the particular position.

3. In the beginning of 2016, there were 5 directors on the board including the Chairman. In November of the same year, the Chairman had resigned. What would the total count of directors be for that year?

The total count of directors would be 5 including the outgoing Chairman. The total remuneration will include the amount paid to the outgoing Chairman for that year.

Sheet 3: Information on the Chief Executive Officer (CEO)

This section requires a company to provide information on the CEO for the particular year. In the event of any changes in the CEO within the year, please indicate so in column G3, and provide the resignation date of the outgoing CEO in column H3. A company is required to provide the information for each year.

A. Survey Template with Simulation Data

	A	B	C	D	E	F	G	H
1	Sheet 3: Information on the Chief Executive Officer (CEO)							
2								
3	Year	Name	Identification type (dropdown)	NRIC/Passport number	Gender (dropdown)	Date of appointment of CEO (dd/mm/yyyy)	Any changes of CEO during the financial year (dropdown)	Date of resignation of outgoing CEO (dd/mm/yyyy)
4	2014	Director 2	NRIC	600315-xx-xxxx	Male	1/7/2001	No	-
5	2015	Director 2	NRIC	600315-xx-xxxx	Male	1/7/2001	No	-
6	2016	Director 2	NRIC	600315-xx-xxxx	Male	1/7/2001	Yes	15/3/2016
7	2017	Director 7	NRIC	690502-xx-xxxx	Female	1/2/2017	No	-
8	2018	Director 7	NRIC	690502-xx-xxxx	Female	1/2/2017	No	-

B. Guidance Notes

Cell/Column Reference	Instructions
B3	Please state the name of the individual holding the position of CEO as at 31 December of the year.
C3	Please select from the dropdown options. Please select 'NRIC' for Malaysian and 'Passport' for Non-Malaysian.
D3	Please state the identification number of the CEO based on the type of identification selected.
E3	Please select the gender of the CEO from the dropdown options.
F3	Please state the appointment date of the CEO in the format DD/MM/YYYY.
G3	Please select the applicable dropdown options to indicate if there was any change of CEO during the year.

Cell/Column Reference	Instructions
H3	If 'Yes' was selected in G3, please state the date of resignation of the outgoing CEO in the format DD/MM/YYYY. Please leave blank if not applicable.

C. FAQs

1. The CEO was appointed on 1 July 2001, what date should be stated as the date of appointment?

The date of appointment should be 1 July 2001 despite it being before 2014.

2. From 2014 to 2018, the CEO position was held by the same person. Can the information be filled for one year only?

No. The information must be provided for each year as at 31 December, despite there being no changes in the CEO.

3. The CEO resigned on 15 March 2016 and the new CEO was appointed on 1 February 2017. Should the company provide information on the outgoing CEO or leave the cell blank since there was no CEO as at 31 December 2016?

The company should provide information on the outgoing CEO, and indicate that there was a change by selecting 'Yes' from the dropdown option in column G3 and indicate the date the CEO resigned in column H3.

Sheet 4: CEO remuneration

This section requires a company to provide the total and breakdown of the CEO's annual remuneration. A company is required to provide the information for each year.

A. Survey Template with Simulation Data

	A	B	C	D	E	F	G	H	I	J
1	Sheet 4: CEO remuneration									
2										
3	Year	Total CEO Annual Remuneration (RM)	Breakdown: Salary paid (RM)	Breakdown: Bonus (RM)	Breakdown: Benefits received (RM)	Breakdown: Defined contribution plan (RM)	Breakdown: Long-term incentive plan (RM)	Breakdown: Employee's Share Scheme (RM)	Breakdown: Other allowances (RM)	Type of other allowances (if any)
4	2014	1,819,450	780,000	650,000	102,000	250,250	-	37,200	-	-
5	2015	1,967,068	834,600	695,500	102,000	267,768	30,000	37,200	-	-
6	2016	458,646	250,465	100,000	29,750	61,331	6,250	10,850	-	-
7	2017	2,364,715	1,029,036	857,530	108,000	330,149	-	40,000	-	-
8	2018	2,519,885	1,101,069	917,557	108,000	353,260	-	40,000	-	-

B. Guidance Notes

Cell/Column Reference	Instructions
B3	Please state the total remuneration paid to the CEO. The value in B3 should equal the sum of values in C3, D3, E3, F3, G3, H3 and I3.
C3	Please state the basic salary paid to the CEO.
D3	Please state the amount of bonus paid to the CEO.
E3	Please state the amount of benefits received by the CEO.
F3	Please state the total amount of defined contribution made by employers on behalf of the CEO for retirement such as contribution to the Employees' Provident Fund (EPF) or Private Retirement Scheme (PRS).
G3	Please state the total amount of long-term incentive plan received by the CEO.

Cell/Column Reference	Instructions
H3	Please state the total amount of employee's share scheme held for each year including Employee Share Option Schemes, Employee Share Purchase Plan and Share Award Schemes (where applicable).
I3	Please state the total amount allowances received by the CEO other than those stated in the previous columns.
J3	Please state the type of other allowances received by the CEO which are included in I3.

C. FAQs

- 1. The company's CEO resigned in June and a new CEO was appointed in August. Should the company disclose the remuneration of the outgoing CEO or the new CEO?**

The company should disclose the total remuneration paid to both CEOs.

- 2. The company's bonus for 2014 was paid in April 2015, in which year should the bonus be included?**

The bonus should be included in the information for 2015. All information stated must be based on the calendar year as at 31 December.

- 3. What should be the response if the company had no CEO for the year?**

The company should state zero (0) in the applicable columns.

- 4. The company's Executive Chairman and CEO are both responsible for the day-to-day operation of the company. Whose information should be stated in the survey under this section?**

Please state the information in relation to the CEO of the company.

- 5. The company does not have a CEO but the Executive Chairman is responsible for the day-to-day operation of the company. Should the company fill in the remuneration received by the Executive Chairman?**

Yes. The company should fill in the remuneration received by the Executive Chairman if he is the person responsible for the day-to-day operation of the company.

6. The CEO's remuneration is paid by the subsidiary and not the listed company. Should the company disclose the remuneration paid by the subsidiary?

No. Company would only need to disclose the remuneration of the CEO paid by the listed company. If the subsidiary of the listed company charges the listed company the cost of paying the CEO remuneration, then it will be considered as being paid at the listed company level.

7. The company does not have a CEO but only a Managing Director that runs the day-to-day operations of the company. Can he be considered as the CEO for the purpose of this survey?

Yes. The definition of CEO refers to the definition of chief executive in Bursa Malaysia's Listing Requirements.

8. Should the Managing Director's remuneration (who is also a board member) be disclosed in Sheet 4 although it has been disclosed in Sheet 2: Board of Directors under Executive Directors?

Yes. The company needs to disclose the Managing Director's remuneration under both Sheet 2 and Sheet 4.

Sheet 5: Employee salary

This section requires a company to provide information on employee annual salary (excluding CEO and Executive Chairman) at the following points - lowest paid salary, 25th percentile, 50th percentile, 75th percentile and highest paid salary by gender. A company is required to provide the information for each year.

A. Survey Template with Simulation Data

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Sheet 5: Employee salary													
2														
3	Year	Lowest annual salary paid - Male (RM)	Lowest annual salary paid - Female (RM)	Annual salary paid at the 25th percentile - Male (RM)	Annual salary paid at the 25th percentile - Female (RM)	Annual salary paid at the 25th percentile - Overall (RM)	Annual salary paid at the 50th percentile - Male (RM)	Annual salary paid at the 50th percentile - Female (RM)	Annual salary paid at the 50th percentile - Overall (RM)	Annual salary paid at the 75th percentile - Male (RM)	Annual salary paid at the 75th percentile - Female (RM)	Annual salary paid at the 75th percentile - Overall (RM)	Highest annual salary paid - Male (RM)	Highest annual salary paid - Female (RM)
4	2014	15,986	15,415	45,271	60,859	54,831	153,376	168,055	156,686	283,090	318,054	290,373	1,053,472	1,188,809
5	2015	17,105	16,494	48,440	63,289	56,050	164,112	160,723	162,038	302,906	307,921	307,206	1,127,215	1,272,026
6	2016	18,302	17,649	45,569	67,719	55,682	177,495	171,973	174,490	326,410	329,476	329,610	1,206,120	1,361,067
7	2017	19,584	18,884	48,807	70,373	57,146	187,892	184,011	185,517	346,797	356,787	353,645	1,290,548	1,456,342
8	2018	20,954	20,206	52,120	59,120	52,223	201,045	193,518	198,145	376,340	377,217	378,401	1,380,887	1,558,286

B. Guidance Notes

Cell/Column Reference	Instructions
B3	Please state the lowest salary paid to a male employee.
C3	Please state the lowest salary paid to a female employee.
D3	Please state the salary paid to the male employee at the 25th percentile of male employees.
E3	Please state the salary paid to the female employee at the 25th percentile of female employees.
F3	Please state the salary paid to the employee at the 25th percentile of all employees.
G3	Please state the salary paid to the male employee at the 50th percentile of male employees.
H3	Please state the salary paid to the female employee at the 50th percentile of female employees.
I3	Please state the salary paid to the employee at the 50th percentile of all employees.
J3	Please state the salary paid to the male employee at the 75th percentile of male employees.

Cell/Column Reference	Instructions
K3	Please state the salary paid to the female employee at the 75th percentile of female employees.
L3	Please state the salary paid to the employee at the 75th percentile of all employees.
M3	Please state the highest salary paid to a male employee.
N3	Please state the highest salary paid to a female employee.

C. FAQs

1. Who is considered an employee for the purpose of this survey?

An employee refers to a Malaysian citizen who works full-time in Malaysia and remained employed throughout the 12-month period in a year.

2. Are bonuses included in calculating an employee's salary?

No. Employee salary only includes the basic salary and fixed allowances received during the year.

3. Should Executive Directors such as Executive Chairman and CEO be included in Sheet 5, Sheet 6 and Sheet 7?

No. The section on employee salary excludes Executive Chairman and/or CEO.

In the situation where other members of the senior management apart from the CEO e.g. CFO and COO are also board members, the remuneration of these individuals will be included in the calculation for Sheet 5, Sheet 6 and Sheet 7.

4. If the listed company does not have any employees on its payroll and all employees are being paid by one or more of the subsidiaries of the listed company, how should the company disclose this information?

The disclosure will depend on whether there is a charge back by the subsidiary. The company should state '0' in each cell to indicate there are no employees in the company.

Sheet 6: Number of employees in each salary band by gender and category of employment

This section requires a company to provide the breakdown of employees by gender and category of employment for each salary band. A company is required to provide the information for each year.

A. Survey Template with Simulation Data

	A	B	C	D	E	F	G	H	I
1	Sheet 6: Number of employees in each salary band by gender and category of employment								
2									
3		Between the lowest paid salary and salary paid at the 25th percentile - Male	Between the lowest paid salary and salary paid at the 25th percentile - Female	Between salaries paid at the 25th percentile and the 50th percentile - Male	Between salaries paid at the 25th percentile and the 50th percentile - Female	Between salaries paid at the 50th percentile and the 75th percentile - Male	Between salaries paid at the 50th percentile and the 75th percentile - Female	Between the salary paid at the 75th percentile and the highest paid salary - Male	Between the salary paid at the 75th percentile and the highest paid salary - Female
4	2014								
5	Senior Management	0	0	0	0	0	0	7	6
6	Executive	3	8	28	15	29	15	22	10
7	Non Executive	26	8	0	0	0	0	0	0
8	2015								
9	Senior Management	0	0	0	0	0	0	7	6
10	Executive	3	6	28	15	29	15	22	10
11	Non Executive	26	10	0	0	0	0	0	0
12	2016								
13	Senior Management	0	0	0	0	0	0	7	6
14	Executive	2	6	28	15	28	15	22	10
15	Non Executive	27	10	0	0	0	0	0	0
16	2017								
17	Senior Management	0	0	0	0	0	0	7	6
18	Executive	2	5	28	15	29	15	22	9
19	Non Executive	27	10	0	0	0	0	0	0
20	2018								
21	Senior Management	0	0	0	0	0	0	8	6
22	Executive	1	4	29	15	29	15	22	10
23	Non Executive	28	12	0	0	0	0	0	0

B. Guidance Notes

Cell/Column Reference	Instructions
B3	Please state the number of male employees receiving salaries between the lowest paid salary and the salary paid at the 25th percentile for senior management, executive and non-executive.
C3	Please state the number of female employees receiving salaries between the lowest paid salary and the salary paid at the 25th percentile for senior management, executive and non-executive.
D3	Please state the number of male employees being paid salaries between the 25th and the 50th percentile for senior management, executive and non-executive.
E3	Please state the number of female employees being paid salaries between the 25th and the 50th percentile for senior management, executive and non-executive.
F3	Please state the number of male employees being paid salaries between the 50th and the 75th percentile for senior management, executive and non-executive.
G3	Please state the number of female employees being paid salaries between the 50th and the 75th percentile for senior management, executive and non-executive.
H3	Please state the number of male employees being paid salaries between the 75th percentile and the highest paid salary for senior management, executive and non-executive.
I3	Please state the number of female employees being paid salaries between the 75th percentile and the highest paid salary for senior management, executive and non-executive.

C. FAQs

1. The annual salary at the 50th percentile for all male employees is RM45,271. Would a male employee earning RM45,271 be counted as earning between 25th and 50th percentile or between 50th and 75th percentile?

The employee would be counted as earning in the range between 50th and 75th percentile.

2. How should the company determine an employee's category of employment?

The general criteria of employees at senior management level are individuals which hold the highest level of management responsibility and decision making authority within the company. This would typically include members of the C-suite (excluding Executive Chairman and CEO) or those which directly report to the CEO. However, it is up to the company to determine the requirements for each level of employment.

Sheet 7: Total annual salary received by employees in each salary band by gender and category of employment

This section requires a company to provide the total salary received by all employees in each salary band based on gender and category of employment. A company is required to provide the information for each year.

A. Survey Template with Simulation Data

	A	B	C	D	E	F	G	H	I
1	Sheet 7: Total annual salary received by employees in each salary band by gender and category of employment								
2									
3		Between the lowest paid salary and salary paid at the 25th percentile - Male (RM)	Between the lowest paid salary and salary paid at the 25th percentile - Female (RM)	Between salaries paid at the 25th percentile and the 50th percentile - Male (RM)	Between salaries paid at the 25th percentile and the 50th percentile - Female (RM)	Between salaries paid at the 50th percentile and the 75th percentile - Male (RM)	Between salaries paid at the 50th percentile and the 75th percentile - Female (RM)	Between the salary paid at the 75th percentile and the highest paid salary - Male (RM)	Between the salary paid at the 75th percentile and the highest paid salary - Female (RM)
4	2014								
5	Senior Management	-	-	-	-	-	-	5,679,681	4,712,758
6	Executive	116,870	385,954	2,717,357	1,666,013	6,045,499	3,426,399	6,904,981	3,437,766
7	Non Executive	642,976	196,514	-	-	-	-	-	-
8	2015								
9	Senior Management	-	-	-	-	-	-	6,077,259	5,042,651
10	Executive	125,051	284,975	2,907,572	1,569,391	6,468,684	3,382,357	7,388,330	3,572,094
11	Non Executive	687,984	282,850	-	-	-	-	-	-
12	2016								
13	Senior Management	-	-	-	-	-	-	6,502,667	5,395,637
14	Executive	88,100	304,924	3,028,793	1,679,249	6,745,892	3,619,122	7,919,695	3,822,141
15	Non Executive	769,405	302,650	-	-	-	-	-	-
16	2017								
17	Senior Management	-	-	-	-	-	-	6,957,853	5,773,331
18	Executive	94,267	253,828	3,215,734	1,690,877	7,322,528	3,932,732	8,474,073	3,733,971
19	Non Executive	823,263	323,835	-	-	-	-	-	-
20	2018								
21	Senior Management	-	-	-	-	-	-	8,813,403	6,177,464
22	Executive	48,746	202,932	3,492,955	1,682,620	7,835,105	4,022,685	9,067,258	4,375,969
23	Non Executive	905,299	430,738	-	-	-	-	-	-

B. Guidance Notes

Cell/Column Reference	Instructions
B3	Please state the total annual salary received by all male employees receiving salaries between the lowest paid salary and the salary paid at the 25th percentile for senior management, executive and non-executive. The total salary refers to the sum of annual salary of all employees earning from lowest annual salary to the salary at the 25th percentile.
C3	Please state the total annual salary received by all female employees receiving between the lowest paid salary and the salary paid at the 25th percentile for senior management, executive and non-executive. The total salary refers to the sum of annual salary of all employees earning from lowest annual salary to the salary at the 25th percentile.
D3	Please state the total annual salary received by all male employees receiving salaries between the 25th and the 50th percentile for senior management, executive and non-executive. The total salary refers to the sum of annual salary of all employees earning from salary at the 25th percentile to the salary at the 50th percentile.
E3	Please state the total annual salary received by all female employees receiving salaries between the 25th and the 50th percentile for senior management, executive and non-executive. The total salary refers to the sum of annual salary of all employees earning from salary at the 25th percentile to the salary at the 50th percentile.
F3	Please state the total annual salary received by all male employees receiving salaries between the 50th and the 75th percentile for senior management, executive and non-executive. The total salary refers to the sum of annual salary of all employees earning from salary at the 50th percentile to the salary at the 75th percentile.
G3	Please state the total annual salary received by all female employees receiving salaries between the 50th and the 75th percentile for senior management, executive and non-executive. The total salary refers to the sum of annual salary of all employees earning from salary at the 50th percentile to the salary at the 75th percentile.
H3	Please state the total annual salary received by all male employees receiving salaries between the 75th percentile and the highest paid salary for senior management, executive and non-executive. The total salary refers to the sum of annual salary of all employees earning from salary at the 75th percentile to the highest annual salary.
I3	Please state the total annual salary received by all female employees receiving salaries between the 75th percentile and the highest paid salary for senior management, executive and non-executive. The total salary refers to the sum of annual salary of all employees earning from salary at the 75th percentile to the highest annual salary.

C. FAQs

- 1. In 2014, male employees' annual salary at the 25th percentile is RM45,271 and the annual salary at the 50th percentile is RM153,376. For cell/column D3, what is the amount of total annual salary that should be disclosed?**

The amount that should be disclosed in cell/column D3 is the **sum of the salaries** earned by all 28 male employees (refer to cell D6 of Sheet 6) that are earning between RM45,271 and RM153,376.

Reference

Annual Salary at the 25th percentile	Refers to an amount of annual salary where 25% of the employees earn less than the said amount and 75% of the employees earn more than the said amount.
Annual Salary at the 50th percentile	Refers to the median annual salary of employees. It is the amount of annual salary where 50% of the employees earn less than the said amount and 50% of the employees earn more than the said amount.
Annual Salary at the 75th percentile	Refers to the amount of annual salary where 75% of the employees earn less than the said amount and 25% of the employees earn more than the said amount.
Benefits received	Refers to the total benefits received during the year which are chargeable to tax as part of gross income from employment under paragraph 13(1)(b) of the Income Tax Act 1967 (ITA).
Board of directors' total remuneration	Refers to the total remuneration is the sum of fees, salary, bonus, benefits in-kind and other emoluments.
Board position	Refers to Executive Director, Independent Non-Executive Director or Non-Independent Non-Executive Director.
Bonus	Refers to the total bonus approved by the board of directors which are paid out for the year.
Category of employment	Refers to Senior Management, Executive or Non Executive. A company shall determine the requirements for each category of employment.
Chief Executive Officer	Refers to the definition of chief executive in Bursa Malaysia Listing Requirements.
Defined contribution plan	Refers to the total amount of contribution made by employers on behalf of employee to fund their retirement such as Employee's Provident Fund (EPF) or Private Retirement Scheme (PRS).
Employee	Refers to a Malaysian citizen who works full-time in Malaysia and remained employed throughout the 12-month period in a year.
Employee's annual salary	Refers to the basic salary and fixed allowances received during the year.
Employee's share scheme	Refers to the total amount of Employee's Share Scheme held including Employee Share Option Schemes, Employee Share Purchase Plan and Share Award Schemes.

Long-term incentive plan Refers to the total amount of any reward system for the employee designed to improve employees' long-term performance.

Senior management Refers to individuals who holds the highest level of management responsibility and decision making authority within the company. For example, CFO, COO and members of the C-suite or those which directly report to the CEO.

(Note: CEO and Executive Chairman will be excluded for the tabulation of Sheet 5, Sheet 6 and Sheet 7).