

People

At ENL, our employees are our most valuable asset, and their growth, well-being, and engagement are at the forefront of our business strategy. Recognising their vital role in our sustained success, we have implemented a comprehensive 'People' strategy under our CAP26 plan. This strategy focuses on developing our employees, fostering positive and inclusive work environments, and enhancing overall organisational capability.



7,369

employees
(2023: 7,330)

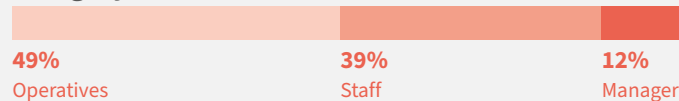
12%

employee base located overseas

Gender



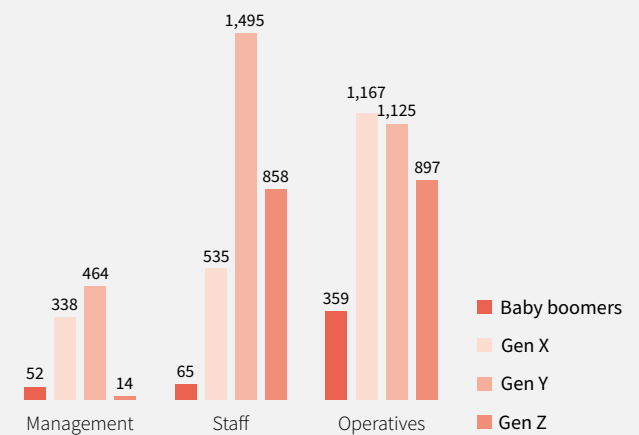
Category



Years of service



Employee category by generation



Strategic Pillars

1. Elevate Capability

We have placed a significant emphasis on talent development to ensure a strong leadership pipeline and enhanced employee skills. Key initiatives include:

Management Development Programmes:

- Our ENL Enabling Academy offers programmes that include sustainability training, operational efficiency workshops, and regulatory compliance courses. These initiatives have driven improved employee engagement and leadership development across all levels
- The “GROW” Management Development Programme is a Rogers-specific, MBA-style initiative consisting of 11 modules over 10 months, designed to develop competencies in line and middle management. In addition, the “RISE” Sales Programme equips front-line commercial teams with advanced skills

Specialised Training Programmes:

- We introduced Talent Coaching initiatives as part of our Talent Development Programme, providing targeted support to high-potential employees
- Rogers has also implemented NLP & MNLP programmes, which enhance communication, self-mastery, and leadership abilities in key talents



Hours invested in training:
139,956



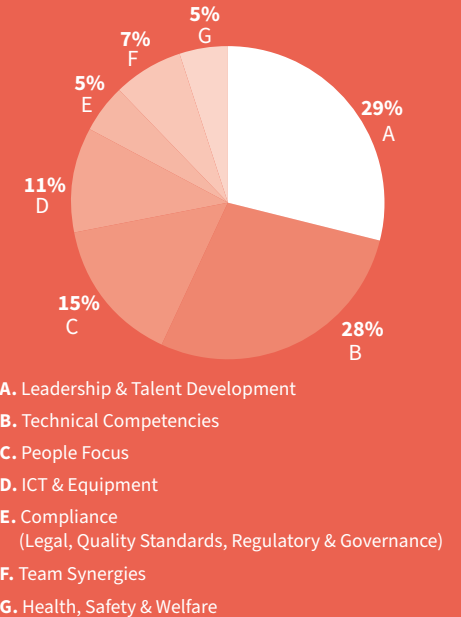
Investment in training:
Rs 51m

Graduate Programme:

- The Rogers Ascend Graduate Programme offers young graduates rotational exposure across various functions and segments, providing a comprehensive understanding of the business and fostering future leaders



Training expenses by area of focus



Rogers Ascend Graduate Programme

 Participants
12

 **1 year**
Programme (including 3 rotations across all Rogers' segments)

2. Enable Performance

We have strengthened our talent acquisition and performance management frameworks to ensure our teams are aligned and equipped to achieve their objectives.

Talent Acquisition and Retention:

- We have focused on strengthening our employer brand, leveraging AI technology, partnerships with educational institutions, and structured selection tools like LAB profiling, Facet5, and CliftonStrengths

Performance Management Systems:

- We have integrated advanced HR technologies and analytics to digitalise the employee experience journey and streamline HR processes, enhancing accuracy and efficiency
- The introduction of the Objectives and Key Results system and HR digitalisation tools such as Employee Management System and Applicant Tracking System at Rogers has further enhanced clarity, alignment, and performance management

3. Enhance Experiences

Creating a positive and engaging work environment is a priority that is reflected in our efforts to enhance employee experiences across the group.

Employee Engagement and Recognition:

- Our efforts include initiatives like the #myENLday event and the 'Great Place to Work' survey, which have led to increased employee engagement

Total Rewards and Benefits:

- We offer a comprehensive rewards package, including competitive pay, benefits, and discounts, ensuring employees feel valued and recognised for their contributions



38 partners

on the myENL card (including eleven from outside the group)

Occupational Safety and Health Management

- We remain committed to providing a safe work environment, aligning our practices with the Occupational Safety and Health Act, and continually assessing and improving our safety protocols



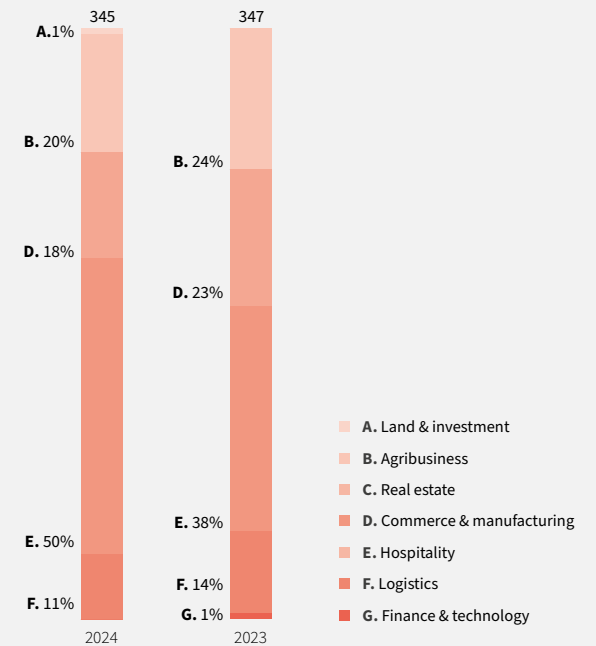
3,832

Safety and Health trainings and toolbox talks (2023: 5,750)

Segments	Lost time injury frequency rate for every 200,000 man-hours worked*
Land & investment	7.2
Agribusiness	10.1
Real estate	0.39
Commerce & manufacturing	4.7
Hospitality	1.72
Logistics	0.06
Finance & technology	0.17

*A Lost Time Incident is a work-related accident that leads to an employee's absence from work due to injury or illness

Number of reported Occupational Safety and Health incidents



Looking ahead, our strategic ambitions under CAP26 include establishing the Group HR function as a centre of excellence for employee experience and cultivating a progressive culture. We are committed to furthering our digital transformation efforts, enhancing our Employer Value Proposition, and continuing to develop our leadership bench. By leveraging technology to drive efficiency and enrich employee experiences, we aim to create a dynamic and supportive work environment that fosters engagement and ensures sustainable growth. Our dedication to staying future-fit will underpin ENL's long-term growth and value creation.