

## **Non-Financial KPIs**

We, Max Myanmar, believes that company value is no longer driven primarily by physical assets, but is increasingly attributable to non-financial business drivers. Success and future value creation depend on the effective measurement and management of these critical non-financial or intangible resources that comprise the intellectual capital of the business.

### **Employees Engagement**

In Max Myanmar, we ensure all our employees can benefit freedom of religion and we make sure no discrimination and getting equal working environment in align with UDHR. Awareness trainings of Human Rights and Whistle Blowing policies were conducted among employee by the management. Suggestion boxes were placed all over our business areas and in additions to providing phones numbers, suggestion emails and social media sites were publicized to all our stakeholders. Our whistle blowing committee closely paid attention to all the feedbacks of our stakeholders through various communication channels. Orientation trainings were conducted in regular basis not only to welcome the new employee and make them aware of their rights and responsibilities.

We provide educational stipends to support our employee' children education, ranging from kindergarten, primary school, middle school, high school, university to master degree students. We also provide health care program for our employee and annual regular medical check-ups are conducted for all employee.

### **Providing opportunities for young people**

We also support young generation by initiating student part-time-job-opportunity program which will be expanded more widely all over the country in near future. As of now, almost 10% of our total full-time employee has been appointed in our program and we plan to expend more percentage in future. In this program, we provide proper trainings which support the safety and security of the students and Max Myanmar will also fully support their career development by prioritizing to consider them if they are willing to become full-time employee.

### **Diversity Workforce**

- 55% of employees are men
- 24% of employees are women
- 21% of employees are contract-based

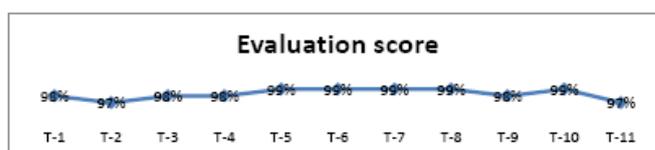
**Staff Recruitment of Max Group - 3% - 5%**

**Staff Turnover rate of Max Group 1.5% - 2.5%**

## Trainings and Developments

### Trainings conducted by Max Myanmar Holding (August - Dec 2017)

No	Date	Course Title	Subsidiary/ Dept	No of Participants	Evaluation score %	Remark
T-1	2.8.2017	Personal Hygiene	Max Holding Admin /HR	44	98%	Most participants are cleaners and drivers
T-2	16.8.2017	Office Sanitation	Max Holding Admin /HR	34	97%	Most participants are cleaners and drivers
T-3	25.8.2017	Personal Grooming	All subsidiaries	47	98%	All levels excluding senior management
T-4	29.8.2017	Personal Hygiene & Office Sanitation	Max Constructuion	38	98%	Junior & Senior staffs level
T-5	8.9.2017	Office Sanitation	Max Energy (Thilawa)	40	99%	All levels
T-6	17.10.2017	Interpersonal Skills	All subsidiaries	63	99%	All levels
T-7	7.11.2017	Office Sanitation	Max Constructuion	24	99%	Middle Management level
T-8	9.11.2017	Interpersonal Skills	Thilawa Terminal	26	99%	All levels
T-9	23.11.2017	Office Sanitation	Inn Sein Chan	26	98%	Middle Management level
T-10	24.11.2017	Managing Conflict	All subsidiaries	56	99%	Middle Management and above level
T-11	8.12.2017	Interpersonal Skills	Max Cement	15	97%	Manager level

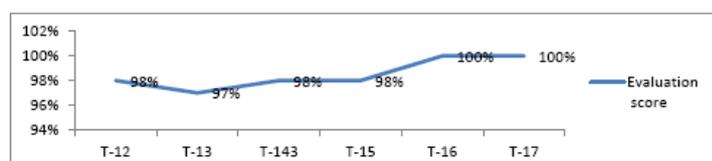


### Training Plan (Dec 2017)

No	Planned Date	Course Title	Subsidiary/Dept	Remark
T-12	22.12.2017	Emotional Intelligence	All subsidiaries	All levels
T-13	28.12.2017	Emotional Intelligence	Max Cement	All levels

### Trainings conducted by Group Admin/HR Department (Jan & Feb 2018)

No	Date	Course Title	Subsidiary/ Dept	No of Participants	Evaluation score %	Remark
T-12	12.1.2018	Emotional Intelligence	All subsidiaries	41	99%	All levels excluding senior management
T-13	23.1.2018	Emotional Intelligence	Max Construction (Gp-1)	10	99%	Junior & Senior staffs level
T-14	30.1.2018	Emotional Intelligence	Max Energy (Thilawa)	11	100%	All levels excluding senior management
T-15	2.2.2018	Emotional Intelligence	Max Construction (Gp-2)	14	99%	Junior & Senior staffs level
T-16	6.2.2018	Interpersonal Skills	Max Highway	28	100%	Supervisor level
T-17	8.2.2018	Interpersonal Skills	Max Logistics	10	100%	All levels excluding senior management



### Training Plan (March 2018)

No	Planned Date	Course Title	Subsidiary/Dept	Remark
T-18	9.3.2018	Time & Task Management	All subsidiaries	All levels
T-19	23.3.2018	Time & Task Management	Max Energy (Thilawa)	All levels

**HR Engagement Summary**  
COMPANY: MAX ENERGY

**Key HR Related Results**

	Employee YOY Engagement Increase	Employee Skill Improvement YOY Increase	Employee Understanding of Policies and Grievance Mech	Hire YOY Improvement Qualifications
Actual	4%	8%	85%	6%
Target	5%	10%	80%	5%

Evaluation Date

Person

2/12/2017

Mr. X

**Implementation Evaluation**

		Current Max Average	Prior Year Score	Section	Score	1-4 scoring, N/A
<b>1</b>	<b>Max HR Policy Deployment</b>	<b>2.2</b>	2.1	2.7		
	1.1 Policy match with Max complete					4
	1.2 Policy deployment review completed					3
	1.3 New policy creation targets					1
<b>2</b>	<b>Core Rights Implementation</b>	<b>2.5</b>	2.2	3.0		
	2.1 Tools: Contracts, pay slips, minimum wage, working hours, OT pay					4
	2.2 Core rights awareness					3
	2.3 Grievance and feedback system awareness					2
<b>3</b>	<b>Core HR</b>	<b>2.1</b>	3.1	3.3		
	3.1 Competency mapping completed					4
	3.2 Career mapping completed					4
	3.3 Skills, competencies and career mapping awareness					2
<b>4</b>	<b>Workforce</b>	<b>2.2</b>	2.4	2.5		
	4.1 Workforce reflects (within X%) demographics of the hiring community					4
	4.2 Gender promotion opportunities					1
<b>5</b>	<b>Knowledge</b>	<b>2.9</b>	2.5	2.5		
	5.1 Workforce skill improvement plan					3
	5.2 Workforce skill improvement demonstration					2
<b>6</b>	<b>Employee Engagement</b>	<b>3.1</b>	2.5	4.0		
	6.1 Employee engagement score measurement					4
<b>7</b>	<b>New Hire Recruitment</b>	<b>3.2</b>	3.3	2.3		
	7.1 New hire outreach plan					3
	7.2 New hire skill influence plan					3
	7.3 New hire perception and skill measurement plan					1
<b>OVERALL HR SCORE</b>		<b>2.6</b>	2.6	2.9		

**YOY Evaluation**

Improvements seen in particular in competency mapping (just completed) and career mapping. Improvements in training for employee skill creation of key importance.

