

SOCIAL

Health and Safety

(GRI 3-3)

Safety is at the heart of everything we do and remains our top priority. We nurture a strong health and safety culture as it safeguards our assets and our people – not only Allstars but also our guests, suppliers, business partners and any person impacted by our operations. We establish appropriate structures, develop well-defined processes and provide adequate resources to ensure a robust framework that supports safe operations, which is further strengthened by Allstars playing their part in delivering our safety performance targets.

2022 Performance Overview



Our Management Approach

We seek for everyone at Capital A to be conscious of safety and to practise safe behaviours all the time, guided by our:

- Safety Policy Statement
- Safety Management System (SMS) Manual
- Occupational Safety, Health and Environment (OSHE) Manual
- Emergency Response Plan (ERP)

- IATA Operational Safety Audits (IOSA)
- Flight Data Analysis (FDA) Manual
- ISO 9001:2015 Quality Management System (GOQA)
- ISO 22000:2018 Food Safety Management System
- Food Safety Information System of Malaysia (FOSIM)
- Malaysia Halal Certification
- Food Safety & Quality Policy

Supporting the UN SDGs



OPERATIONAL SAFETY (GRI 403-1, 403-7, 403-8)

Our robust Safety Management System (SMS) is overseen by a Safety Review Board, which comprises the Chairman, Capital A Chief Executive Officer (CEO), Board members, our Chief Safety Officer, and CEOs as well as senior management from across the Group. The SMS is supported by various policies and quality standards that together ensure we meet our robust safety targets. The Safety Review Board meets every quarter to analyse the Group’s safety performance and practices, while the Group CEO (GCEO), who reports to the Board, sets the tone by reinforcing the SMS:

Safety Review Board





For more information on our Safety Policy Statement, please visit https://www.capitala.com/misc/CapitalA-Safety_Policy_Statement.pdf

All AirAsia AOCs are subject to mandatory safety audits by independent third-party verifiers to ensure the reliability and credibility of processes. AirAsia adheres to the IATA Operational Safety Audits (IOSA) Standards and Recommended Practices, widely recognised as the gold standard for airline operational safety and efficiency.

Integrating Well-being Support within the SMS (GRI 403-3)

We recognise the importance of supporting the mental and physical well-being of our aviation Allstars, especially pilots and cabin crew to minimise fatigue, stress and substance use across our operations. Controls and processes have been integrated into the SMS to identify and manage health and well-being risks.

Fatigue Risk Management

Given the critical role played by pilots, we ensure that our SMS includes aspects related to pilot's well-being. Pilot fatigue management is a key focus in initial and recurrent Crew Resource Management training. AirAsia also strictly adheres to established maximum Flight Duty Periods (FDP) and Minimum Rest Periods (MRP) to ensure pilots receive sufficient time off to rest and recuperate. These guidelines are available in our operations manual which complies with CAAM, Directorate General of Civil Aviation (DGCA) of Indonesia and Civil Aviation Authority of the Philippines (CAAP) regulations.

Systemic Substance Management Mechanism

We take cases related to alcohol consumption or substance abuse seriously as inappropriate use can adversely impact the safety and well-being of Allstars, guests and potentially the local communities where we operate. To manage this risk, we have developed a systematic drug and alcohol management programme which has been approved by CAAM. Our drug and alcohol programme consists of three components: reporting and testing, medical intervention, rehabilitation and peer support, as well as continuous education. AirAsia continues to take all the necessary measures to ensure our flight crew adhere to our policies and are made aware of the consequences of non-compliance.

Social (cont'd)

Health and Safety

Counselling

We recognise counselling as an essential support function facilitating recovery from stressful or traumatic events. For the well-being of our crew, we have partnered with Arena Oasis for urgent counselling and 24-hour online support if our pilots experience any untoward incidents during their flight. As with all Allstars, our pilots also have access to wellness support through the Naluri health app and the Allstars Peer Support programme.



For more information on how we support our Allstars' well-being please refer to the 'Good Health and Well-being at Work' section of the 'Talent Attraction and Retention' chapter on pages 170 of this Sustainability Statement 2022.

OCCUPATIONAL HEALTH AND SAFETY

Our occupational health and safety capability is underpinned by a safety culture, safety training, as well as proper reporting channels and systems to monitor safety incidents.

Safety Reporting System (GRI 403-2, 403-4)

Safety reports serve as an information bridge for our management to better understand the issues and deficiencies at the operational level. We encourage Allstars to be vigilant about safety hazards and to report any issues observed.

Allstars can raise safety issues via the Group's internal online safety reporting system. All safety and hazard identification reports are channelled to the relevant Safety Departments, where they are categorised, assessed and routed to the appropriate subject matter expert prior to investigations. Once investigations are completed, safety actions are formulated to mitigate the issues. Throughout the process, updates are shared with the reporters.

In 2022, we saw a 27.3% increase in the number of safety reports from 11,609 in 2021 to 15,960, in tandem with the resumption of aviation activities. Nevertheless, the rate of safety reporting (per 100 flights) remained fairly constant, at a level indicating confidence in the reporting system and Allstars' willingness to communicate grassroots issues to management. Further instilling confidence in our system, each report is managed and actioned accordingly.

The safety reports function as a source for safety trend analysis. This allows for the identification of trending issues and allows management to take proactive measures to address the issues before they escalate. Over time, trends also can be analysed to understand seasonal issues, allowing for predictive measures to be taken to improve overall safety and efficiency of the airline operations.

Safety Training (GRI 403-5, 403-6)

Safety training is a standard feature to keep Allstars up to date with safety systems and procedures. As an employer, our responsibility is to provide our employees with the knowledge and skills necessary to do their jobs safely.

We acknowledge the need for different training for different job scopes and operations, hence all our operating entities are responsible for setting their own comprehensive safety training regimes for their frontliners.

In 2022, 8,298 Allstars attended a total of 17,158 hours of safety training conducted by the Safety departments across Capital A, compared to 452 Allstars in 2021. This resulted in an average of nine safety training hours per Allstar (including pilots, cabin crew, ADE, GTR and the Group). The increase in training hours is in line with Safety department's commitment to enhancing the Group's safety performance, and cultivating a positive Safety Culture within the organisation.

Safety Programme	Description	Focus group
Safety Management System	Regulatory safety training required to understand the SMS frameworks for airline Allstars	MAA, PAA, IAA, ADE
Safety Induction and Chemicals Safety Training	Training on handling hazardous chemicals and kitchen fire safety	Santan
DOE Scheduled Wastes Regulation 2005, Regulation 15 Training	Training on proper management of scheduled waste	Ground Service Equipment & ADE
CAAM - Civil Aviation Regulation 2016	Dangerous Goods Regulations and Airside driving permit	ADE, Security, Inflight & Facility
Uniform Building By-Laws 1984	Emergency evacuation drill held at RedQ	RedQ



Fire Evacuation Drill at RedQ office conducted on 15 December 2022

To ensure the safety of external stakeholders that we work with, Group Safety provided a total of 58 training hours for 295 non-Allstars, an increase of 31.8% hours YoY. Topics covered included safety induction for contractors and visitors, chemical safety awareness for cleaning staff, and buggy inspection and defensive driving techniques for our buggy and van drivers.

Meanwhile, 4,119 Allstars from our technology-based ground handling arm, Ground Team Red (GTR), attended a total of 94,064 hours of occupational health and safety training. Training topics included first aid emergency response plan, handling dangerous goods, the human factor, airside safety and operations safety (guest service, ramp and cargo). On the cargo and logistics side, Teleport conducted workplace fire inspections, ergonomics assessments and airside safety awareness training for its personnel and delivery drivers.



Spotlight: 'Safer Together, Stronger Together' at Allstars Safety Day



After a break of two years, we resumed our Allstars Safety Day roadshow themed "Safer Together, Stronger Together!" across Malaysia, Thailand, Indonesia, and the Philippines. The objective was to spread a strong message of maintaining health and safety as we gradually returned to our offices. More than 3,000 Allstars took part in activities designed to create safety awareness.

We also resumed the Safety Hero Award to recognise Allstars who have contributed to or championed workplace safety excellence. The first prize was awarded to Carolyn Lee from the Cabin Crew Department for reporting an operational incident which led to improved safety procedures.

Social (cont'd)

Health and Safety

Safety Performance (GRI 403-9, 403-10)

Group Safety monitors the health and safety performance of Capital A, reporting key indicators on a monthly basis to senior management and the Board. Over 130 key metrics are monitored, covering Aviation Operational Safety and Occupational Safety and Health Group-wide. In 2022, the Group recorded zero fatalities and 59 work-related injuries with a lost time incident rate (LTIR) of 8.4. Most of the work-related injuries were ergonomic and bodily injuries.

The table below summarises our safety performance.

Total man-hours worked			
2020	29,399,136		
2021	14,224,896		
2022*	22,672,724		
No. of fatalities	2020	2021	2022*
	0	0	0
Recordable work-related injuries	2020	2021	2022*
	71	36	59
Lost time injury	2020	2021	2022*
	384	140	950
Lost time incident rate (LTIR)	2020	2021	2022*
	2.6	2.0	8.4
Incident rate	2020	2021	2022*
	0.001	2.1	5.4
Severity rate	2020	2021	2022*
	7.1	6.3	41.9

*Scope: MAA, PAA, IAA, Teleport, ADE, GTR, AASEA

Note:

- Lost Time Incident Rate = total number of lost time injuries/total number of hours worked x 200,000
- Incident Rate = No. of accidents (E) X 1,000/annual average of no. of employees
- Severity Rate = Total workdays lost (C) X 1,000,000/total man-hours worked (Y)

In recognition of our efforts to enhance health and safety measures during the pandemic, we maintained our 7/7 Covid-19 Star Rating from Airline Ratings.



Safety Rating ★ ★ ★ ★ ★ ★ ★

Covid-19 Star Rating Breakdown ★ ★ ★ ★ ★ ★ ★

AirAsia was named as among the top 20 Covid-compliant airlines in 2022 by AirlineRatings.com, an international airline safety ranking organisation. We were also amongst the first to achieve the highest Covid safety ratings since 2020, for the innovations introduced to make flying safer and more hygienic than ever in the new world of air travel. AirAsia Group was, further, named one of the top 20 safest LCCs in the world.

OCCUPATIONAL SAFETY AND HEALTH AUDITS

In 2022, we conducted regular safety audits and assessments throughout the Group, including OSHA Noise Exposure Regulation 2019, ergonomic risk assessment, CAAM flight operation dangerous goods division and the MSOSH award audit.

The following audits were conducted for our entities:

ADE

Systematic Occupational Health Enhancement Level Programmes (SOHELP)

RedChain

OSH Use and Standard of Exposure to Chemicals Hazardous to Health (USECHH) Regulation 2000, CHRA

OSHA Noise Exposure Regulation 2019-Audiometric Baseline Test

Group Operational Quality Assurance

In 2016, we established our Group Operational Quality Assurance (GOQA) to ensure all our AOCs comply with applicable regulations, IOSA standards and recommended practices.

Demonstrating our world-class safety standards, prior to the pandemic all our AOCs had successfully completed the IOSA certification, meeting all its standards and recommended practices. During the two-year pandemic, some of our AOCs opted not to renew their IOSA certification, but continued to undergo annual Internal Operations Audits (IOA) conducted by our GOQA team, which carries the ISO 9001: 2015 Quality Management System certification. GOQA also performs Joint Station Compliance Audits (JCSAs) at all hubs and main bases. The number of IOAs and JCSAs carried out in 2021 and 2022 is highlighted below.

Airline (AOC)	Latest IOSA Certification Date	Remarks
MAA (AK)	28 Nov-2 Dec 2022	Renewed via on-site audit
IAA (QZ)	21 Jun 2019	The IOSA certification lapsed during the pandemic; however, IAA completed its GOQA IOA in September 2022 and targets the IOSA Renewal Audit in 2Q/3Q23
PAA (Z2)	31 May 2019	The IOSA certification lapsed during the pandemic; however, PAA completed the GOQA IOA in December 2022 and targets the OSA Renewal Audit in 3Q23

Social (cont'd)

Health and Safety

The table below depicts the total number of Assessment Audits carried out in 2022:

No. of Audits Performed	No. audits performed		Remarks
	2021	2022	
Joint Station Compliance	53	69	All planned JSCA at operational stations completed in 2022
Internal Operations	6	7	All planned Internal Operations Audits completed in 2022

Non-conformities identified during audits are recorded in the Audit Reports which are shared with the AOCs. The AOCs will then conduct root cause analysis and implement the necessary corrective/preventive actions. These are assessed and if found satisfactory, the non-conformity report (NCR) will be closed. Analysis of NCRs, including trends and common findings, are shared with AOCs' Operational Quality Assurance stakeholders via periodic forums and also during Auditor Recurrent Training sessions. With the resumption of air travel in 2022, we are scheduling IOSA Renewal Audits in 2023 and 2024.

PASSENGER SAFETY

AirAsia continues to implement various initiatives to enhance our guests' wellness as well as provide the necessary guidelines that prioritise their health and safety as we head towards endemicity.

Passenger Health and Safety Measures

In line with guidelines from local health authorities, the following measures continued to be adopted for guests' safety:

Pre-flight	During flight	Post-flight
Contactless flight check-in for guests using FACES.	Refreshing of cabin air 20-30 times an hour and use of High Efficiency Particulate Air (HEPA) filters.	Frequent aircraft disinfection following local ministry of health and World Health Organization (WHO) guidelines.
Covid-19 hygiene kit provided to cabin crew onboard.	Social distancing advised during boarding and disembarkation, with movement restrictions in the cabin. Seating will be auto-assigned by system, and one hand carry to be strictly enforced. Excess baggage to be offloaded as early as possible, and cabin crew to avoid touching guests' belongings.	Disinfection of high-touch areas performed by the next set of crew, not by the set being replaced to avoid re-contamination.
	Close contact with guests to be avoided and only the necessary Inflight service to be provided (eg handing over pre-packaged food and bottled water before or during boarding).	
	Inflight temperature screening for passengers, when required.	
	Cleaning and sanitising of lavatories a minimum of once every five entries/usage.	
	Regular emptying of lavatory waste bins and storage of waste in designated areas.	
	Reserving the last three rows of seats as quarantine area to handle possible inflight emergencies, and designating the AFT lavatory on the starboard side for exclusive use by those under quarantine.	

FOOD SAFETY

To ensure the safety of its food and passengers, Santan adheres to all health and safety regulations applicable to the food and beverage industry including the following standards and processes:

How We Ensure Food Safety		
ISO 22000:2018 Food Safety Management System	Food Safety Information System of Malaysia (FOSIM)	Inflight Catering Food Safety & Quality Policy
Malaysia Halal Certification by JAKIM - Malaysia Halal Management System 2020	Food safety audit by Santan's internal quality assurance	Random spot checks and scheduled audits on food safety and quality
Periodic microbes, heavy metal and physical tests on water, products and environment		

Santan also reserves the right to conduct its audits of supplier facilities and environment. In 2022, it carried out 19 regular quality checks and compliance audits of suppliers and 25 compliance and performance audits at restaurants to monitor adherence to standards.

Nutrition Charter

Committed to marketing our products responsibly, Santan's marketing and advertising activities comply with applicable laws and regulations such as the Malaysian Food Act 1983. Accurate and relevant nutritional information is published in our menus so that guests with dietary restrictions are able to make informed choices.

Santan's strategy for better nutrition are:

1. Add no preservatives in food
2. Clearly display allergen declaration and nutrition facts

Social (cont'd)

Health and Safety

All our pre-packed inflight meals are labeled with nutrition facts, whereas for Santan restaurants, the aim is to provide more nutritional facts on our website and wall posters within the outlets. Meanwhile, Santan continues to explore more eco-friendly packaging, especially those made from plant-based materials, to minimise its impact on the environment while preserving food quality.



Caption: Sample label of our signature Pak Nasser's Nasi Lemak that indicates nutrition facts and dietary information.

Dishing Out Quality with Santan

It is important to us that our guests and customers receive their Santan meals in accordance with their expectations of our product taste and quality. During the year, therefore, we focused on training and food testing, as indicated below.

- Increased training frequency from three sessions a month to regular monthly training covering service, food safety and quality for restaurant crews.
- Conducted regular engagement sessions, including food sampling with AirAsia cabin crew to update them on new product offerings.
- Resumed monthly regional meal tests starting October 2022 where meals from all airlines are delivered and tested in our headquarters in Kuala Lumpur for quality control and assurance checks.

WORKPLACE SAFETY

With the gradual ease of pandemic restrictions, we continue to observe health and safety measures using various platforms. These include:

Platform	Description
Allstars Covid-19 Dashboard	Developed in 2022 for Allstars health tracking and monitoring.
Safe@Work Guide	Covers general Covid-19 knowledge, reporting process, working arrangements and resources available for working safely and staying up to date.
Safe@AirAsia Knowledge Library	An online library of all the resources Allstars need to work safely and stay up to date. The Group's Covid-19 Standards manual was also distributed to all the AOCs after Workplace was closed in June.
Covid-19 Reporting Platform	Integration of Covid reporting into RedEye, AirAsia's internally developed safety reporting system for reporting work-related accidents and incidents. This made it easier to track cases on a daily basis.

Over the past two years, we have made necessary changes to our safety practices in line with guidance and recommendations from the government. In 2022, we resumed our safety measures and continued to adjust our operations based on the evolving situation. Following the relaxation of Covid-19 restrictions, by May 2022, we phased out some of our measures, particularly in Malaysia, while maintaining core practices.

Cabin Crew Guidelines

- Covid-19 swab test for flight ops and cabin crew as per government regulations.
- RTK testing performed by operational Allstars 72 hours before reporting for duty.
- Self-sanitise regularly on the way to the office, before meeting colleagues, and upon boarding the plane.
- Limited entry to and communication with the cockpit, with cockpit accessibility only on ground, when necessary.
- Training of crew to handle inflight emergencies; to care for persons under investigation (PUIs), persons under monitoring (PUMs), suspected guests; and to handle infectious waste.
- Management of guests with Covid-like symptoms and knowledge of general principles of providing first aid during Covid-19.

Services provided inflight depended on the risk rating of each flight.

Low Risk	<ul style="list-style-type: none"> • Normal meal service, but no cold dishes, cold meat/fish or edible ice cubes. • Cabin crew clean and disinfect hands before and after meal preparation.
Medium Risk	<ul style="list-style-type: none"> • Normal meal service, but food preparation procedures are simplified. Pre-packaged food provided, no cold dishes, cold meat/fish or edible ice cubes. • Cabin crew clean and disinfect hands before and after meal preparation.
High Risk	<ul style="list-style-type: none"> • Cabin crew assigned to provide service in their designated areas, avoiding close contact with guests and only providing necessary inflight service. • Designated cabin crew to provide basic service for flight crew when needed. • Pre-packaged food and bottled drinks provided. No cold dishes, cold meat/fish or edible ice cubes. • Cabin crew clean and disinfect hands before and after meal preparation.

Guidelines for Allstars Protection

What Allstars Do	What Management Does
<ul style="list-style-type: none"> • Return to work procedures of self-assessment and self-isolation • Reporting and monitoring of confirmed & suspected cases in our Covid-19 Reporting System • Social distancing in common areas, transport, work areas and meeting rooms • Weekly Covid-19 tests • Use of FACES biometric recognition for entry into premises • Use of masks in confined spaces and where social distancing cannot be practised 	<ul style="list-style-type: none"> • Split work arrangements • Ad-hoc tests for Allstars who develop Covid-like symptoms • Daily office sanitisation • Visitors management system according to Covid-19 Risk Rating situation (Red/Amber/Yellow) • Building Indoor Air Quality (IAQ) requirements following local regulations • Covid-19 posters and videos for Allstars' awareness • Sanitising stations at lifts, lobbies, office entrance, dining areas, gantries, etc • Covid-19 vaccination programme for Allstars as per Ministry of Health requirements

Ensuring the Well-being of Allstars

We embrace a holistic approach that takes into consideration our Allstars overall well-being, specifically their physical, mental and financial wellness. In 2022, we resumed our active calendar of in-person events to introduce Allstars to the range of support services that are available to them.

Social (cont'd)

Health and Safety

Well-being Initiatives in 2022	
<p>World Mental Health Day Activities organised include free mental health assessments, and chats with clinical psychologists and wellness coaches. Info booths were also set up at our offices for more personal interaction.</p>	<p>After-Work Wellness Activities Popular activities include weekly bootcamps, yoga, cycle rides and boxing classes.</p>
<p>Financial Support Clinics Programmes organised with Credit Counselling and Debt Management Agency (AKPK) to help Allstars impacted by pay cuts/furlough to restructure their loans and hire purchases. General financial education is also available for in-person and online attendance.</p>	<p>Flu Vaccination Drive Flu vaccinations were made available at PAA's inhouse clinic year-round as part of the AOC's workplace wellness programme.</p>
<p>Allstar Peer Support Programme More Allstars across the Group volunteered to provide support in 10 languages through a chatbot.</p> <p>52 Allstar peer supporters handled a total of 67 cases related to work, finance, health and other matters.</p>	<p>Aarena Oasis Urgent counselling and provision of psychiatric services and 24-hour support are made available through online videos/calls for individuals or groups in multiple languages. House calls are also available for Allstars based in the Klang Valley.</p> <p>A total of 59 psychological counselling and psychiatric sessions were conducted for Allstars who required urgent counselling and attention.</p>

Allstar Health Coach Programme with Naluri (health app)

The Allstar Health Coach is an interactive and educational well-being programme launched in 2020 by Naluri for AirAsia. Through the Naluri health app, Allstars are able to access active digital support in the form of therapy, fitness coaching, diet and nutrition, medical and financial wellness advice.

2022 Performance Overview

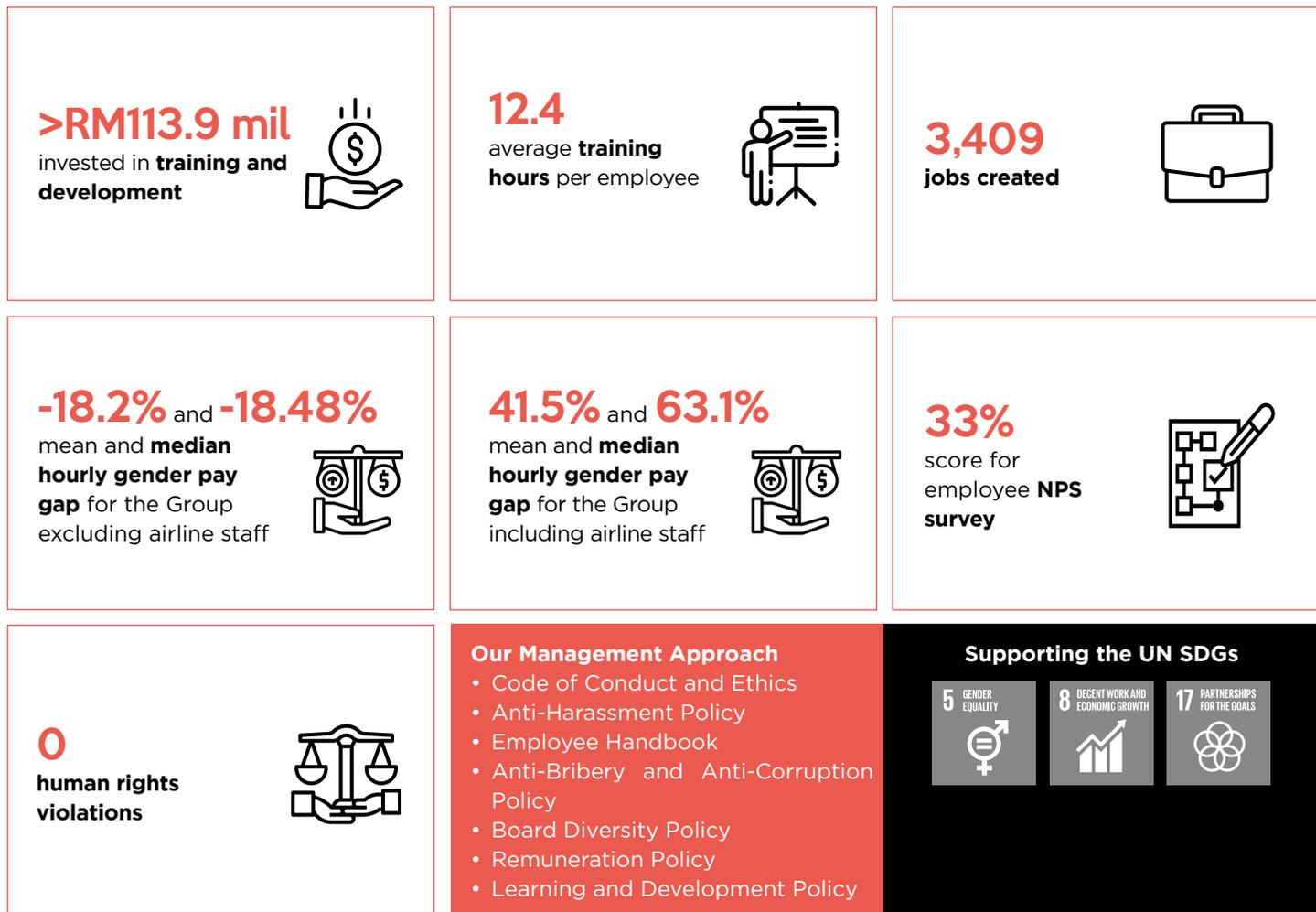
 500 new sign-ups for Naluri	 2,600 Allstars taking action for their well-being	 25 Webinars on financial education, fitness, emotional well-being
 11 referral cases handled from our Allstar peer supporters where clinical psychologists were needed	 Allstars Wellness Month in June where we offered free health screening in offices	 World Mental Health Day in October where we offered in-person therapy with clinical psychologists in offices

Talent Attraction & Retention

(GRI 2-7, 3-3)

Our ongoing success is a reflection of our dedicated and passionate Allstars. As a people-centric company, we recognise that attracting and retaining top tier talent should be prioritised in order to build a resilient and purpose-driven organisation. We support and encourage our Allstars in their personal and professional development by investing in opportunities to keep them motivated and driven.

2022 Performance Overview



STRENGTHENING DIVERSITY AND INCLUSION (GRI 405-1, 405-2)

Given our foothold across Asean and beyond, Capital A employs a diverse group of Allstars who are hired and promoted based on merit and performance. We nurture an inclusive culture where everyone, irrespective of gender, nationality, race, religion, sexual orientation, age 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. We recognise that for diversity to flourish there can be no discrimination of any form, and therefore do not tolerate discriminatory behaviour at any level, as stated in our Code of Conduct and Ethics. We provide equal opportunities that foster a diverse and inclusive workplace for all.



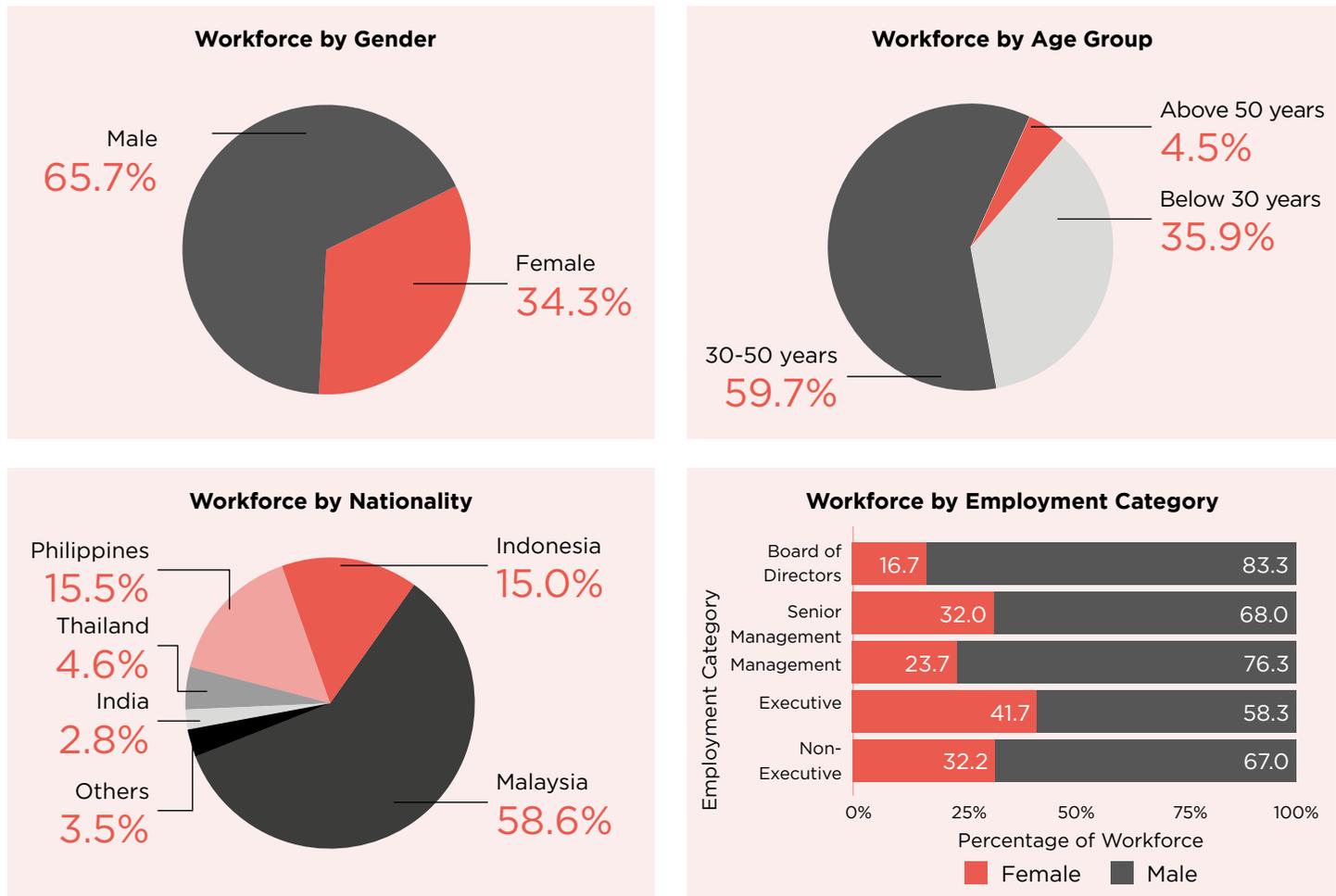
For more information on our Code of Conduct and Ethics, visit our website:
www.capitala.com/corporate_governance.html

Social (cont'd)

Talent Attraction & Retention

In 2022, our workforce comprised 11,662 employees, composed of 66% men and 34% women. As we recover and rebuild post-pandemic, it is our priority to rehire Allstars who were let go through no fault of their own. Our workforce diversity is summarised below:

Workforce Diversity in 2022

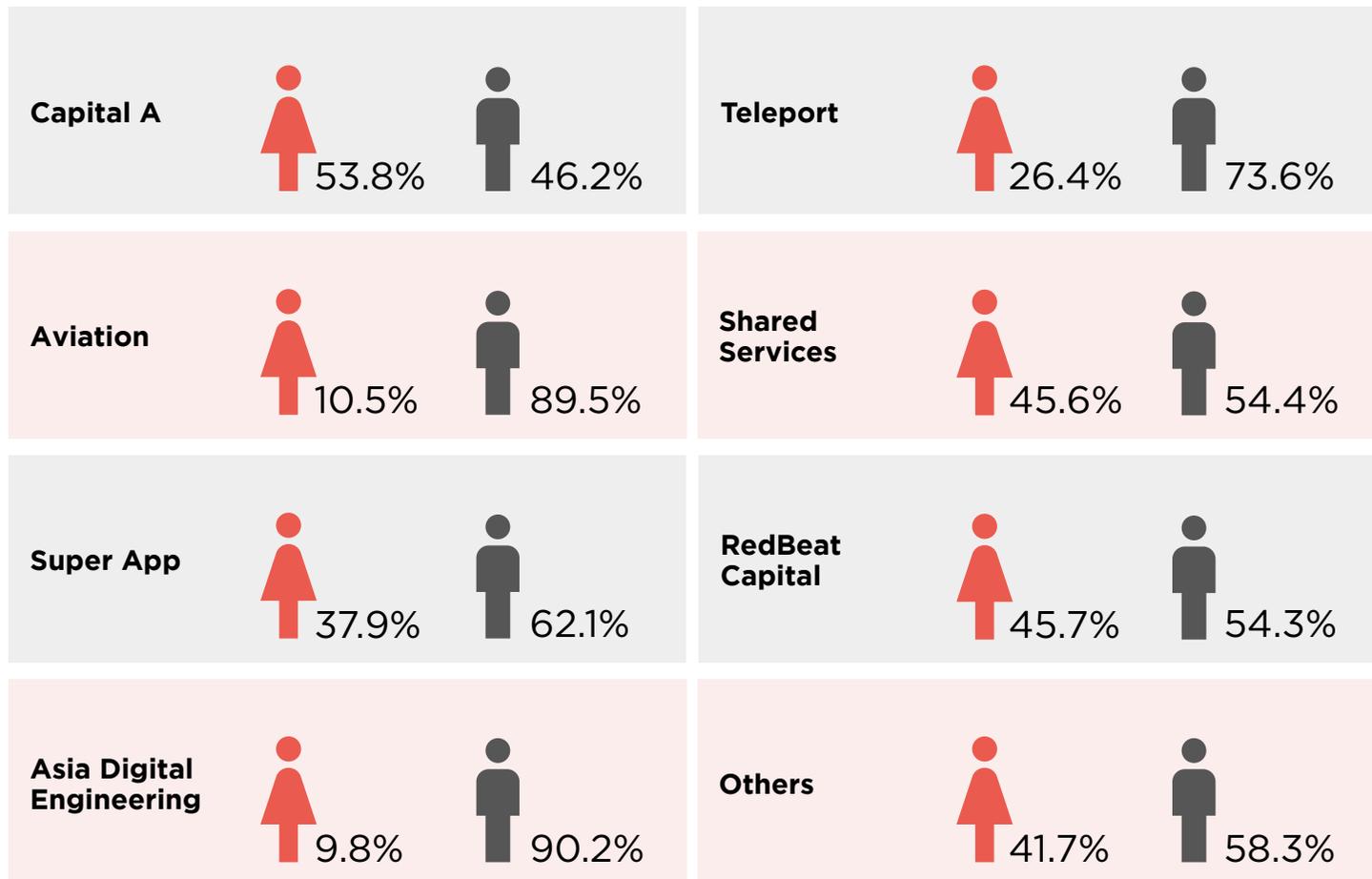


For detailed information on our workforce, please see our Social Data Summary at the end of this Sustainability Statement.

Women in Leadership

Recognising the importance of having women in leadership positions, as well as a more diverse and inclusive Board, our Board, through the Nomination and Remuneration Committee (NRC), is actively seeking qualified women candidates. Candidates to be considered are nominated by reputable sources, while selection is based on their skills and experience, as well as their ability to add to greater Board diversity. A key achievement was to welcome Surina Shukri as an Independent Non-Executive Director in January 2022. As reflected 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.

Across our entities, we have a strong presence of women in leadership positions as highlighted below.



We have observed positive growth in women representation at senior management, management and non-executive levels as well. Women represented 32% of our senior management in 2022 compared with 27.2% in 2021; 23.7% of management level compared with 17.3% in 2021, and 32.2% of non-executives compared with 18.7% in 2021. We will continue to identify and support the pipeline of women progressing into leadership roles.



In 2022, we participated in the Bloomberg Gender Equality Index (GEI) for the first time to enhance our disclosures on gender equality, making us the first low-cost carrier in the region to do so. We received a score of 64.65, which is above the threshold and demonstrates that we are doing more than the average company to support women in our workplace. The index tracks the commitment and performance of companies in disclosing efforts towards diversity, inclusivity and equality. We were assessed based on five categories: leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, anti-sexual harassment policies, and external brand.

Social (cont'd)

Talent Attraction & Retention

Gender Pay Gap

In our first gender pay gap disclosure published in 2021, Capital A reported no systemic gender-based bias in our pay scales. This was established through a detailed analysis of pay scales across eight job grades in all. As Capital A comprises multiple lines of businesses in different sectors, comparisons were also made within each job type since very different occupations may be assigned a common job grade.

This year, we took a different approach to reporting our pay gap disclosures using mean and median data, as well as quartile measures. Although simplified, this manner of reporting is more consistent with practices adopted by OECD countries and provides a better basis for our performance to be benchmarked against other organisations. One practice we have retained from 2021 is to report our statistics in two forms: (1) inclusive of all Allstars and (2) excluding pilots, cabin crew and aircraft engineers. This is in recognition of the fact that gender representation in these three occupations remain heavily skewed. By providing two sets of data, we are able to filter out the distorting effect of these three unique jobs to see if biases can be found in the remaining areas.

The results of our analyses are summarised in Charts 1a and 1b, and 2 below. Chart 1a and 1b show the proportion of male and female staff by quartile while Chart 2 shows the mean and median pay gap between male and female Allstars.

Chart 1: Proportion of Employees in Quartiles

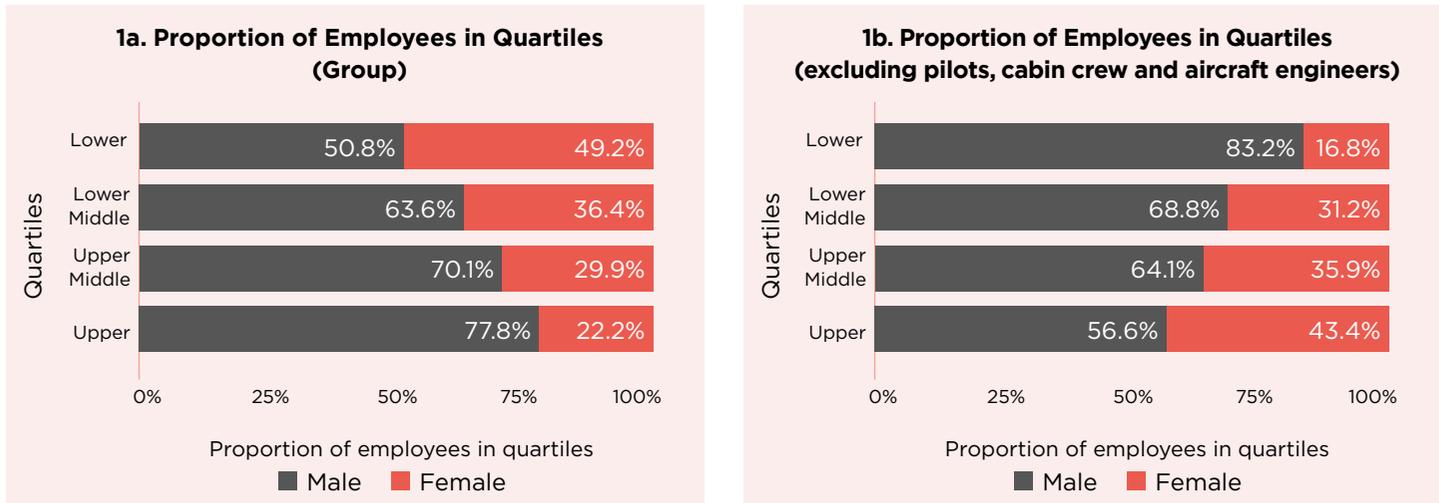
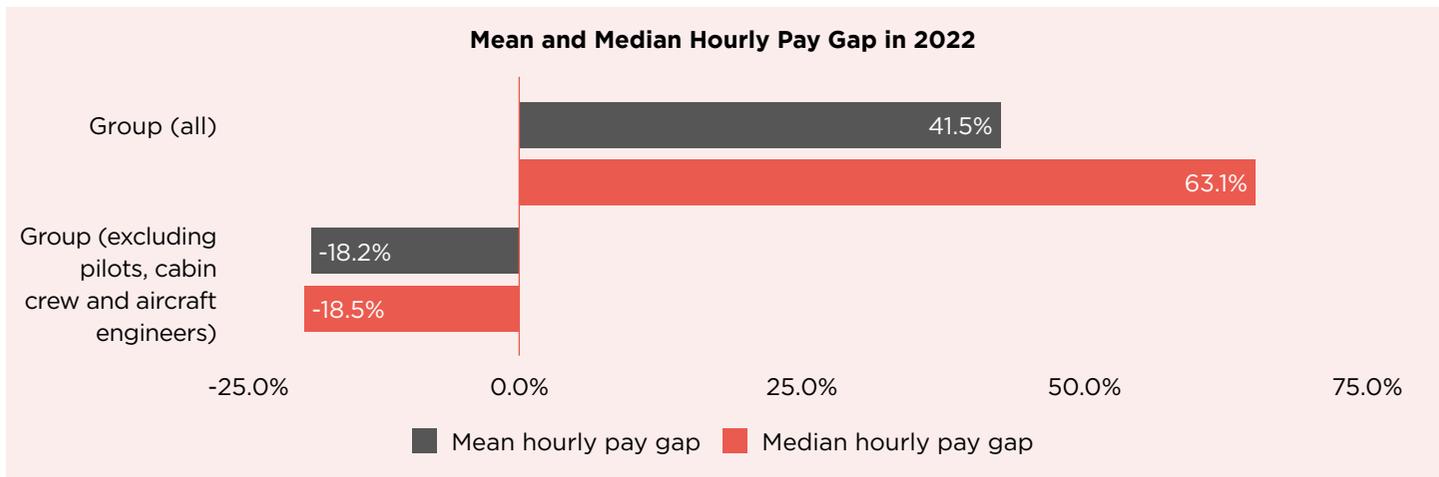


Chart 2: Mean and Median Hourly Pay Gap in 2022



Note:

A positive pay gap indicates a wage gap in favour of men, while a negative figure indicates a wage gap in favour of women.

In 2022, the mean and median pay gap data indicated that overall, male Allstars earned 41.5% and 63% more than women respectively. This is an expected outcome as the industry continues to face stark gender imbalances particularly in engineering and pilot positions that are male-dominated. Technical roles such as pilots and aircraft engineers are higher paid positions and in sizable numbers compared with other roles. When these roles were included, they inevitably pushed up the mean and median pay of male Allstars, as well as the proportionate representation of men in the Upper Middle and Upper quartiles.

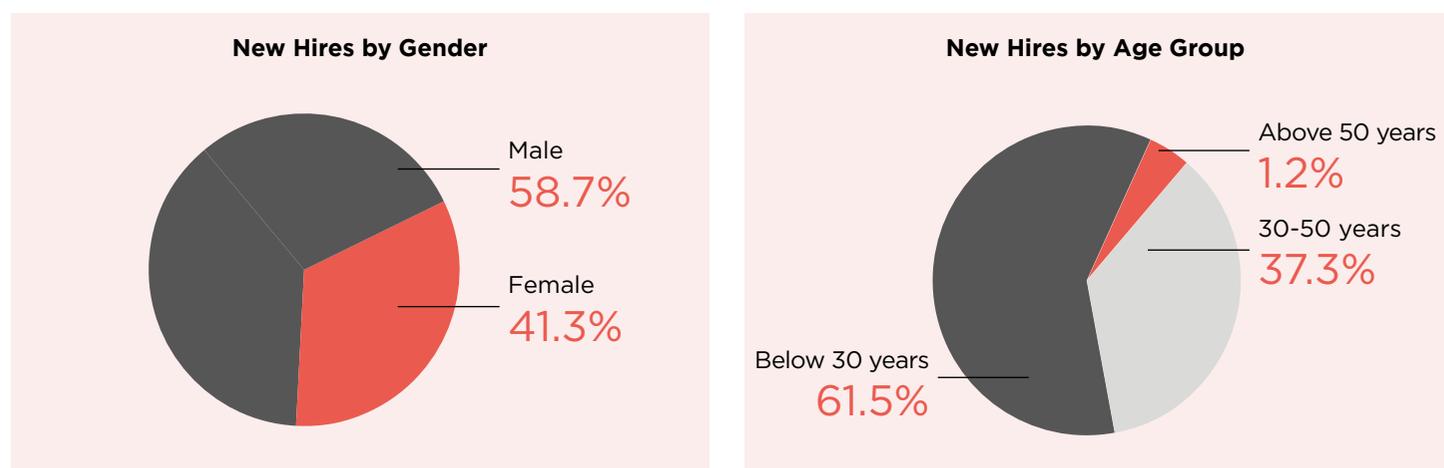
This analysis is supported by our findings in Chart 1a which show that 77.8% of Allstars in the upper-most quartile were male, with many being pilots; while female Allstars represented almost half of the lower quartile (49.2%).

When we exclude these three job types, the data shows a mean hourly pay gap of -18.2% and median hourly pay gap of -18.5%, or a reverse result as the earlier scenario suggesting that women earned more than men in non-airline specific jobs. Chart 1b provides further explanation for this observation. Women were most strongly represented in the upper-most quartile (43.4%) while the lower quartile is dominated by male employees (83.2%) primarily due to the physical requirements of non-executive jobs such as ramp work in GTR and airasia Super App riders and drivers. This mean and median variance in favour of women (when pilots, cabin crew and engineers are excluded), therefore, can be explained by the distribution of male and female employees according to quartiles, rather than any gender-based pay biases.

We have been making significant efforts to improve our gender balance by employing and training more female pilots over the past decade than any other airline in Asean. A small win was achieved in 2022, when the number of female AirAsia pilots rose to 6.6%, an increase from 6.1% in 2021, and exceeding the global average of 5.8%. To redress the imbalance in the upper-most quartile, we will continue to attract more female pilots as well as more female engineers into our talent pool.

New Hires (GRI 401-1)

Our Allstars are the driving force of our organisation and as we began our recovery from the two-year pandemic, there was a need to hire bright talent to get Capital A back on track again. The year 2022, therefore, saw us create jobs for 3,409 new Allstars, over four times the number of new employees in 2021. Meanwhile, in recognition of the talent, knowledge and skills of existing Allstars, we filled 1,605 vacant roles with internal candidates whose growth we will continue to support. We were also pleased to see our attrition rate decrease from 15.4% in 2021 to 12.2% in 2022.



Inducting Second Officers from cadet pilots programme

After a two-and-a-half-year hiatus due to the pandemic, AirAsia started inducting Second Officers who graduated from its cadet pilot programme to support its manpower requirements. The Second Officers will undergo ground training and a type rating course for six months before being checked out as First Officers. The aim is to induct 250 Second Officers by the end of 2023. Hiring these cadet pilots allows us to invest in local talent and realise our commitment to nurturing a more diverse workforce including 15% new female pilots.

Social (cont'd)

Talent Attraction & Retention

Human Trafficking

In response to human trafficking concerns in the region, AirAsia Foundation has facilitated classroom training for the cabin crew since 2017 and initiated an anti-trafficking e-learning module, #KnowtheSigns, for Allstars in 2020. The module has been incorporated into Capital A's onboarding programme, which all new recruits have to complete. In 2022, a total of 1,067 Allstars completed the Anti-Human Trafficking e-learning module, bringing the total number of Allstars trained to 19,669.

Grievance Mechanism

Allstars and external stakeholders can raise grievances on unethical and/or inappropriate behaviour or misconduct relating to human rights involving the Group through our whistleblowing email platform: whistleblower@airasia.com

INVESTING IN LEARNING AND DEVELOPMENT (GRI 404-1, 404-2)

We support our Allstars' proactiveness in seeking out opportunities that will contribute to their continuous learning and development to progress in their professional and personal goals. Towards this end, we invest in training and upskilling our employees with the necessary functional and technical skills and knowledge for future work. Our Learning and Development Policy highlights a strong culture of growth and commitment to developing talents who are dynamic, competitive and progressive. We conduct most of our training through airasia academy where a mix of face-to-face, virtual and blended channels is used.

>RM113.9 mil

total investment
in **learning** and
development in 2022



12.4

average **training**
hours per
employee



>23,300

employees
participated in
training courses on
Workday in 2022



Our Key Trainings In 2022

Group-Wide

- Anti-Trafficking Training - #Know The Signs
- Anti-Harassment Policy Training
- Information Security Awareness Education
- Building Emergency Evacuation Drill
- Anti-Bribery and Anti-Corruption Training

Aviation

- Pilot Safety & Emergency Procedure Recurrent Training
- Pilot Simulator Training
- Cabin Crew Recurrent Training

airasia Super App

- Finance Training for Non-Finance Employees
- Legal Training for Non-Legal Employees
- Ecommerce Essentials

Teleport

- Bomb Threat Awareness
- Temperature Controlled Cargo Operations
- Dangerous Goods Regulations Categories 6 and 8

GTR

- Emergency Response Plan
- Dangerous Goods Training
- Scheduled Waste Management Awareness

ADE

- Warehouse management training
- Fleet technical aircraft management training
- Scheduled Waste Management Awareness

Santan

- Safety induction and Chemicals Safety Training
- Food Safety and Halal Training
- Basic Service and Legendary Service Training

BigPay

- Managing Unconscious Bias
- Managing Harassment, Bullying at the Workplace - for Managers and Leaders
- Trained respondents - Investigation of Sexual Harassment Incidents

The Centre of Excellence (COE) talent team for aviation works predominantly on soft skills development. This encompasses a wide range of skills such as leadership, teamwork, empathy and time management. All soft skills training is provided by the COE and airasia academy to ensure training is standardised and disseminated across all AOCs.

During the year, airasia academy introduced on-demand learning (ODL) for Allstars, namely online learning that they can access at their convenience, and which they can complete in their own time. In 2022, 541 Allstars signed up for various ODL training programmes receiving an average of 12.4 training hours each. We also launched soft skills training on AirAsia's learning managing system, Workday, which attracted over 23,300 Allstars. Other key developments during the year included:

- The launch of a soft skills training calendar on Workday
- Creation of training registration dashboard for heads of department and HR business partners for tracking and transparency of team involvement in training
- Creation of a forum on airasia academy for learners to raise queries

Shaping Future-Ready Leaders

Having a robust leadership and talent pipeline are essential to securing the future of Capital A. We focus on coaching, mentoring and developing identified Allstars to take on leadership roles to ensure business continuity by increasing the availability of experienced Allstars who can assume leadership roles as they become available.

This year, we launched two leadership development programmes:

New Gen Leader Development

The programme is designed for people managers moving on to become heads of department. Selected participants will be exposed to topics such as business leadership, financial literacy and emotional intelligence. In 2022, we welcomed a total of 15 new heads of department into the programme.

Leading Others

This three-month programme is designed primarily for recently promoted managers to support their journey in becoming team leaders. The focus is on the fundamentals of leadership, conducting effective conversations, the 5Cs of coaching, strategic thinking and growth mindset, design thinking, negotiation skills, and coaching and mentoring others. As part of the programme, identified leaders will check in with their support group every two weeks for further guidance and mentorship in their new roles. In 2022, a total of eight employees were selected for this programme.

On top of the New Gen Leader Development and Leading Others programmes, we plan to include two more leadership training programmes in 2023 - Leading Self and Leading Teams. These will emphasise on being a leader as an individual and within departments to ensure Allstars are equipped with the skills to work alone and as a team. The programme objectives are as follows:

Leading Team

The training course aims to equip 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. The course will cover several areas related to leadership and management.

Leading Self

The training course is designed to help individuals develop skills and knowledge to become more effective in managing themselves. The course covers several important topics including time management, communicating, personal brand, and importance of customer experience.

High potential Allstars are also engaged through ODL to enhance their range of skills for future leadership roles. In 2022, a total of 740 identified high potential Allstars spent 1,141.5 hours on ODL. To ensure robust succession planning, we will be assessing and identifying more high potential employees in 2023.

Social (cont'd)

Talent Attraction & Retention

Employee Appraisals (GRI 404-3)

In 2022, the Group introduced the Objectives and Key Results (OKR) framework into the performance management and appraisals for 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 has 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 review their performance with their line managers and amend any OKR goals, if needed. In 2022, 90% of our aviation team received appraisals.

ENGAGING OUR ALLSTARS

We have always sought to create a highly engaging workplace in which Allstars exchange ideas and opinions freely, knowing that we value their input. We believe that open discourse engenders a sense of belonging which enhances work satisfaction and productivity. With the pandemic reaching an end, we were thrilled to welcome our Allstars back to in-person sharing sessions as key engagement activities took on a hybrid format – with some attending physically and others online.

We have two main platforms that foster engagement with top management, allowing for two-way dialogue and discussion on topics of concern.

Townhall with Tony

Employees are updated on business performance and strategy every quarter through direct engagement with top management. During these sessions, we encourage employees to ask questions for direct answers from Tony himself. These townhalls engage over 1,500 Allstars in-person and 2,500 Allstars online.

Leadership Forum

Capital A's quarterly leadership forum (QLF) brings together Allstars in leadership roles across the region for updates on business strategies, outlook, and key developments. In January, our first QLF discussed the Group's strategies and direction for the next five years. Our second QLF in May focused on succession planning and organisational resilience while the third and last QLF for the year in November was themed on Sustainability, taking our senior leadership through Capital A's short-, medium-, and long-term ESG goals.

Employee Engagement Survey

We conducted two employee engagement surveys involving Allstars across the Group in June and October this year, to gauge how satisfied they are at work especially as operations gradually revert to normal. 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.

This year, we sent the online survey to 50% of Allstars at random. While the survey covered topics such as job clarity, growth and development, well-being and recognition, our focus was on overall employee satisfaction and loyalty. We measured this by asking Allstars to rate, on a scale from zero to 10, how likely they were to recommend their company as a place to work. Then we calculated an employee net promoter score (ENPS) by subtracting the percentage of detractors (responses with ratings of six or below) from the percentage of promoters (responses with ratings of nine or 10). Our target was to achieve an ENPS of 50 from a range of +100 (all responses are promoters) to -100 (all responses are detractors).

We fell far short of this in June with an ENPS of 6, but were encouraged by a pick up in the score in November where the ENPS was 33. We have been working intently on feedback provided and look forward to hitting our target in 2023. We shared results of the entire survey with management along with suggestions on how to engage employees in conversations about issues highlighted. These included the level of engagement by managers, recognition of efforts and sacrifices made during the lockdown, and the extension of care and well-being of employees during challenging times. Our focus in 2023 will be to address these issues and sustain a high-performance culture across all organisations under Capital A.

New initiatives will be introduced to enhance employee engagement, including:

- Developing a common onboarding journey for all Allstars to achieve faster employee integration, higher productivity and lower turnover through better engagement.
- Improve Allstars' general knowledge about the business through better-communicated Company news while achieving cultural alignment by recognising Allstars' achievements and prioritising their well-being.
- Developing a common enterprise social network platform to enable Allstars across the Group to:
 - identify with the Allstar persona
 - engage more actively with colleagues, managers, team members, etc
 - build communities
 - disseminate information and share knowledge
 - improve workflow and productivity



Spotlight: airasia Super App first in Asia to offer full-time employment to gig riders

airasia Super App recognises the hard work put in by its gig riders to meet our customers' needs. Embracing Capital A's ethos of winning as one and making a difference, in August 2022, we became the first in Asia to provide qualified gig riders (airasia ride and airasia xpress) with full-time employment to give them a better working environment and job stability, while enhancing their income. This provides them with the full suite of employee benefits our Allstars enjoy to add value and support their livelihoods. We seek to continue to be trailblazers in going beyond and adding value for people and the communities where we operate.

Employee Benefits (GRI 401-2, 401-3)

Part of our employee value proposition are the benefits that we provide. We strive to be the preferred employer with a competitive and attractive remuneration package.

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 role, Allstars have the flexibility to decide how they work best.
Work-life support	We encourage rest and recovery through benefits such as Annual Leave.
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 inhouse clinic, physiotherapy, and life and 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 Red Heart Fund.

Social (cont'd)

Talent Attraction & Retention

Caring for Our Allstars and their Families

We provide full-time Allstars support in their personal lives, extending to their families, through maternity leave, paternity leave and marriage leave, among others. To support our employees, we offer flexible work arrangements and provide an on-site childcare centre and mother's nursing room at RedQ.

This year we reviewed our parental leave provisions and extended it to allow more time for Allstar parents to recover and spend time with their newborns. We extended our maternity leave from 60 days to 98 days and paternity leave from three days to eight days.

In 2022, a total of 379 Allstars took parental leave, following which 75.9% of the mothers and 100% of fathers returned to work. We continue to review our benefits to support our Allstars in the best possible way.



Good Health and Well-being at Work

Our Allstars' health and well-being is our top priority, especially since the challenges of the pandemic. We provide holistic support channels and the ability to maintain a good work-life balance as we believe this is key to having well-rounded mental, emotional and physical health which, in turn, helps with stress management at work. Our employee assistance programme (EAP) offers mental health support regardless of whether the stress originates from their professional or personal life. 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 or mental health online.

Within RedQ, we have made available an on-site gym, physiotherapy services, sleeping pods and various entertainment activities. To keep Allstars active, they have the choice of signing up for an after work cycling club and bootcamp training that runs every week.

Long-Term Incentive Scheme

Our Long-Term Incentive Scheme (LTIS) is an employee compensation scheme launched in 2021 as an equity-based incentive that aims to reward and retain Allstars through alignment of the Group's aspirations and goals with their individual OKRs. Given the success of the scheme since its launch, we also introduced a similar LTIS for two of our major subsidiaries.



Championing Human Rights

As per international labour laws and as highlighted in our Code of Conduct and Ethics, we do not condone any form of forced labour, including child labour. All our regional operations adhere to the local laws with regard to the minimum working age and basic minimum wage. In addition, we have strict policies on harassment, and play an active role to prevent human trafficking. There were no incidents of human rights violations in 2022.

In November 2021, we replaced our Anti Sexual Harassment Policy with a more comprehensive Anti-Harassment Policy which highlights zero tolerance for any form of harassment to support a safe and conducive workplace. In conjunction with the new policy we also established an askPAC channel to enable Allstars to connect directly with the Employee Relations team if they have any queries or complaints with regards to harassment. In June 2022, an online learning module was developed to create clarity on acceptable and unacceptable behaviours, and what Allstars can do if they encounter behaviour that is not acceptable. The module is part of the onboarding of new recruits. In 2022, 4,437 Allstars completed the e-learning module.

We also communicated our Anti-Harassment Policy to Allstars through posters around our RedQ office which highlight the different types of harassment and the reporting channels open to Allstars to file their complaints.



Spotlight: Bringing Focus to Anti-Harassment with BigPay



BigPay is drawing more focus to anti-harassment in the workplace with training on sexual harassment, bullying and unconscious bias.

30% of BigPay managers ▶ Attended training on handling bullying and harassment cases

10% of BigPay executive committee (EXCO) members ▶ Have handled sexual harassment cases

BigPay aims to conduct more trainings for its EXCO members to equip them with the knowledge to handle sexual harassment. At the same time, the team is working to increase Allstars' awareness of unconscious bias in order to tackle the issue. This training is still being developed and will be ready by 2023.

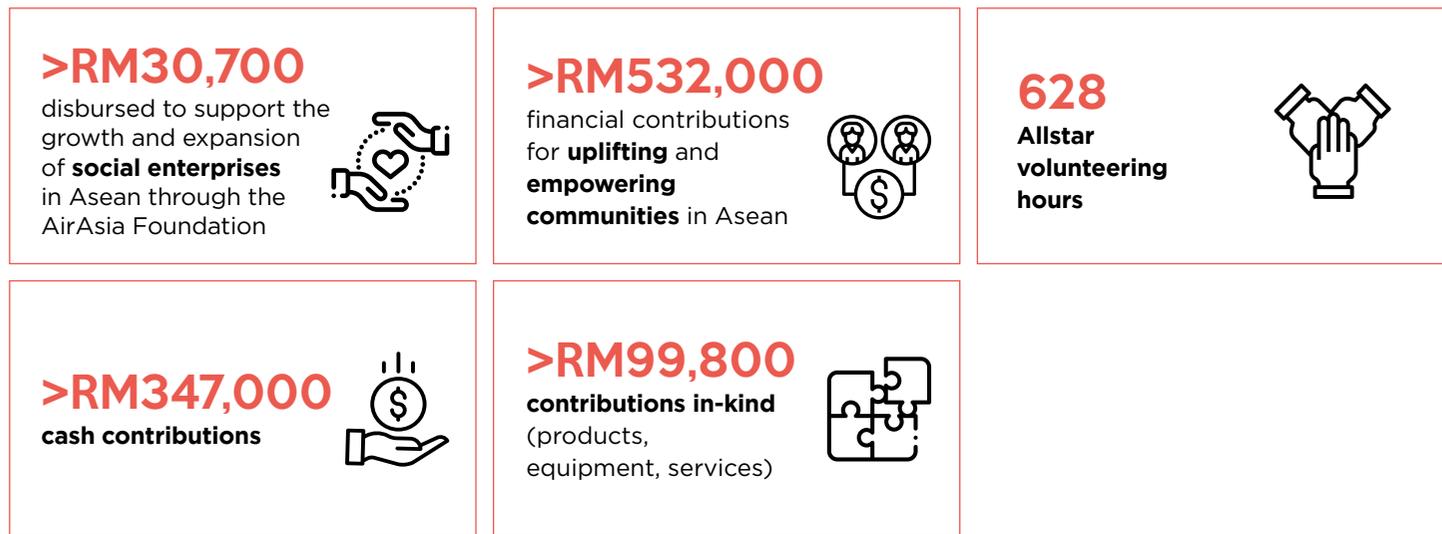
Social (cont'd)

Community Investment

(GRI 3-3, 413-1)

As a key player in Asean, we recognise the importance of uplifting and empowering the communities we operate in. Accordingly, we make a conscious effort to contribute to various initiatives across the five impact areas of disaster relief, healthy communities, education, environmental stewardship, and celebration.

2022 Performance Overview



Our Management Approach

- Sustainability Policy

Supporting the UN SDGs



GROWING ASEAN SOCIAL ENTERPRISE SMES

This year marks the 10th anniversary of AirAsia Foundation which was established to support the growth of social enterprises in the Asean region. Over the course of 10 years, AirAsia Foundation has provided business grants, mentorship and other platforms to help scale up innovative ventures with various impact areas such as supporting women empowerment, poverty alleviation, indigenous livelihood, youth, arts and culture, heritage and environment.

Key achievements in the past 10 years include:

- Supporting 29 social enterprises in seven countries (Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Thailand and Vietnam)
- Supporting 3,233 direct beneficiaries
- Enhancing the lives of 11,597 family and community members

Community Investment



Spotlight: Supporting Safe and Secure Travel with Auntie Wanders

While the foundation had to scale back on grant-making activities during the pandemic, we continued to be active in other areas as we progressively made a comeback.

In August 2022, the foundation awarded a new grant to Auntie Wanders, a social enterprise that provides transport and companionship services to enable women, the elderly and people with special needs to travel with lady drivers. The grant supports the expansion of Auntie Wanders' elderly care services by training 30 women companions on basic life support, elderly care and communication. The project also aims to improve Auntie Wanders' marketing efforts to reach out to more customers. With the elderly care service provided by Auntie Wanders, medical tourists travelling on AirAsia would have access to mobility and proper care to get to their destination safely upon arrival.

Grant amount	RM51,051.50
Amount disbursed as of 31 December 2022	RM30,767.50
Grant progress	Training for the first batch of women companions has been completed. The second batch will complete their training in 2023.

Supporting UN SDGs



- Promotes women equal rights to economic resources by introducing new job opportunities as drivers and companions
- Promotes access to mobility for women by providing safe transportation option

In supporting mentorship activities, AirAsia Foundation participated in a knowledge sharing session on how to sustain and scale a social enterprise at Goal Social 2022, an Asean community event organised by Singaporean social enterprise, Brain Juice Collective.

The Foundation also continued to grow the Destination GOOD social enterprise shop to help generate income for the enterprises supported on the platform. Through increasing brand awareness of the online platform and engaging with internal sales channels, Destination GOOD earned a sales turnover of RM128,166 from the sale of products from 31 social enterprises. This marks an increase of more than two fold from 2021 since the closure of its physical outlet during the pandemic. The product line that generated the most sales was AirAsia's Soggy No-More created in partnership with Nazanin, a social enterprise of Afghan refugees that upcycles expired AirAsia life jackets. A total of 1,395 life jackets were upcycled into new products in 2022.



AirAsia Foundation 10th Anniversary Limited Edition Crossbody bag made of upcycled cabin crew life jackets



Visit our Destination GOOD shop for more information on the social enterprises we support at www.destinationgood.com

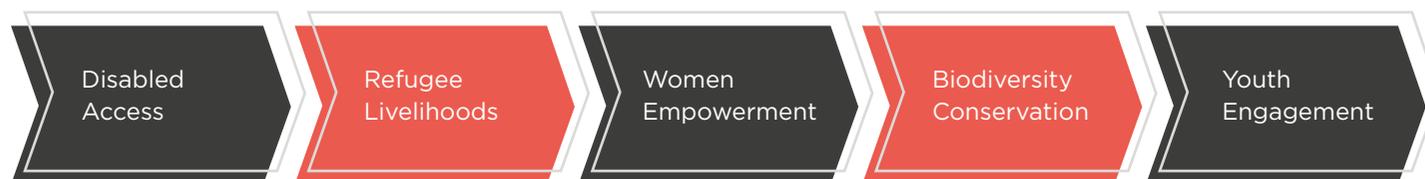
Social (cont'd)

Community Investment

Meanwhile, BigPay continued its partnership with former AirAsia Foundation grantee Animal Projects & Environmental Education (APE Malaysia) to support activities contributing to biodiversity conservation of the Bornean rainforest. The programme committed to planting one tree on behalf of one onboarded user, for the first 1,000 users for a specific period of time. At the end of the programme, BigPay donated an additional 100 trees on top of the 1,000 committed, bringing the total number of trees planted to 1,100.

Separately, our online grocery platform, airasia grocer, partnered with Kelab Belia Prihatin (KBP) in Kota Kinabalu, Sabah, in its We-Bleaf Together initiative to create awareness on climate change, food sustainability and responsible production and consumption of fresh produce among youth. Planting activities were organised to grow Chinese mustard as well as guava and banana saplings as part of KBP's education programme for youth to learn how to cultivate edible plants. Approximately 30 members from Kelab Belia Prihatin, Universiti Malaysia Sabah, and airasia grocer volunteered in the programme that served over 11,000 children aged four to six years old.

Through our support of social enterprises, we believe we are able to better support causes that help achieve UN SDGs more sustainably. Our projects in 2022 contributed to five social causes.



REBUILDING FOR CLIMATE RESILIENCE

We are cognisant of the negative impacts that climate change can have on the communities we serve. Over the past few years, there has been an increase in frequency of flash floods and typhoons in the region brought about by changing climate, and we do our part to extend our assistance to those affected.

In response to severe floods in several states in Malaysia at the end of December 2021, AirAsia Foundation and BigPay launched a Malaysia Flood Relief public fundraising campaign which raised a total of RM581,862 to aid in rebuilding and repairing damaged community infrastructure. A total of RM518,169 in cash donations was received in 2022 and fully disbursed to four non-profit organisations by early 2023. The Malaysia Flood Relief campaign was closed in February 2023 with a balance of RM63,692 pledged by airasia ride and airasia food not received.

Organisation	Purpose	Funds Allocated	No. of Beneficiaries
Persatuan Mesra Sabah	Constructed two suspension bridges and one concrete bridge in three villages in Sabah	RM270,000	1,720
Saora Plus	Installed four solar water purification systems and 16 sanitation facilities in four indigenous villages in Pahang	RM181,020	478
Saora Plus	Rebuilt eight homes in one indigenous village in Pahang	RM55,230	76
SEED Foundation	Replaced flood damaged office equipment belonging to NGO that provides a community for people without permanent shelter in Kuala Lumpur.	RM10,000	2,000
IMARET	Support emergency relief efforts	RM1,919	N/A
Total		RM518,169	4,274



Caption:

- 1 Built solar powered water filtration system at Kampung Orang Asli Sg. Penjuring
- 2 Rebuilding the suspension bridge at Kampung Bintasan Darat, Sabah

In addition to the fundraising campaign by AirAsia Foundation and BigPay, IKHLAS conducted a donation drive on its webpage, ikhlas.com. A total of RM70,000 worth of basic essentials were distributed to 1,100 affected families in Sabah, Terengganu and Selangor.

In December 2022, Malaysia was hit by flash floods again in several locations. In response, we provided financial assistance from the Red Heart Fund to four Allstars in Terengganu whose houses were damaged to aid in the replacement and repair of household items.

In the Philippines, PAA started the year by continuing to support the residents in Visayas who had been affected by Typhoon Odette at the end of 2021. PAA flew a total of 85 tonnes of donated items to various provinces affected by the typhoon. The items worth over RM84,100 were donated by the Department of Social Welfare and Development and various NGOs. They included portable drinking water, food packs, fresh vegetables, clothes, medicines, water containers and generators. Subsequently, Typhoon Agaton struck in May 2022. PAA once again mobilised resources to distribute over RM8,400 worth of rice and food packs to 150 families in Capiz province.

PROVIDING ACCESSIBLE STEM EDUCATION

As a leading brand in the region, Capital A companies often receive requests from educational institutions to organise student tours at our inclusive workplace and provide internship opportunities to young graduates.

In 2022, a total of 180 students from Universiti Putra Malaya, Universiti Utara Malaysia, Epsom International School and Universitas Katolik Parahyangan of Indonesia toured AirAsia RedQ under our Culture team's Young Stars Programme to encourage young graduates to pursue careers in aviation.

In addition, airasia academy collaborated with numerous partners to make quality education accessible and affordable to students from low-income backgrounds. Through a partnership with Malaysian non-profit Yayasan Chow Kit and Jom Tuisyen, the academy provided on-demand access to K12 academic syllabus to 200 stateless students and refugees.

Another important focus of our inclusive education programme is to encourage young women to pursue careers in STEM fields. Championed by airasia academy, the #RatuTech programme invited women from low-income households to learn new technical skills (details in box). Other than the #RatuTech students, airasia academy also partnered with Yayasan Peneraju Pendidikan Bumiputera to provide a 10-day fully-funded digital reskilling course and job placement programme for 140 women from B40 communities.

Social (cont'd)

Community Investment



Spotlight: Empowering Women in Tech

#RatuTech was launched in March 2022 to provide training in tech skills to women from the B40 group. Courses provided included cloud infrastructure, software engineering, data analytics, cybersecurity and digital marketing.

In December 2022, a total of 313 participants graduated from the programme, receiving professional certification to help them secure job opportunities in the tech industry.

With overwhelmingly positive response to the programme, airasia academy will continue #RatuTech into its second year in 2023.



Supporting Communities in Need



Philippines

PAA partners with Operation Smile Philippines to raise funds for children and individuals with cleft lips and palates. It also sponsors flights for medical volunteers and the children to travel to Manila to undergo corrective procedures. In 2022, PAA raised over RM24,600 from inflight donations to fund 10 palatoplasty surgeries. To date, it has helped transform the lives of 1,200 children through this programme.

In conjunction with the National Heart and Health Month, PAA partnered with the Philippines Red Cross in a blood donation drive at the RedPoint office in Pasay City in February and July 2022 to help alleviate the shortage of blood reserves in the country. A total of 65 Allstars embraced the alwaysREdy motto and donated blood to benefit those in need. In December, PAA held a Christmas party for 100 children of Asilo de San Vicente de Paul orphanage contributing over RM7,700 and gifting three boxes of toys and treats for the children.



Indonesia

IAA's annual Ramadan giving saw Allstars donate RM1,700 to local orphanages Yayasan An Nisiniyyah, Yayasan Mi'raj Mulia, and Yayasan Jasmine Berbagi Tangerang, as well as host breakfast for 30 children at RedHouse.

AirAsia Indonesia also celebrated Indonesia's Independence Day with a clean-up at Kelan Beach in Bali where our Allstars collected approximately 120 kg of waste.