

Our Commitment to Workplace Best Practices

We place much emphasis on continuous learning and growth so that our employees can make the most of their careers, plus we advocate and encourage a work-life balance.



CREATING AN INSPIRING WORKPLACE

GAB is dedicated to creating an inspiring workplace that attracts and retains highly skilled people. We place much emphasis on continuous learning and growth so that our employees can make the most of their careers, plus we advocate and encourage a work-life balance. On top of this, our succession and development planning process ensures a steady flow of leaders across the organisation to meet both the career aspirations of our people and the future business needs of GAB. As we pursue our aspiration of being an icon in business, we are beginning to see the fruit of our efforts in the harmonious, industrious and talented workforce that is driving GAB today.

To reflect GAB's ambition of being the Malaysian Employer of Choice, the following workplace best practices and policies are in place within the Company today:

Vision and Values

At GAB, we are passionate about living our corporate Vision and Values. These attributes are embedded deeply within our Company policies, procedures and work culture and they shape the way GAB is run on a day-to-day basis.

Our highly ambitious Vision calls for GAB to become "an icon in business, respected the world over for delivering exceptional growth in people, brands and performance." Set in place in FY07, our Vision continues to inspire our employees to move up to new heights of excellence and transform us into a world class company.

An integral part of our work style and culture, GAB's Values represent the shared beliefs upon which GAB and its employees act. Our Values guide us in how we are to behave as a business and as individuals as we pursue our quest to become an icon in business. Already strongly inculcated in our employees who are performing at a high level of consistency with them, our Values call for us to exhibit the following qualities:

WE HAVE A PASSION FOR WINNING

We are driven by a passion to be the best in everything we do.

WE VALUE AND RESPECT EACH OTHER

Our people and society are diverse and different, and we value and celebrate all our differences. We respect our environment and are committed to protect it. We value the community in which we operate and strive to enrich it. We aim for our people to have balance in their work and their personal lives.

WE SHOW INTEGRITY IN ALL THAT WE DO

We are responsible, trustworthy and honest in everything we say and do and in the way we manage our business.

WE PROVIDE ENJOYMENT

We create an environment where our people enjoy their work, our partners enjoy working with us and our consumers enjoy our products.

OUR COMMITMENT TO WORKPLACE BEST PRACTICES

HR Pillars - Staff feedback

How do you feel the 7 Pillars have improved, empowered and motivated you?

“I believe the strength of the organisation lies in its people. The Grows People Pillar is excellently implemented and GAB offers many training and development programmes and opportunities. The 7 Pillars have empowered me to make decisions, motivated me to excel and I am paid a competitive salary. Kudos to the 7 Pillars.”

Steven Sebastian, Inventory Executive, been with GAB for 29 years

“The 7 Pillars have created an improved working environment and led to improved performance by staff. GAB has a genuine passion for developing people, and I think this has a direct and positive impact on the company’s performance.”

Tham Kam-Chin (Jason), Sales Executive, been with GAB for 22 years

The 7 HR Pillars

GAB’s 7 HR Pillars were developed by our Managing Director and Human Resources Director in early 2007 to sustain the changing needs of the business. The main objective for developing the HR Pillars was to give weightage and focus to the areas that Management deemed important for developing, growing and caring for our people. We wanted our people to know that their interests were at the heart of the business and that GAB was focused on providing them careers and opportunities as opposed to just being a place to work at.

We are passionate about our employees being given every opportunity to reach their full potential. We want our people to have careers with us. In their career journey, each employee has a career development plan encompassing training and development, to encourage and enable their growth. We believe that our passion for developing people will enable us to attract and retain top Malaysian talent and that this will have a direct and very positive benefit on our company’s performance.

We are building a pipeline of new talent through a Management Trainee programme. This programme complements existing talent development initiatives already in the organisation.

We continue to improve the way we work by increasing efficiencies within business units through fostering more teamwork, enhancing focus on our core competencies, aligning manpower requirements and streamlining our policies to the ever-changing needs of the organisation.

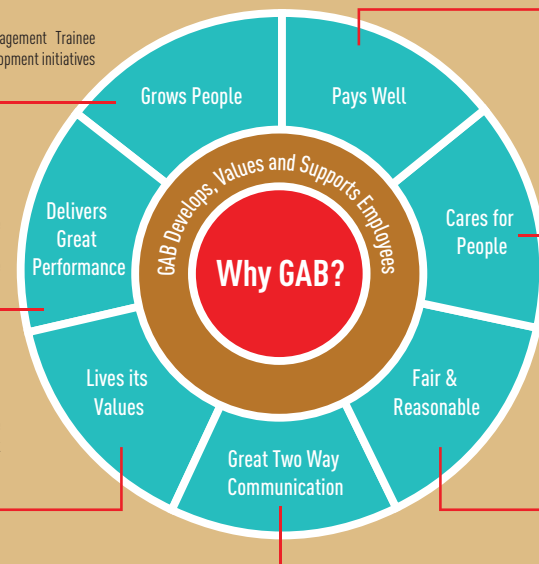
We believe that our values give us our identity and are the cornerstones upon which our relationships are built. We work tirelessly to ensure that our actions are always consistent with our values.

We believe that a fair day’s work deserves a fair day’s pay. We benchmark ourselves against a peer group of international and local Malaysia based FMCG businesses and aim to always remunerate at or above the median range of this group. Furthermore we encourage and reward over-delivery through formal and informal incentive programmes. We strive towards being one of the top paymasters.

We believe that people produce their best results when provided a great environment in which to work.

We provide a great working environment in GAB, ensuring our work spaces are ones that we are proud of. We ensure we have competitive employee benefits and we actively encourage a healthy work life balance for all staff.

We believe in treating others as we ourselves would like to be treated. As such we ensure that all GAB employees are treated fairly and reasonably. We appraise performance objectively and everyone knows how they are rated. Our employment policies, terms and conditions and grievance and disciplinary procedures are fair, clear and balanced. Furthermore we ensure that opportunities to progress in the organisation are given to employees, independent of race or gender.



We believe that great communication is vital to both great team work and great performance. We encourage open, honest and direct two way communication at all times. Our senior managers are role models for this and we work hard to create connections for everyone in the business and opportunities for all to have their say.

The 7 HR Pillars were thus introduced to our employees to improve, empower, motivate and reward them for great performance, regardless of race and gender. As Management made a commitment to rolling the HR Pillars out over a three-year period, GAB's employees were immediately drawn to the initiatives.

Today, the 7 HR Pillars serve as the foundation of HR's services to GAB's people. They are helping us to truly focus on being the Employer of Choice by creating a conducive working environment that encourages high productivity and creativity; one which is providing our people a sense of work-life balance and fulfilment.

In line with each of our 7 HR Pillars, a variety of employee initiatives are planned and implemented each year. Once set targets are achieved, we evaluate, fine-tune and improve on our efforts and strategies. The following are some of the initiatives that are in place at GAB:

FLEXI-TIME

Recognising that employees who are happy in their personal lives, are more productive and efficient, GAB introduced the Flexi-Time system to help employees balance their work and personal lives. Launched on 31 March 2008, this system allows employees the flexibility of either starting work earlier or later while still fulfilling the requisite eight work hours a day within the core working hours of 9.30 am to 4.30 pm. To-date, Flexi-Time has proven to be a system that is helping produce happier, more satisfied and more efficient employees.

HEALTHY LIVING INITIATIVES

As healthy employees are happier and able to perform better, GAB makes every effort to ensure that our employees' well-being and health is well cared for by encouraging them to eat healthily and to exercise on a regular basis. GAB's Sports Club provides a platform where employees are encouraged to take up sports interest such as bowling, tennis and badminton at facilities which we rent for their benefit. Health talks are also conducted to encourage employees to lead a healthy lifestyle while our Fruit of the Month initiative involves the provision of different types of fruit every month to encourage healthy eating.

Also available for employees is an in-house clinic within the premises of the brewery where a doctor is available for consultation every morning from Monday to Friday at 9 – 10am.

“Through helping us better balance our time between our work and families, Flexi-Time is truly helping develop more efficient employees.”

Michelle Yong

“It has enabled me to spend more time with my family especially my children.”

Joy Lim

EMPLOYEE ENGAGEMENT ACTIVITIES

As part of our efforts to foster stronger bonds with our employees and their families, we continue to undertake employee engagement activities at both departmental and Company-wide level. In the past we have provided the opportunity for families of our employees to visit and tour the workplace so they can better understand the nature of their loved ones' work. We also organised a futsal competition among the different departments to foster positive employee sentiments and held festive celebrations to celebrate Deepa-Raya and Chinese New Year with employees.

For Christmas, Heineken erected its special Christmas Tree, made entirely out of Heineken bottles, at the Brewery and hung special stars on the tree. Each star carried the Christmas wish of a child. Employees could then pick a star and buy the Christmas gift for that child. They later had the opportunity to visit the homes to personally present the children with the gifts.

Going forward, we plan to implement an Annual Employee Services Day whereby a one-stop services centre offering employees health and medical check-ups, as well as financial planning and taxation services, among others, would be set up for a day.



OUR COMMITMENT TO WORKPLACE BEST PRACTICES

DEVELOPING A WORLD CLASS CULTURE

As we accelerate closer towards our Vision of becoming an icon in business, we continue to bring world class processes, technologies and a strong culture of excellence into play. GAB's Total Productive Management (TPM) programme, now into its fifth year of implementation, continues to play an integral role in helping elevate GAB's performance to greater levels of success.

GAB's TPM programme is centred on the global Heineken TPM programme and guided by Heineken TPM consultants. It has gone a long way in helping inculcate a zero loss mindset among our people. To ensure the TPM mindset is continually applied to all aspects of our operations, we implement structured TPM training modules for our people. Our employees also participate in educational trips to other breweries and manufacturing facilities to assimilate their TPM and integration activities. The many effective TPM initiatives have gone a long way in helping GAB enhance workplace efficiency and eliminate wastage thereby lowering our overall costs.

As a result of our continuous efforts to inculcate this culture of excellence throughout GAB, we continue to be ranked among the best breweries within our brand owners' global network and receive international recognition.

For the third year running, GAB has won the coveted Guinness League of Excellence Award for the best quality Guinness brewed outside of Ireland.

We were also named winner of the Tiger Quality Award and the Tiger In-market Quality Award in 2008 for consistently delivering on the Tiger brand promise to consumers.

GAB was the winner of Diageo's Asia Pacific Market of the Year Award, which recognises a business that has displayed continuous improvement in every aspect of the business.

All these accolades underscore the fact that GAB's culture of excellence and TPM initiatives are taking us much closer towards achieving our vision of being an icon in business. Going forward, HR will continue to play the role of the champion of the TPM Training and Development Pillar, supporting GAB's evolution into a Learning Organisation.

FOSTERING OPENNESS

To ensure better communication, enable faster decision making and nurture the GAB team spirit, we continue to implement several initiatives to foster openness throughout our organisation:

Open Plan Environment

All GAB's employees, regardless of seniority, work in an open-plan environment which encourages more face-to-face communication and faster decision-making. The open-plan approach which does away with personal office space was initiated in 2007 and continues to be rolled out across our regional offices.

Internal Communications

Focus group meetings were held between April and June 2009 across all departments to gather feedback and ideas on ways to enhance our internal newsletter, Tavern Talk, as an effective internal communication tool. The result of this exercise is the launch of The ICON, a publication in a more magazine-like format to replace Tavern Talk. The ICON magazine joins us in documenting and celebrating our people and our activities as GAB journeys to becoming an icon in business. It will continue to be the voice of employees where they are actively involved and engaged in its publication.



Monthly Updates

GAB's MD continues to share his thoughts and perspectives on GAB as well update us on business developments via his monthly updates. This is part of his personal commitment to promote open and better communications within GAB.

MD's Breakfast Meeting

Every month, the MD meets with a cross-section of employees from different departments in a no-holds barred breakfast meeting. Here, the parties get to know each other and questions are raised personally with the MD who answers them there and then. Over time, all GAB's staff will have had the a chance to sit in on these breakfast meetings.

National Commercial Conference

At our annual national conference for the Sales and Marketing teams, all heads of departments are provided a platform to share their plans for the coming financial year. The Sales Director and MD share the targets and KPIs for the Sales team and motivate them to achieve those targets, while the Marketing team highlights the activities and strategies planned for each brand and trade partners. In line with GAB's commitment to full transparency, an open dialogue session is conducted with the Management Team, whereby as many questions are fielded on the spot. Any unanswered questions are then addressed by way of a published memo to all employees.

Supply Chain Conference

Our Annual Supply Chain Conference gives the opportunity to division heads within the Supply Chain Department to share with their team the plans for the coming financial year. Similar to the National Commercial Conference, an open dialogue session is organised for participants to ask any questions they wished. However, due to time constraints at the conference, not all questions were answered. The Supply Chain Director and MD held several special sessions at the brewery after the conference to personally answer the remaining questions.

Supply Chain Sectional Briefings

Each section within the Supply Chain Department meet once every quarter for a briefing by their section heads. These briefings are aimed at updating employees on the progress of their sections and to present new developments. Every session, also attended by the Supply Chain Director and HR Manager, ends with a question and answer session.

13th Collective Agreement

We continue to receive good support from the Union of Beverage Industry Workers (the Union) with whom we enjoy an excellent relationship. The year under review saw GAB signing the 13th Collective Agreement (CA) with the Union after only three sittings. Amidst the current economic slowdown, the CA spells out very attractive benefits for the Union and was commended by the Minister of Human Resources who was present at the signing ceremony for the CA.

GAB is one of the first companies in the beverage industry to include corporate Key Performance Indicators (KPIs) into the remuneration system. The margin of increment for the 13th CA is 9%, compared to the market average of 6%. This is in line with GAB's commitment to reward and recognise its employees for excellent performance. The CA also incorporated a marginal increase in insurance coverage and other benefits that will impact positively on staff morale in these trying times. Going forward, GAB will continue to engage with the Union and share our development plans while maintaining a harmonious relationship with them.



OUR COMMITMENT TO WORKPLACE BEST PRACTICES

EMPLOYEE TRAINING AND DEVELOPMENT INITIATIVES

GAB's people are the heart and soul of our business, and we are committed to ensuring they have access to ongoing training, learning and development opportunities. Whether our people are handling customers or distributors, sales and marketing, the technical aspects of the business or even our safety, health and environmental elements, we are committed to continually developing and harnessing each individual's potential and empowering them to do their jobs effectively.

We continuously invest in comprehensive career development plans to attract and retain top Malaysian talent. Upon joining GAB, individuals are given the opportunity to reach their full potential through training, promotion, lateral exposure, job rotation and secondment opportunities.

Skills and Competency Development

Our training programmes are competency-based to grow people; meaning that our programmes do not merely focus on meeting GAB's needs, but also each individual's developmental needs. GAB's commitment to employees is that they will have a lifelong career development plan which will incorporate their career direction, a training path and perhaps even the opportunity to take on international assignments.

In FY08, we increased our training and development budget by 25% as part of our commitment to skills and competency development and employee empowerment. That training budget paved the way for employees to have specific job-related training and also general management competency training. In FY09, our training budget was increased by a further

50% and we were able to plan a 12-month schedule based on specific training needs. GAB's commitment is to ensure that everyone within the Company attends at least one training session each year.

The year under review also saw us taking training and development activities to the regions for the first time to minimise travelling disruptions. Our increased budget is going a long way in ensuring everyone within GAB is able to benefit from training and development initiatives.

International Assignments

GAB continues to get the cooperation and commitment of our shareholders to open up overseas opportunities to our employees. In FY08 our former Marketing Manager for Tiger Beer, Charles Wong, successfully secured a role as a Marketing Manager for Diageo in Ireland. Following in Charles' footsteps, our Regional Sales Manager, Alex Wong was seconded to Jakarta, Indonesia for a three year stint at Diageo. Alex joined GAB in September 2001 as our Sales Operations Executive. He was then promoted to Sales Promotions & Merchandising Manager for the Petaling Jaya (PJ) Region before moving on to become the Regional Sales Manager for PJ and then for Central S&R.

In his new role, Alex will assume among other responsibilities, the responsibility for the commercial development of Diageo's beer and spirit interests in Indonesia and the professional development of his sales team. He is also tasked with looking after the trade and channel strategy and international spirits portfolio while taking the commercial lead on key innovation projects in the beer, spirit and RTD categories.

Both Charles and Alex's assignments attest to the confidence that our brand owners have in GAB-trained people. We wish both these gentlemen every success in their endeavours. As we move forward to becoming a world class company, we will continue to engage our shareholders for similar overseas assignments that involve secondment opportunities for our senior managers as well as management trainees.

Leadership and Management Training

Training plans and career development plans are in place for all GAB's Leadership Team (who are direct reports of the Management Team) as well as the entire Management Team. Our Leadership Team is privy to leading training opportunities as they are being groomed and moulded to become future leaders of the Company.

In FY07, our batch of six management trainees began the Management Trainee Programme involving 18 months of cross functional training within GAB. They have since successfully graduated from the programme and a new batch of trainees has been recruited. Today, a newly improved and more robust Management Trainee Programme is in place which incorporates regular assessment and feedback sessions with trainees. Under the new programme, management trainees will be given extensive exposure and training and will be required to undertake important company-wide high-impact projects.

Come FY10, a Young Managers Programme will be implemented to attract mid-level talent. HR is also looking to implement a targeted training and development plan for the Leadership Team over the next one to two years.

Internal Promotions

GAB's Hiring Policy encourages hiring from within before considering external candidates. This ensures that all employees are given a fair opportunity to pursue career advancement. Where there are vacancies within our brand owner's international network, existing staff are encouraged to apply for international secondment. These initiatives all serve to provide us with a highly capable and diversified talent pool, all the better if they have cross functional exposure. Last year, GAB promoted or moved for development 83 of its employees from within the organisation.

Ms. Yap Swee Leng made a lateral move from Senior Marketing Manager to Regional Sales Manager (RSM), becoming the first female employee to assume this role. As RSM, Swee Leng is responsible for leading the Central EDP sales team and for developing the national EDP channel strategy. Her move to a senior sales role is a key component of her broader development plan.

CODE OF CONDUCT

A clear and comprehensive Code of Business Conduct is in place which dictates the way in which our employees and businesses are to go about their day-to-day business affairs. Shared with all employees, this Code is an extension of GAB's Code of Corporate Governance which outlines the best practices that guide GAB and its subsidiaries. Its main aim is to ensure that all decisions and judgements made by employees comply with the highest ethical standards. It also serves to reassure our stakeholders that GAB is duty-bound to behave as a responsible corporate citizen and conduct business in an ethical manner.

EMPLOYEE PROTECTION

At GAB, we have set in place specific policies and procedures to provide protection for all employees:

Sexual Harassment Policy

GAB's Sexual Harassment Policy is designed specifically for complaints related to sexual harassment. Supported by specific procedures, it ensures that complaints of this nature are dealt with promptly and in a transparent manner.

Employee Alcohol Policy

Our Employee Alcohol Policy sets down guidelines for responsible drinking and deems what is acceptable behaviour among GAB employees. We are in the process of benchmarking this policy against that of our brand owners.

Responsible Drinking Initiative

Our new Responsible Drinking initiative reflects GAB's commitment to ensuring our employees understand the nature and effects of alcohol and highlights our expectation of responsible drinking behaviour from all our employees at all times.

One of the components of the initiative is the DrinkiQ programme, a responsible drinking educational programme initiated by Diageo. Our Leadership Team has undergone DrinkiQ training and we have trained facilitators to roll this out to the rest of GAB. This interactive session on responsible drinking helps our people reflect on the factors that help them make decisions pertaining to drinking. Moving forward, we will roll DrinkiQ out to all GAB employees and continue to reinforce the awareness of responsible drinking within GAB.



OUR COMMITMENT TO WORKPLACE BEST PRACTICES

OCCUPATIONAL SAFETY & HEALTH MEASURES

Sound OSH Practices

In line with GAB's strong commitment to good occupational safety and health (OSH) practices, we are undertaking proactive OSH measures throughout our operations to ensure a smooth, uninterrupted work flow. We place the highest priority on raising awareness, providing training and changing behaviour in the workplace to reduce work-related accidents and incidents. On top of this, we also have in place proactive monitoring activities to enhance safety performance.

Our implementation of good OSH practices is guided by GAB's Safety, Health and Environment (SHE) Policy Statement. The SHE Policy Statement dictates that our people adopt the safest and healthiest conditions that are reasonably practicable in compliance with relevant statutory and Company requirements. The Policy applies to all production and non-production activities including the maintenance of plant equipment, the provision of training, the provision of adequate facilities and welfare arrangements, as well as the development of safety awareness programmes.

Our procedures and processes are monitored, reviewed and audited regularly for continuous improvement by the SHE Committee which meets on a regular basis. The SHE Committee comprises representatives from GAB's

Production, Engineering and Site Services departments and is chaired by our Supply Chain Director.

Accident Reduction Initiatives

GAB has in place proactive monitoring activities to enhance safety performance and reduce the number of work related accidents. While the SHE Committee reviews each accident that occurs, we have also established a Safety Pillar via the TPM route to reduce the frequency of accidents. The TPM Safety Pillar involves undertaking an in-depth evaluation of risk areas or items and launching Safety Improvement Teams to implement corrective actions to reduce the frequency of accidents. Safety Improvement Teams have been launched to improve conditions in such areas such as the loading bay, ammonia plant and pedestrian walk-way at the entrance. These teams will continue to be launched as and when high risk areas are identified.

We also embarked on Near Misses & Incident Reporting last year which entails soliciting feedback from the shop floor staff and identifying unsafe working conditions or unsafe acts so that we can address and rectify these situations. We are looking to further educate our staff about the value of providing feedback on working conditions so that safety issues can be better addressed. A highly visible safety information board at the canteen area is helping promote awareness about OSH issues.

On top of these safety efforts, GAB also has the following initiatives in place to reduce work-related accidents:

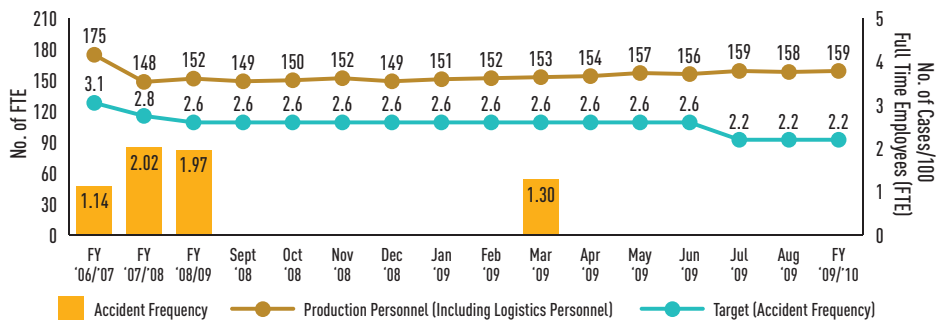
- First aid training and fire drill training are conducted on a bi-annual basis;
- An emergency number that links directly to our security personnel is made available to all employees and they can call this immediately in the event of a general or personal emergency;
- Protective equipment is provided where necessary to all employees;
- Safety briefings are held for contract workers whereby GAB's safety procedures are highlighted;
- Annual inspections of our brewery are conducted by the local fire department to gauge our state of readiness in the event of a fire. We once again successfully obtained our certification from the local fire department for the year 2008.

To improve safety and security measures at the brewery, we have built a separate car park for visitors and operations personnel. This has segregated traffic from our main corporate and technical buildings and improved traffic flow. It has also enhanced our logistics movements, whereby there is now a single route for all incoming and outgoing trucks.

To further manage the flow of traffic around our facility and to reduce the accident rate, we are currently reconstructing the main entrance to GAB. Approval has been obtained from the relevant authorities and these works should be completed in the coming year.

Several other initiatives to monitor working conditions and enhance the safety of our work areas are underway or in the pipeline. These include the roll out of a safety behaviour audit, the introduction of a safety tag and de-tagging system, plus the roll out of a risk assessment system throughout the whole brewery.

GAB Accident Frequency



Internal Controls

Our time-tested TPM programme helps us identify and prevent losses through wastage in order to reduce production costs. Under the TPM programme, working groups are formed to address specific problem areas. Targets are then set and incorporated into a plan which outlines the actions needed to resolve problem areas. Once a problem area is resolved, the related group will be closed and the results documented for future use.

We conduct internal audits on our TPM groups regularly throughout the year to monitor their progress. In addition, safety and hygiene audits are also carried regularly to ensure that the safest and healthiest work conditions are maintained. Examples of these audits include supplier audits based on Heineken tools. In addition, we have various procedures for the qualification, assessment and disqualification of suppliers. Where a supplier does not meet standards, parties agree on an "Improvement Programme" which includes a strict timeline for the supplier to conform to the expected standards.

GAB is the first brewery in Malaysia to receive the ISO 9001:2000 Quality Certification and Hazard Analysis Critical Control Point (HACCP) certification from Malaysia's Ministry of Health. These attest to the stringent procedures we have in place to ensure the safety of our products at all stages of the production and preparation processes including packaging and distribution.



H1N1 Preventative Measures

In view of the risk of H1N1 infection, GAB is carrying out stringent preventative measures to safeguard our employees and our business. We have set up a Business Continuity Committee (BCC) to monitor the H1N1 situation and implement preventative measures. BCC members comprise our Management Team and relevant Heads of Sections.

We also implemented travel approval and tracking forms to monitor staff travel to and from affected countries and have suspended brewery tours and Tavern visits. On top of this, we are undertaking health checks for all staff and visitors. Staff that are unwell are referred to the Company doctor and can only report to work upon obtaining medical clearance. Visitors found unwell are refused entry.

EMPLOYEE SATISFACTION

GAB's first ever Employee Satisfaction Survey was conducted in November 2007 by our HR Department with the findings and follow-through actions highlighted through our internal newsletter. The survey's top line results revealed that most employees were satisfied working at GAB (15% of employees were very satisfied working at GAB and 49% were more than satisfied).

We also participated in Diageo's Annual Values Survey in FY08. The results indicated that a majority of our employees had strong belief in GAB and in its goals and objectives and would recommend GAB as a good place to work. The Survey also revealed areas for improvement. Among the areas identified for consideration were life outside work and involvement of number of people in decision making. The results of the survey were presented to the individual departments and following that, each department came up with a plan to address the issues identified. One of the initiatives that was implemented as a result of this survey was Flexi-Time.

We also participated in Diageo's Values Survey in FY09. The results are still being compiled and will be shared with employees in due course. As we value what employees have to say and because we need to understand how we can best help them, we view the follow-through actions or improvement plans component of the survey as key to our findings. These results will also go a long way in helping us nurture a workforce that is in sync with the aspirations of the Company.



OUR COMMITMENT TO WORKPLACE BEST PRACTICES

GAB'S WORKFORCE

It is our people that make GAB a great company. Their individual talents, cultural background, education, and experiences provide a unique and important foundation for the diverse workforce that makes up GAB. We have a total workforce of 524 employees (as at June 2009) of which more than 52% are based at our Sungei Way headquarters in Petaling Jaya where our brewery operations are located. 97% of our headcount comprise full-time permanent employees while the remaining 3% are employed on a contractual basis. As part of our commitment to ensuring workplace diversity, 21% of our workforce comprise female employees, who hold 19% of management positions. Approximately 41% of our employees are unionised.

Breakdown of GAB and Guinness Anchor Marketing Sdn Bhd (GAMSB) Workforce

Company / Headcount	FY08/09			% based on locations	
	As at June '09	Management	Non-Management	Sungei Way Brewery	Regions
GAB (Permanent)	212	127	85	212	-
GAB (Contract/Temp)	9	-	-	9	-
GAMSB (Permanent)	297	174	123	47	250
GAMSB (Contract/Temp)	6	-	-	4	2
Total Permanent Headcount (GAB & GAMSB)	509	301	208	259	250
Total Headcount (Contract/Temp)	15	-	-	13	2
Total Headcount (Permanent + Contract/Temp)	524	-	-	272	252
	-	-	-	52%	48%

Percentage of unionised employees	41%
Percentage of female employees	21%
Percentage of male employees	79%
Percentage of management positions held by female employees	19%