

9 Oktober 2025

Wanita Dalam Lembaga Pengarah: Merungkai Nilai Firma

Apabila wanita diberi peluang kepimpinan, syarikat meraih kelebihan dari segi risiko, pulangan dan reputasi.
RHB ♦ Bahagian Kelestarian IB

Kesan Terhadap Risiko, Pulangan Dan Prestasi ESG

- Syarikat-syarikat yang melantik perwakilan pengarah wanita lebih besar dalam lembaganya mempamerkan tahap tadbir urus yang lebih kukuh, membuat keputusan lebih berkesan dan memaparkan nilai firma lebih tinggi. Hal ini mewajarkan kepelbagaian jantina sebagai wadah untuk mencapai kelebihan kewangan. Keyakinan ini menyokong 13 idea kami yang boleh dilaksanakan, dengan kenaikan kewangan diperkuatkan oleh momentum ESG. Momentum ini menempatkan syarikat pada kedudukan baik untuk meraih kenaikan nilai, kerana pelabur semakin menghargai kepelbagaian dan kelestarian. Dalam laporan ini, kami juga meringkaskan kajian penting dan yang terkini, sambil menegaskan bukti-bukti yang menyokong perwakilan wanita dalam lembaga dan prestasi syarikat yang mengamalkannya.
- Dari aspek kepelbagaian lembaga pengarah, Malaysia menduduki tempat pertama manakala Indonesia ketinggalan. Kami menyaring (Rajah 4-14) semua syarikat yang kami kaji di Malaysia, Indonesia dan Singapura, serta di Thailand (yang kami pernah liputi dahulu), dan membandingkan perubahan komposisi jantina dalam lembaga pengarah sepanjang FY22-24. Rajah 1 menunjukkan Malaysia menerajui jumlah perwakilan wanita dengan peratusan wanita sebanyak 32.0% yang memegang jawatan dalam lembaga, berbanding 29.2% pada FY22. Singapura menduduki tempat kedua pada 25.1%, sementara Indonesia terus ketinggalan.
- Saringan untuk kenaikan berpacuan kepelbagaian. Menggunakan data ini, kami menilai kenaikan dalam perwakilan lembaga pengarah wanita dan markah tonggak Alam Sekitar (E) bagi setiap syarikat berbanding median sektornya. Pendekatan ini seiring dengan hasil kajian S&P 1500 yang menunjukkan penambahan 10% bilangan pengarah wanita berkait dengan kenaikan 17.5% dalam penarafan "E" MSCI ([Moon, 2023](#)). Memandangkan tonggak "E" diberi wajaran lebih tinggi dalam kerangka ESG kami ([RHB, 2023](#)), syarikat-syarikat yang mempunyai kepelbagaian lembaga tetapi markah "E" yang rendah mungkin menawarkan kenaikan yang belum terealisasi.
- Peluang terbaik untuk kenaikan nilai saham. Kami mengenal pasti ilham-ilham pelaburan serantau yang terbaik (lihat jadual di bawah): Saham bermodal besar, kebanyakannya diberi saranan BELI dengan kepelbagaian lembaga yang tinggi dan prestasi alam sekitar yang rendah memberikan potensi kenaikan nilai berpacuan ESG yang paling jelas. Walaupun syarikat-syarikat ini menonjol disebabkan oleh potensi kenaikannya dalam jangka dekat, kesemuanya berkedudukan baik untuk meraih peningkatan penilaian ESG untuk jangka panjang.
- Bukti tuntas prestasi mengatasi jangkaan. Firma-firma yang mempunyai perwakilan pengarah wanita dalam lembaga mencapai pulangan lebih kukuh dan penilaian lebih tinggi ([Post & Byron, 2015](#); [McKinsey, 2020](#)).
- Jawatan kepimpinan dan kewangan. Kepelbagaian jantina dalam jawatan kewangan dan lembaga teratas mendorong nilai syarikat. Firma-firma di Eropah yang melantik wanita sebagai Ketua Pegawai Kewangan (CFO) didagangkan pada nilai lebih tinggi, dan lembaga pengarah menerima manfaat apabila kepengerusian bertukar daripada lelaki kepada wanita ([Goncalves et al, 2022](#)).
- Sumbangan kemahiran unik. Wanita menambah kepakaran dalam bidang-bidang seperti kelestarian, risiko dan tadbir urus ([Kim & Starks 2016](#)) dengan mempertingkatkan kualiti nasihat dan keputusan lembaga, dan bukan dari segi perwakilan semata-mata.
- Kesan pada pelabur. Lembaga pengarah yang pelbagai jantina berkedudukan lebih baik untuk mencapai prestasi melangkaui jangkaan. Wanita dalam lembaga pengarah menandakan tadbir urus, amalan ESG dan keputusan yang lebih kukuh ([Zhang, 2023](#)).
- Mengakui kelopongan dalam bukti. Walaupun kebanyakan kajian di serata dunia menunjukkan manfaat tadbir urus dan ESG yang jelas daripada kepelbagaian jantina dalam lembaga, penting untuk mengakui bahawa kaitannya dengan prestasi kewangan tidak dikenal pasti secara menyeluruh ([Solal & Snellman, 2019](#); [Ely & Thomas, 2020](#)).

Kandungan

| | |
|---|----|
| Hasil Kajian Kami | 3 |
| Pandangan Kami | 4 |
| Saringan Untuk Kenaikan Berpacuan Kepelbagaian | |
| Malaysia | 5 |
| Indonesia | 9 |
| Singapura | 12 |
| Thailand | 14 |

Penganalisis

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Pautan kepada laporan bahasa Inggeris:
[Women On Boards: Unlocking Firm Value \(9 Okt 2025\)](#)

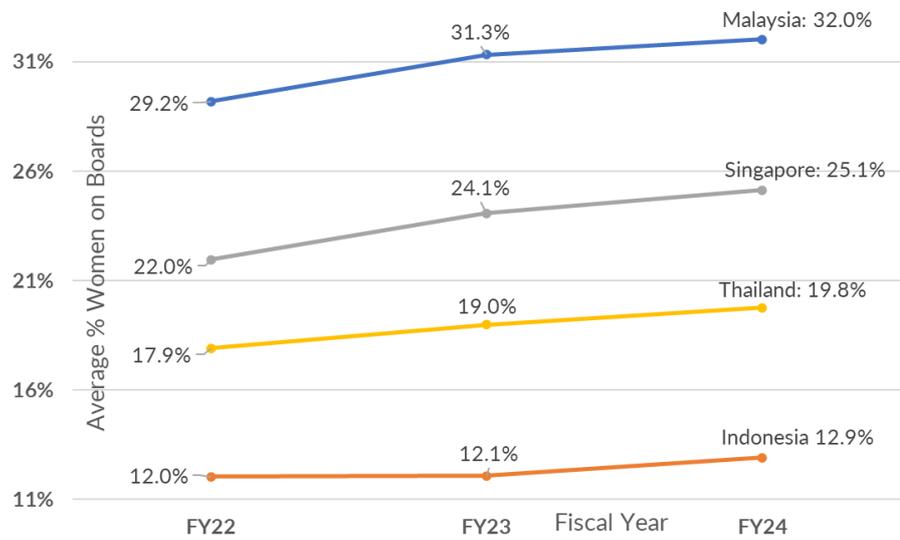
| Company | Rating | Target | % Upside (Downsid) | P/E (x) Dec-26F | P/B (x) Dec-26F | ROAE (x) Dec-26F | Yield (%) Dec-26F | FY24 Board Members | | | | ESG scores | | | |
|-----------------------------|---------|----------|--------------------|-----------------|-----------------|------------------|-------------------|--------------------|-------|-------|---------|------------|-----|-----|-----|
| | | | | | | | | Men | Women | Total | % women | E | S | G | ESG |
| AEON Co M | Neutral | MYR1.46 | 12.0 | 11.8 | 0.9 | 7.6 | 4.2 | 6 | 4 | 10 | 40.0% | 3.0 | 3.7 | 3.3 | 3.3 |
| AIMS APAC REIT | Buy | SGD1.52 | 10.8 | 8.5 | 1.1 | 12.8 | 7.4 | 3 | 1 | 4 | 25.0% | 3.0 | 3.3 | 3.7 | 3.3 |
| Axiata Group | Buy | MYR2.95 | 10.1 | 32.4 | 1.1 | (0.9) | 3.7 | 7 | 4 | 11 | 36.4% | 3.0 | 3.0 | 3.3 | 3.1 |
| Bank CIMB Niaga | Buy | IDR2,300 | 35.7 | 5.3 | 0.7 | 13.8 | 10.3 | 3 | 3 | 6 | 50.0% | 3.3 | 3.3 | 3.3 | 3.3 |
| Bank Syariah Indonesia | Buy | IDR3,500 | 34.1 | 12.3 | 2.0 | 17.4 | 0.8 | 9 | 1 | 10 | 10.0% | 3.0 | 3.3 | 3.0 | 3.1 |
| DFI Retail Group | Buy | USD4.05 | 22.8 | 16.3 | 6.4 | 43.3 | 3.6 | 6 | 2 | 8 | 25.0% | 3.0 | 3.0 | 3.0 | 3.0 |
| First Resources | Buy | SGD2.10 | 23.8 | 7.5 | 1.2 | 17.3 | 6.7 | 5 | 3 | 8 | 37.5% | 3.0 | 2.0 | 3.3 | 2.8 |
| Frencken Group | Buy | SGD1.68 | 12.5 | 13.6 | 1.3 | 9.7 | 2.0 | 4 | 1 | 5 | 20.0% | 3.0 | 3.0 | 3.0 | 3.0 |
| IOI Properties | Neutral | MYR2.15 | 1.1 | 17.1 | 0.5 | 2.8 | 2.8 | 7 | 3 | 10 | 30.0% | 2.7 | 3.0 | 3.0 | 2.9 |
| Malaysian Pacific Industrie | Buy | MYR35.00 | 12.9 | 27.1 | 2.9 | 11.0 | 1.8 | 3 | 2 | 5 | 40.0% | 3.0 | 3.0 | 3.3 | 3.1 |
| Mitra Adiperkasa | Buy | IDR1,430 | 21.7 | 8.1 | 1.4 | 16.0 | 1.0 | 2 | 3 | 5 | 60.0% | 3.0 | 3.7 | 3.0 | 3.2 |
| ST Engineering | Buy | SGD9.10 | 1.7 | 29.1 | 7.8 | 28.1 | 2.1 | 9 | 4 | 13 | 30.8% | 3.0 | 3.7 | 3.7 | 3.3 |
| VS Industry | Buy | MYR0.71 | 29.1 | 11.7 | 1.0 | 8.3 | 4.1 | 10 | 2 | 12 | 16.7% | 2.8 | 3.1 | 3.3 | 3.0 |

Note: Data as of 5 Oct 2025
Source: Company data, RHB

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Hasil Kajian Kami

Rajah 1: Perwakilan wanita dalam lembaga pengarah mengikut negara (FY22-24)



Sumber: RHB, Bloomberg, Data syarikat

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Rajah 2: Peluang yang telah disaring – potensi kenaikan nilai daripada kepelbagaian lembaga dan faktor ESG

| Company | Rating | Price Latest | Target price | Upside (%) | Mcap Latest (USD) |
|------------------------------|---------|--------------|--------------|------------|-------------------|
| Malaysia | | | | | |
| AEON Co M | Neutral | 1.30 | 1.46 | 12.0% | 433 |
| Axiata Group | Buy | 2.68 | 2.95 | 10.1% | 5,839 |
| IOI Properties | Neutral | 2.13 | 2.15 | 1.1% | 2,782 |
| Malaysian Pacific Industries | Buy | 31.00 | 35.00 | 12.9% | 1,466 |
| VS Industry | Buy | 0.55 | 0.71 | 29.1% | 502 |
| Indonesia | | | | | |
| Bank Syariah Indonesia | Buy | 2,610 | 3,500 | 34.1% | 7,260 |
| Bank CIMB Niaga | Buy | 1,695 | 2,300 | 35.7% | 2,544 |
| Mitra Adiperkasa | Buy | 1,175 | 1,430 | 21.7% | 1,176 |
| Singapore | | | | | |
| AIMS APAC REIT | Buy | 1.37 | 1.52 | 10.8% | 865 |
| DFI Retail Group | Buy | 3.30 | 4.05 | 22.8% | 4,467 |
| First Resources | Buy | 1.70 | 2.10 | 23.8% | 2,036 |
| Frencken Group | Buy | 1.49 | 1.68 | 12.5% | 492 |
| ST Engineering | Buy | 8.94 | 9.10 | 1.7% | 21,557 |

Sumber: RHB

Pandangan Kami

Rajah 3: Perwakilan wanita dalam lembaga pengarah – intipati sesi sumbang saran

- **Risk balance.** Men often push for bold moves, while women tend to weigh risks more carefully. Together, this creates better calibrated decisions.
- **Future focus.** Women are more likely to think about the long term, emphasising sustainability and continuity rather than just the next quarter’s earnings.
- **Team orientation.** Women value collaboration and consensus, which helps boards align and execute strategy more effectively.
- **Integrity and ethics.** Women have a stronger willingness to call out poor practices, strengthening and protecting reputations.
- **People first.** Women often place higher importance on employee well-being and talent development, which supports innovation and retention.
- **Customer lens.** With women influencing the majority of consumer decisions, women board members bring a sharper understanding of markets and trends.
- **ESG mindset.** Women naturally link business strategy with environmental and social considerations, which are increasingly central to investor and regulatory expectations.
- **Resilience in downturns.** Women are less inclined to cut corners or people in a crisis, helping the company to preserve capacity and bounce back stronger.
- **Different perspectives.** Having women in the boardroom reduces groupthink, sparks creativity, and challenges “we’ve always done it this way” thinking.
- **Critical mass matters.** One or two women in the board may be symbolic, but a real presence changes the conversation and drives outcomes.

In short, women bring balance, foresight, and discipline. These are qualities that make boards stronger and corporate growth more sustainable.

Sumber: RHB

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Malaysia

Rajah 4: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga – sektor perladangan, pembinaan dan bank

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Plantations | | | | Plantations | |
|-------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|-----|-----|-------------|-----|--------------------------|--------------------------|-------------|--|
| Plantations | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 | | | |
| | | | | | | | | | | | | | | | | | change of women on board | E score vs sector median | | |
| SD Guthrie | 7 | 3 | 10 | 30.00% | 6 | 3 | 9 | 33.33% | 6 | 3 | 9 | 33.33% | 3.3 | 3.0 | 3.0 | 3.2 | 3.3% | 11.1% | | |
| IOI Corp | 5 | 3 | 8 | 37.50% | 5 | 4 | 9 | 44.44% | 4 | 3 | 7 | 42.86% | 3.3 | 2.7 | 3.0 | 3.1 | 5.4% | 11.1% | | |
| KLK | 7 | 2 | 9 | 22.22% | 7 | 2 | 9 | 22.22% | 7 | 2 | 9 | 22.22% | 3.0 | 3.3 | 3.3 | 3.2 | 0.0% | 0.0% | | |
| SOP | 5 | 5 | 10 | 50.00% | 5 | 4 | 9 | 44.44% | 6 | 4 | 10 | 40.00% | 2.3 | 2.0 | 2.7 | 2.3 | -10.0% | -22.2% | | |
| TA ANN | 7 | 2 | 9 | 22.22% | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | 2.0 | 2.0 | 2.3 | 2.1 | 2.8% | -33.3% | | |
| TSH Resources | 8 | 2 | 10 | 20.00% | 8 | 1 | 9 | 11.11% | 6 | 2 | 8 | 25.00% | 2.7 | 2.0 | 2.4 | 2.4 | 5.0% | -11.1% | | |
| Johor Plantations | 10 | 0 | 10 | 0.00% | 7 | 3 | 10 | 30.00% | 7 | 3 | 10 | 30.00% | 3.3 | 3.7 | 2.7 | 3.3 | 30.0% | 11.1% | | |
| Plantations | 49 | 17 | 66 | 25.76% | 44 | 19 | 63 | 30.16% | 42 | 19 | 61 | 31.15% | 3.0 | 2.7 | 2.7 | 3.1 | | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Construction | | | | Construction | |
|-------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|-----|-----|--------------|-----|--------------------------|--------------------------|--------------|--|
| Construction | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 | | | |
| | | | | | | | | | | | | | | | | | change of women on board | E score vs sector median | | |
| Gamuda | 4 | 3 | 7 | 42.86% | 4 | 4 | 8 | 50.00% | 4 | 4 | 8 | 50.00% | 3.4 | 3.3 | 3.3 | 3.4 | 7.1% | 11.5% | | |
| Gabungan AQRS | 5 | 2 | 7 | 28.57% | n/a | n/a | n/a | n/a | 4 | 2 | 6 | 33.33% | 2.7 | 3.3 | 2.7 | 2.9 | 4.8% | -11.5% | | |
| IJM Corp | 9 | 3 | 12 | 25.00% | 7 | 3 | 10 | 30.00% | 8 | 3 | 11 | 27.27% | 3.1 | 3.0 | 3.0 | 3.1 | 2.3% | 1.6% | | |
| KKB Engineering | 6 | 2 | 8 | 25.00% | 7 | 2 | 9 | 22.22% | 7 | 2 | 9 | 22.22% | 2.7 | 4.0 | 2.8 | 3.1 | -2.8% | -11.5% | | |
| Econpile Holding | 4 | 2 | 6 | 33.33% | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 2.7 | 2.3 | 3.0 | 2.7 | 9.5% | -12.6% | | |
| Pintaras Jaya | 5 | 2 | 7 | 28.57% | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 3.0 | 2.7 | 2.3 | 2.8 | 14.3% | -1.6% | | |
| Binastra Corporat | 4 | 1 | 5 | 20.00% | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | 3.0 | 3.0 | 3.0 | 3.0 | -3.3% | -1.6% | | |
| Kerjaya Prospek | 5 | 3 | 8 | 37.50% | 5 | 3 | 8 | 37.50% | 5 | 3 | 8 | 37.50% | 3.1 | 3.0 | 3.0 | 3.1 | 0.0% | 1.6% | | |
| MALAYSIAN RES | 6 | 2 | 8 | 25.00% | 5 | 2 | 7 | 28.57% | 5 | 3 | 8 | 37.50% | 3.3 | 3.0 | 3.0 | 3.2 | 12.5% | 8.2% | | |
| MGB Bhd | 5 | 1 | 6 | 16.67% | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 3.0 | 3.0 | 3.0 | 3.0 | 26.2% | -1.6% | | |
| Sunway Construc | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | 6 | 3 | 9 | 33.33% | 3.4 | 3.0 | 2.7 | 3.1 | 8.3% | 11.5% | | |
| Kelington Group | 8 | 2 | 10 | 20.00% | 8 | 2 | 10 | 20.00% | 7 | 3 | 10 | 30.00% | 3.3 | 3.3 | 3.3 | 3.3 | 10.0% | 9.3% | | |
| Construction | 67 | 25 | 92 | 27.17% | 59 | 28 | 87 | 32.18% | 63 | 33 | 96 | 34.38% | 3.1 | 3.0 | 3.0 | 3.1 | | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Banks & NBFIs | | | | Banks & NBFIs | |
|--------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|-----|-----|---------------|-----|--------------------------|--------------------------|---------------|--|
| Banks & NBFIs | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 | | | |
| | | | | | | | | | | | | | | | | | change of women on board | E score vs sector median | | |
| CIMB | 7 | 3 | 10 | 30.00% | 6 | 3 | 9 | 33.33% | 7 | 4 | 11 | 36.36% | 3.0 | 3.3 | 4.0 | 3.3 | 6.4% | 9.1% | | |
| Malayan Banking | 8 | 4 | 12 | 33.33% | 7 | 4 | 11 | 36.36% | 7 | 5 | 12 | 41.67% | 3.0 | 3.0 | 3.8 | 3.2 | 8.3% | 9.1% | | |
| Public Bank | 5 | 3 | 8 | 37.50% | 5 | 4 | 9 | 44.44% | 5 | 4 | 9 | 44.44% | 2.8 | 3.5 | 3.5 | 3.1 | 6.9% | 0.0% | | |
| Affin Bank | 7 | 3 | 10 | 30.00% | 8 | 3 | 11 | 27.27% | 7 | 4 | 11 | 36.36% | 2.8 | 3.5 | 3.8 | 3.2 | 6.4% | 0.0% | | |
| Alliance Bank Ma | 7 | 2 | 9 | 22.22% | 7 | 3 | 10 | 30.00% | 7 | 3 | 10 | 30.00% | 2.9 | 3.5 | 3.8 | 3.3 | 7.8% | 5.5% | | |
| AMMB Holdings | 6 | 3 | 9 | 33.33% | 6 | 3 | 9 | 33.33% | 4 | 3 | 7 | 42.86% | 2.8 | 3.8 | 3.5 | 3.2 | 9.5% | 0.0% | | |
| BIMB | 7 | 3 | 10 | 30.00% | 6 | 3 | 9 | 33.33% | 6 | 3 | 9 | 33.33% | 2.3 | 3.5 | 3.5 | 2.9 | 3.3% | -18.2% | | |
| Hong Leong Bank | 5 | 4 | 9 | 44.44% | 5 | 3 | 8 | 37.50% | 5 | 2 | 7 | 28.57% | 2.5 | 3.8 | 3.8 | 3.1 | -15.9% | -9.1% | | |
| AEON Credit Ser | 6 | 4 | 10 | 40.00% | 5 | 4 | 9 | 44.44% | 7 | 4 | 11 | 36.36% | 2.7 | 3.0 | 4.0 | 3.1 | -3.6% | -1.8% | | |
| Allianz Malaysia | 12 | 5 | 17 | 29.41% | 11 | 5 | 16 | 31.25% | 12 | 5 | 17 | 29.41% | 3.0 | 3.0 | 4.0 | 3.3 | 0.0% | 9.1% | | |
| Bursa Malaysia | 7 | 3 | 10 | 30.00% | 6 | 3 | 9 | 33.33% | 7 | 4 | 11 | 36.36% | 3.0 | 3.0 | 4.0 | 3.3 | 6.4% | 9.1% | | |
| MBSB | 10 | 2 | 12 | 16.67% | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | 3.0 | 3.0 | 3.3 | 3.1 | 11.9% | 9.1% | | |
| RCE Capital | 7 | 1 | 8 | 12.50% | 7 | 1 | 8 | 12.50% | 6 | 2 | 8 | 25.00% | 2.7 | 3.0 | 3.7 | 3.0 | 12.5% | -1.8% | | |
| Syarikat Takaful I | 5 | 3 | 8 | 37.50% | 5 | 3 | 8 | 37.50% | 5 | 2 | 7 | 28.57% | 2.7 | 3.0 | 3.7 | 3.0 | -8.9% | -1.8% | | |
| ELK-Desa Resour | 7 | 1 | 8 | 12.50% | 7 | 2 | 9 | 22.22% | 6 | 3 | 9 | 33.33% | 3.0 | 3.0 | 3.5 | 3.1 | 20.8% | 9.1% | | |
| Banks & NBFIs | 106 | 44 | 150 | 29.33% | 96 | 46 | 142 | 32.39% | 96 | 50 | 146 | 34.25% | 2.8 | 3.0 | 3.8 | 3.1 | | | | |

Nota: Syarikat yang ditanda kuning ialah syarikat yang menunjukkan perubahan positif pada perwakilan wanita dalam lembaga tetapi penambahbaikan ini belum dicerminkan dalam markah "E". Hal ini menandakan potensi untuk kenaikan apabila peningkatan kepelbagaian membawa kepada prestasi ESG lebih kukuh
 Sumber: RHB

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Rajah 5: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga – sektor telko, auto, teknologi dan utiliti

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Telco | | | | Telco | |
|------------------|-----|-------|---------------------|--------|------|-------|---------------------|--------|-----|-------|---------------------|--------|-----|-----|-------|-----|-------------------------------------|--------------------------|--------|---|
| Telco | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | Axiata | 9 |
| CelcomDigi | 7 | 3 | 10 | 30.00% | 7 | 3 | 10 | 30.00% | 7 | 3 | 10 | 30.00% | 3.0 | 3.3 | 3.7 | 3.3 | 0.0% | 0.0% | | |
| Maxis | 8 | 2 | 10 | 20.00% | 8 | 2 | 10 | 20.00% | 7 | 2 | 9 | 22.22% | 3.0 | 3.3 | 3.0 | 3.1 | 2.2% | 0.0% | | |
| OCK Group | 8 | 3 | 11 | 27.27% | 9 | 2 | 11 | 18.18% | n/a | n/a | n/a | n/a | 3.0 | 3.0 | 3.3 | 3.1 | n/a | 0.0% | | |
| Telekom Malaysia | 7 | 4 | 11 | 36.36% | 8 | 4 | 12 | 33.33% | 10 | 3 | 13 | 23.08% | 3.3 | 3.0 | 3.0 | 3.2 | -13.3% | 10.0% | | |
| Time Dotcom | 6 | 4 | 10 | 40.00% | 6 | 3 | 9 | 33.33% | 5 | 4 | 9 | 44.44% | 3.0 | 3.0 | 3.0 | 3.0 | 4.4% | 0.0% | | |
| Telco | 45 | 19 | 64 | 29.69% | 46 | 17 | 63 | 26.98% | 36 | 16 | 52 | 30.77% | 3.0 | 3.0 | 3.2 | 3.1 | | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Auto & Transport | | | | Auto & Transport | |
|------------------|-----|-------|---------------------|--------|------|-------|---------------------|--------|-----|-------|---------------------|--------|-----|-----|------------------|-----|-------------------------------------|--------------------------|------------------|---|
| Auto & Transport | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | Bermaz Auto | 5 |
| MBM Resources | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | 5 | 3 | 8 | 37.50% | 2.9 | 3.0 | 2.7 | 2.9 | 8.9% | -3.3% | | |
| Sime Darby | 9 | 3 | 12 | 25.00% | 9 | 2 | 11 | 18.18% | 9 | 3 | 12 | 25.00% | 2.7 | 3.0 | 3.3 | 2.9 | 0.0% | -10.0% | | |
| Tan Chong Moto | 6 | 1 | 7 | 14.29% | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | 2.7 | 2.7 | 2.0 | 2.5 | 10.7% | -10.0% | | |
| FM Global Logist | 5 | 3 | 8 | 37.50% | 5 | 3 | 8 | 37.50% | 5 | 3 | 8 | 37.50% | 3.0 | 4.0 | 3.0 | 3.3 | 0.0% | 0.0% | | |
| Tasco | 7 | 1 | 8 | 12.50% | 7 | 1 | 8 | 12.50% | 7 | 1 | 8 | 12.50% | 3.0 | 3.0 | 3.3 | 3.1 | 0.0% | 0.0% | | |
| Westports Holdin | 6 | 5 | 11 | 45.45% | 5 | 5 | 10 | 50.00% | 6 | 5 | 11 | 45.45% | 3.2 | 3.0 | 3.0 | 3.1 | 0.0% | 6.7% | | |
| Auto & Transport | 43 | 17 | 60 | 28.33% | 42 | 17 | 59 | 28.81% | 43 | 19 | 62 | 30.65% | 3.0 | 3.0 | 3.0 | 3.1 | | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Technology | | | | Technology | |
|-------------------|-----|-------|---------------------|--------|------|-------|---------------------|--------|-----|-------|---------------------|--------|-----|-----|------------|-----|-------------------------------------|--------------------------|------------------|---|
| Technology | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | Pentamaster Corp | 4 |
| Globetronics Tec | 5 | 2 | 7 | 28.57% | 4 | 4 | 8 | 50.00% | 8 | 1 | 9 | 11.11% | 3.1 | 3.0 | 2.5 | 2.9 | -17.5% | 3.3% | | |
| Inari Amertron | 9 | 2 | 11 | 18.18% | 11 | 2 | 13 | 15.38% | 11 | 3 | 14 | 21.43% | 3.0 | 3.3 | 3.0 | 3.1 | 3.2% | 0.0% | | |
| JHM Consolidatic | 6 | 2 | 8 | 25.00% | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | 3.0 | 3.0 | 3.1 | 3.0 | 3.6% | 0.0% | | |
| Malaysian Pacific | 4 | 2 | 6 | 33.33% | 4 | 2 | 6 | 33.33% | 3 | 2 | 5 | 40.00% | 3.0 | 3.0 | 3.3 | 3.1 | 6.7% | 0.0% | | |
| Unisem (M) | 8 | 4 | 12 | 33.33% | 7 | 4 | 11 | 36.36% | 7 | 4 | 11 | 36.36% | 3.0 | 3.0 | 3.3 | 3.1 | 3.0% | 0.0% | | |
| CTOS Digital | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 3.7 | 3.0 | 1.0 | 2.8 | 0.0% | 22.3% | | |
| Technology | 40 | 17 | 57 | 29.82% | 39 | 19 | 58 | 32.76% | 42 | 17 | 59 | 28.81% | 3.0 | 3.0 | 3.1 | 3.1 | | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Utilities | | | | Utilities | |
|------------------|-----|-------|---------------------|--------|------|-------|---------------------|--------|-----|-------|---------------------|--------|-----|-----|-----------|-----|-------------------------------------|--------------------------|-------------------|---|
| Utilities | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | Ranhill Utilities | 6 |
| Taliworks Corpor | 6 | 2 | 8 | 25.00% | 7 | 2 | 9 | 22.22% | 3 | 2 | 5 | 40.00% | 3.0 | 3.0 | 3.0 | 3.0 | 15.0% | 20.0% | | |
| Malakoff Corp | 9 | 1 | 10 | 10.00% | 8 | 1 | 9 | 11.11% | 7 | 2 | 9 | 22.22% | 2.1 | 2.3 | 3.6 | 2.5 | 12.2% | -16.0% | | |
| Tenaga Nasional | 5 | 6 | 11 | 54.55% | 7 | 5 | 12 | 41.67% | 8 | 4 | 12 | 33.33% | 2.0 | 3.3 | 3.3 | 2.7 | -21.2% | -20.0% | | |
| YTL Power | 9 | 3 | 12 | 25.00% | 9 | 3 | 12 | 25.00% | 9 | 3 | 12 | 25.00% | 2.5 | 3.3 | 3.3 | 2.9 | 0.0% | 0.0% | | |
| Utilities | 35 | 15 | 50 | 30.00% | 37 | 15 | 52 | 28.85% | 27 | 11 | 38 | 28.95% | 2.5 | 3.0 | 3.3 | 2.9 | | | | |

Nota: Syarikat yang ditandai kuning ialah syarikat yang menunjukkan perubahan positif pada perwakilan wanita dalam lembaga tetapi penambahbaikan ini belum dicerminkan dalam markah "E". Hal ini menandakan potensi untuk kenaikan apabila peningkatan kepelbagaian membawa kepada prestasi ESG lebih kukuh
 Sumber: RHB

9 Oktober 2025

Rajah 6: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga – sektor hartanah, REIT, getah, penjagaan kesihatan dan tenaga boleh baharu

| FY22 | | | | FY23 | | | | FY24 | | | | Property | | | | Property | | | |
|-----------------|-----|-------|-------------|--------|-----|-------|-------------|--------|-----|-------|-------------|----------|-----------------|-----|-----|----------|--------------------------|---------------|-------|
| Property | Men | Women | Total Board | % | Men | Women | Total Board | % | Men | Women | Total Board | % | E | S | G | ESG | F24 vs F22 | E score vs | |
| | | | Members | | | | Members | | | | Members | | | | | | change of women on board | sector median | |
| E&O | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | E&O | 3.0 | 2.7 | 2.7 | 2.9 | 0.0% | 11.1% |
| IOI Properties | 6 | 1 | 7 | 14.29% | 6 | 3 | 9 | 33.33% | 7 | 3 | 10 | 30.00% | IOI Properties | 2.7 | 3.0 | 3.0 | 2.9 | 15.7% | 0.0% |
| Mah Sing | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 6 | 2 | 8 | 25.00% | Mah Sing | 2.7 | 3.3 | 3.3 | 3.0 | -17.9% | 0.0% |
| Matrix Concepts | 6 | 3 | 9 | 33.33% | 6 | 3 | 9 | 33.33% | 6 | 3 | 9 | 33.33% | Matrix Concepts | 2.7 | 4.0 | 3.0 | 3.1 | 0.0% | 0.0% |
| Sime Darby Prop | 7 | 3 | 10 | 30.00% | 7 | 4 | 11 | 36.36% | 7 | 4 | 11 | 36.36% | Sime Darby Prop | 3.3 | 3.3 | 2.7 | 3.2 | 6.4% | 22.2% |
| Sunway | 6 | 4 | 10 | 40.00% | 6 | 4 | 10 | 40.00% | 5 | 4 | 9 | 44.44% | Sunway | 3.3 | 3.3 | 3.7 | 3.4 | 4.4% | 22.2% |
| Tambun Indah | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 4 | 4 | 8 | 50.00% | Tambun Indah | 2.7 | 2.7 | 3.7 | 3.0 | 7.1% | 0.0% |
| UEM Sunrise | 6 | 3 | 9 | 33.33% | 6 | 3 | 9 | 33.33% | 5 | 3 | 8 | 37.50% | UEM Sunrise | 2.7 | 3.3 | 2.7 | 2.9 | 4.2% | 0.0% |
| UOA Developme | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | UOA Developme | 2.7 | 3.3 | 3.0 | 2.9 | 0.0% | 0.0% |
| SP Setia | 8 | 4 | 12 | 33.33% | 7 | 3 | 10 | 30.00% | 6 | 5 | 11 | 45.45% | SP Setia | 3.0 | 3.2 | 2.9 | 3.0 | 12.1% | 11.1% |
| LBS Bina Group | 6 | 2 | 8 | 25.00% | 5 | 3 | 8 | 37.50% | 5 | 3 | 8 | 37.50% | LBS Bina Group | 3.1 | 3.1 | 3.0 | 3.1 | 12.5% | 14.8% |
| Property | 64 | 29 | 93 | 31.18% | 62 | 32 | 94 | 34.04% | 62 | 34 | 96 | 35.42% | Sector median | 2.7 | 3.3 | 3.0 | 3.0 | | |

| FY22 | | | | FY23 | | | | FY24 | | | | REIT | | | | REIT | | | |
|-----------------|-----|-------|-------------|--------|-----|-------|-------------|--------|-----|-------|-------------|--------|-----------------|-----|-----|------|--------------------------|---------------|-------|
| REIT | Men | Women | Total Board | % | Men | Women | Total Board | % | Men | Women | Total Board | % | E | S | G | ESG | F24 vs F22 | E score vs | |
| | | | Members | | | | Members | | | | Members | | | | | | change of women on board | sector median | |
| Axis REIT | 6 | 3 | 9 | 33.33% | 3 | 3 | 6 | 50.00% | 3 | 3 | 6 | 50.00% | Axis REIT | 3.0 | 3.0 | 3.3 | 3.1 | 16.7% | 0.0% |
| IGB REIT | 8 | 3 | 11 | 27.27% | 5 | 3 | 8 | 37.50% | 4 | 2 | 6 | 33.33% | IGB REIT | 3.0 | 3.0 | 3.0 | 3.0 | 6.1% | 0.0% |
| KLCCP Stapled G | 4 | 4 | 8 | 50.00% | 4 | 4 | 8 | 50.00% | 4 | 5 | 9 | 55.56% | KLCCP Stapled G | 3.3 | 3.0 | 3.0 | 3.2 | 5.6% | 11.1% |
| Sentral REIT | 6 | 2 | 8 | 25.00% | 7 | 1 | 8 | 12.50% | 6 | 1 | 7 | 14.29% | Sentral REIT | 3.0 | 2.7 | 3.3 | 3.0 | -10.7% | 0.0% |
| Sunway REIT | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | Sunway REIT | 3.3 | 3.0 | 3.0 | 3.2 | 0.0% | 11.1% |
| Pavilion REIT | 8 | 4 | 12 | 33.33% | 7 | 4 | 11 | 36.36% | 6 | 4 | 10 | 40.00% | Pavilion REIT | 3.0 | 3.0 | 3.0 | 3.0 | 6.7% | 0.0% |
| AME REIT | n/a | n/a | n/a | n/a | 7 | 2 | 9 | 22.22% | 7 | 2 | 9 | 22.22% | AME REIT | 3.3 | 2.7 | 3.0 | 3.1 | 0.0% | 11.1% |
| REIT | 36 | 19 | 55 | 34.55% | 37 | 20 | 57 | 35.09% | 34 | 20 | 54 | 37.04% | Sector median | 3.0 | 3.0 | 3.0 | 3.1 | | |

| FY22 | | | | FY23 | | | | FY24 | | | | Rubber products | | | | Rubber products | | | |
|-----------------|-----|-------|-------------|--------|-----|-------|-------------|--------|-----|-------|-------------|-----------------|----------------|-----|-----|-----------------|--------------------------|---------------|--------|
| Rubber products | Men | Women | Total Board | % | Men | Women | Total Board | % | Men | Women | Total Board | % | E | S | G | ESG | F24 vs F22 | E score vs | |
| | | | Members | | | | Members | | | | Members | | | | | | change of women on board | sector median | |
| Hartalega | 6 | 3 | 9 | 33.33% | 6 | 3 | 9 | 33.33% | 7 | 3 | 10 | 30.00% | Hartalega | 2.7 | 2.7 | 3.7 | 2.9 | -3.3% | -11.1% |
| Kossan Rubber | 7 | 2 | 9 | 22.22% | 7 | 2 | 9 | 22.22% | 7 | 2 | 9 | 22.22% | Kossan Rubber | 3.0 | 2.3 | 2.7 | 2.8 | 0.0% | 0.0% |
| Supermax Corp | 6 | 2 | 8 | 25.00% | 5 | 2 | 7 | 28.57% | 7 | 2 | 9 | 22.22% | Supermax Corp | 2.3 | 2.7 | 2.0 | 2.3 | -2.8% | -22.2% |
| Top Glove Corp | 7 | 5 | 12 | 41.67% | 7 | 5 | 12 | 41.67% | 6 | 3 | 9 | 33.33% | Top Glove Corp | 3.0 | 2.7 | 3.7 | 3.1 | -8.3% | 0.0% |
| Karex | 4 | 3 | 7 | 42.86% | 5 | 3 | 8 | 37.50% | 5 | 3 | 8 | 37.50% | Karex | 3.0 | 3.3 | 3.3 | 3.2 | -5.4% | 0.0% |
| Rubber Products | 30 | 15 | 45 | 33.33% | 30 | 15 | 45 | 33.33% | 32 | 13 | 45 | 28.89% | Sector median | 3.0 | 2.7 | 3.3 | 2.9 | | |

| FY22 | | | | FY23 | | | | FY24 | | | | Healthcare | | | | Healthcare | | | |
|-----------------|-----|-------|-------------|--------|-----|-------|-------------|--------|-----|-------|-------------|------------|-----------------|-----|-----|------------|--------------------------|---------------|-------|
| Healthcare | Men | Women | Total Board | % | Men | Women | Total Board | % | Men | Women | Total Board | % | E | S | G | ESG | F24 vs F22 | E score vs | |
| | | | Members | | | | Members | | | | Members | | | | | | change of women on board | sector median | |
| Duopharma Biote | 6 | 4 | 10 | 40.00% | 5 | 5 | 10 | 50.00% | 6 | 4 | 10 | 40.00% | Duopharma Biote | 3.4 | 3.0 | 3.7 | 3.4 | 0.0% | 13.3% |
| IHH | 8 | 2 | 10 | 20.00% | 8 | 2 | 10 | 20.00% | 8 | 2 | 10 | 20.00% | IHH | 3.0 | 3.0 | 3.0 | 3.0 | 0.0% | 0.0% |
| KPJ Healthcare | 8 | 2 | 10 | 20.00% | 9 | 2 | 11 | 18.18% | 8 | 2 | 10 | 20.00% | KPJ Healthcare | 3.0 | 3.3 | 3.0 | 3.1 | 0.0% | 0.0% |
| Healthcare | 22 | 8 | 30 | 26.67% | 22 | 9 | 31 | 29.03% | 22 | 8 | 30 | 26.67% | Sector median | 3.0 | 3.0 | 3.0 | 3.1 | | |

| FY22 | | | | FY23 | | | | FY24 | | | | Renewable Energy | | | | Renewable Energy | | | |
|----------------|-----|-------|-------------|--------|-----|-------|-------------|--------|-----|-------|-------------|------------------|----------------|-----|-----|------------------|--------------------------|---------------|--------|
| Renewable En. | Men | Women | Total Board | % | Men | Women | Total Board | % | Men | Women | Total Board | % | E | S | G | ESG | F24 vs F22 | E score vs | |
| | | | Members | | | | Members | | | | Members | | | | | | change of women on board | sector median | |
| Solarvest | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | 6 | 3 | 9 | 33.33% | Solarvest | 3.7 | 3.3 | 3.0 | 3.4 | 8.3% | 11.0% |
| BM Greentech | 7 | 1 | 8 | 12.50% | 6 | 1 | 7 | 14.29% | 7 | 1 | 8 | 12.50% | BM Greentech | 3.0 | 2.7 | 2.7 | 2.8 | 0.0% | -10.0% |
| Samaiden Group | 3 | 2 | 5 | 40.00% | 4 | 2 | 6 | 33.33% | 4 | 2 | 6 | 33.33% | Samaiden Group | 3.3 | 3.0 | 3.3 | 3.3 | -6.7% | 0.0% |
| RE | 16 | 5 | 21 | 23.81% | 16 | 5 | 21 | 23.81% | 17 | 6 | 23 | 26.09% | Sector median | 3.3 | 3.0 | 3.0 | 3.3 | | |

Nota: Syarikat yang ditanda kuning ialah syarikat yang menunjukkan perubahan positif pada perwakilan wanita dalam lembaga tetapi penambahbaikan ini belum dicerminkan dalam markah "E". Hal ini menandakan potensi untuk kenaikan apabila peningkatan kepelbagaian membawa kepada prestasi ESG lebih kukuh
 Sumber: RHB

9 Oktober 2025

Rajah 7: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga - sektor O&G, pengguna, perjudian dan bahan asas

| FY22 | | | | FY23 | | | | FY24 | | | | O&G | | | | O&G | | | |
|--------------------|-----|-------|---------------------|--------|-----|-------|---------------------|--------|-----|-------|---------------------|--------|---------------|-----|-----|-----|-------------------------------------|--------------------------|-------------|
| O&G | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | |
| | | | | | | | | | | | | | | | | | | | Bumi Armada |
| Dialog Group | 5 | 3 | 8 | 37.50% | 6 | 3 | 9 | 33.33% | 6 | 3 | 9 | 33.33% | 1.8 | 3.0 | 4.0 | 2.7 | -4.2% | -10.0% | |
| Dayang Enterprise | 9 | 3 | 12 | 25.00% | 8 | 3 | 11 | 27.27% | 6 | 5 | 11 | 45.45% | 1.8 | 3.6 | 3.0 | 2.6 | 20.5% | -10.0% | |
| Petronas Chemicals | 6 | 3 | 9 | 33.33% | 5 | 3 | 8 | 37.50% | 5 | 3 | 8 | 37.50% | 2.0 | 3.3 | 4.0 | 2.8 | 4.2% | 0.0% | |
| Petronas Dagang | 7 | 3 | 10 | 30.00% | 7 | 3 | 10 | 30.00% | 6 | 3 | 9 | 33.33% | 2.0 | 3.3 | 4.0 | 2.8 | 3.3% | 0.0% | |
| Yinson | 7 | 4 | 11 | 36.36% | 7 | 4 | 11 | 36.36% | 7 | 4 | 11 | 36.36% | 2.7 | 3.0 | 4.0 | 3.1 | 0.0% | 35.0% | |
| MISC | 7 | 5 | 12 | 41.67% | 4 | 4 | 8 | 50.00% | 5 | 4 | 9 | 44.44% | 2.0 | 3.3 | 3.7 | 2.8 | 2.8% | 0.0% | |
| Wasco | 7 | 2 | 9 | 22.22% | 7 | 2 | 9 | 22.22% | 6 | 2 | 8 | 25.00% | 2.2 | 3.0 | 4.0 | 2.9 | 2.8% | 10.0% | |
| Coastal Contracts | 6 | 0 | 6 | 0.00% | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | 1.8 | 3.3 | 3.3 | 2.6 | 16.7% | -10.0% | |
| M'sia Marine & H | 7 | 1 | 8 | 12.50% | 7 | 1 | 8 | 12.50% | 8 | 1 | 9 | 11.11% | 2.0 | 3.3 | 4.0 | 2.8 | -1.4% | 0.0% | |
| O&G | 68 | 26 | 94 | 27.66% | 61 | 25 | 86 | 29.07% | 59 | 27 | 86 | 31.40% | Sector median | 2.0 | 3.3 | 4.0 | 2.8 | | |

| FY22 | | | | FY23 | | | | FY24 | | | | Consumer | | | | Consumer | | | |
|------------------|-----|-------|---------------------|--------|-----|-------|---------------------|--------|-----|-------|---------------------|----------|---------------|-----|-----|----------|----------------------|--------------------------|---------------|
| Consumer | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | E | S | G | ESG | F24 vs F22 change of | E score vs sector median | |
| | | | | | | | | | | | | | | | | | | | SKP Resources |
| VS Industry | 11 | 1 | 12 | 8.33% | 10 | 2 | 12 | 16.67% | 10 | 2 | 12 | 16.67% | 2.8 | 3.1 | 3.3 | 3.0 | 8.3% | -6.7% | |
| Mr DIY Group | 3 | 3 | 6 | 50.00% | 3 | 3 | 6 | 50.00% | 3 | 3 | 6 | 50.00% | 3.0 | 3.3 | 3.3 | 3.2 | 0.0% | 0.0% | |
| Carlsberg Brewen | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | 3.3 | 3.3 | 3.0 | 3.3 | 0.0% | 11.3% | |
| Heineken Malaysi | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 3.3 | 3.7 | 3.0 | 3.3 | 0.0% | 10.0% | |
| Nestle (M) | 4 | 4 | 8 | 50.00% | 5 | 5 | 10 | 50.00% | 4 | 4 | 8 | 50.00% | 3.0 | 3.7 | 3.7 | 3.4 | 0.0% | 0.0% | |
| QL Resources | 7 | 5 | 12 | 41.67% | 8 | 5 | 13 | 38.46% | 7 | 4 | 11 | 36.36% | 3.0 | 3.0 | 3.3 | 3.1 | -5.3% | 0.0% | |
| Power Root | 10 | 1 | 11 | 9.09% | 10 | 1 | 11 | 9.09% | 10 | 1 | 11 | 9.09% | 1.8 | 2.7 | 3.7 | 2.5 | 0.0% | -40.0% | |
| Leong Hup Intern | 8 | 3 | 11 | 27.27% | 8 | 3 | 11 | 27.27% | 8 | 3 | 11 | 27.27% | 2.4 | 2.7 | 3.0 | 2.6 | 0.0% | -20.0% | |
| Farm Fresh | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | 3.0 | 3.3 | 3.7 | 3.3 | 0.0% | 0.0% | |
| DXN Holdings | n/a | n/a | n/a | n/a | 6 | 3 | 9 | 33.33% | 5 | 3 | 8 | 37.50% | 3.0 | 2.7 | 3.0 | 2.9 | 4.2% | 0.0% | |
| 7-Eleven Malaysi | 7 | 3 | 10 | 30.00% | 7 | 2 | 9 | 22.22% | 6 | 2 | 8 | 25.00% | 3.7 | 3.3 | 2.7 | 3.2 | -5.0% | 23.3% | |
| AEON Co (M) | 9 | 2 | 11 | 18.18% | 6 | 4 | 10 | 40.00% | 6 | 4 | 10 | 40.00% | 3.0 | 3.7 | 3.3 | 3.3 | 21.8% | 0.0% | |
| Berjaya Food | 4 | 2 | 6 | 33.33% | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 3.0 | 3.3 | 2.7 | 3.0 | 9.5% | 0.0% | |
| Mynews Holding | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | 7 | 1 | 8 | 12.50% | 3.0 | 3.3 | 3.0 | 3.1 | -16.1% | 0.0% | |
| Padini Holdings | 6 | 5 | 11 | 45.45% | 9 | 5 | 14 | 35.71% | 8 | 4 | 12 | 33.33% | 3.0 | 3.7 | 2.7 | 3.1 | -12.1% | 0.0% | |
| Synergy House | n/a | n/a | n/a | n/a | 4 | 2 | 6 | 33.33% | 4 | 2 | 6 | 33.33% | 3.0 | 3.0 | 3.5 | 3.1 | 0.0% | 0.0% | |
| Focus Point | 2 | 4 | 6 | 66.67% | 2 | 4 | 6 | 66.67% | 3 | 4 | 7 | 57.14% | 2.3 | 4.0 | 3.0 | 2.9 | -9.5% | -23.3% | |
| Guan Chong | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 3.0 | 3.0 | 3.0 | 3.0 | 0.0% | 0.0% | |
| Consumer | 99 | 46 | 145 | 31.72% | 109 | 55 | 164 | 33.54% | 107 | 51 | 158 | 32.28% | Sector median | 3.0 | 3.3 | 3.0 | 3.1 | | |

| FY22 | | | | FY23 | | | | FY24 | | | | Gaming | | | | Gaming | | | |
|--------|-----|-------|---------------------|--------|-----|-------|---------------------|--------|-----|-------|---------------------|--------|---------------|-----|-----|--------|-------------------------------------|--------------------------|-------------|
| Gaming | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | |
| | | | | | | | | | | | | | | | | | | | Sports Toto |
| Magnum | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | 4 | 1 | 5 | 20.00% | 2.9 | 3.0 | 2.0 | 2.7 | -8.6% | -6.5% | |
| Gaming | 12 | 3 | 15 | 20.00% | 11 | 3 | 14 | 21.43% | 10 | 2 | 12 | 16.67% | Sector median | 3.1 | 3.0 | 2.4 | 2.9 | | |

| FY22 | | | | FY23 | | | | FY24 | | | | Basic Mat & Industrials | | | | Basic Mat & Industrials | | | |
|-------------------------|-----|-------|---------------------|--------|-----|-------|---------------------|--------|-----|-------|---------------------|-------------------------|---------------|-----|-----|-------------------------|-------------------------------------|--------------------------|----------|
| Basic Mat & Industrials | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | Men | Women | Total Board Members | % | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | |
| | | | | | | | | | | | | | | | | | | | Scientex |
| Texchem Resourc | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | 4 | 3 | 7 | 42.86% | 3.0 | 3.0 | 3.0 | 3.0 | 14.3% | 0.0% | |
| Cahaya Mata Sara | 5 | 2 | 7 | 28.57% | 5 | 3 | 8 | 37.50% | 7 | 3 | 10 | 30.00% | 2.3 | 2.0 | 1.0 | 1.9 | 1.4% | -22.2% | |
| Malayan Cement | 8 | 1 | 9 | 11.11% | 5 | 3 | 8 | 37.50% | 5 | 3 | 8 | 37.50% | 2.7 | 3.7 | 2.7 | 2.9 | 26.4% | -11.1% | |
| Press Metal | 7 | 3 | 10 | 30.00% | 7 | 3 | 10 | 30.00% | 7 | 3 | 10 | 30.00% | 3.3 | 3.3 | 3.7 | 3.4 | 0.0% | 10.0% | |
| Basic Mat & Ind. | 30 | 9 | 39 | 23.08% | 28 | 12 | 40 | 30.00% | 28 | 13 | 41 | 31.71% | Sector median | 3.0 | 3.0 | 2.8 | 3.0 | | |

Nota: Syarikat yang ditanda kuning ialah syarikat yang menunjukkan perubahan positif pada perwakilan wanita dalam lembaga tetapi penambahbaikan ini belum dicerminkan dalam markah "E". Hal ini menandakan potensi untuk kenaikan apabila peningkatan kepelbagaian membawa kepada prestasi ESG lebih kukuh
 Sumber: RHB

9 Oktober 2025

Indonesia

Rajah 8: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga – sektor perladangan, bank, telko, media dan pengguna

| FY22 | | | | | FY23 | | | | FY24 | | | | Plantations | | | | Plantations | |
|--------------------|----------|----------|---------------------|--------------|----------|----------|---------------------|---------------|----------|----------|---------------------|---------------|-------------|------------|------------|------------|-------------------------------------|--------------------------|
| Plantations | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median |
| | | | | | | | | | | | | | | | | | | |
| London Sumatra | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 2.3 | 2.3 | 2.0 | 2.3 | 0.0% | -6.7% |
| Plantations | 9 | 0 | 9 | 0.00% | 8 | 1 | 9 | 11.11% | 8 | 1 | 9 | 11.11% | 2.5 | 2.2 | 2.2 | 2.3 | | |

| FY22 | | | | | FY23 | | | | FY24 | | | | Banks | | | | Banks | |
|-------------------|-----------|----------|---------------------|---------------|-----------|----------|---------------------|---------------|-----------|----------|---------------------|---------------|------------|------------|------------|------------|-------------------------------------|--------------------------|
| Banks | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median |
| | | | | | | | | | | | | | | | | | | |
| Bank Syariah Indo | 9 | 0 | 9 | 0.00% | 9 | 0 | 9 | 0.00% | 9 | 1 | 10 | 10.00% | 3.0 | 3.3 | 3.0 | 3.1 | 10.0% | -3.2% |
| Bank CIMB Niaga | 4 | 2 | 6 | 33.33% | 4 | 2 | 6 | 33.33% | 3 | 3 | 6 | 50.00% | 3.3 | 3.3 | 3.3 | 3.3 | 16.7% | 6.5% |
| Bank Tabungan N | 8 | 0 | 8 | 0.00% | 8 | 0 | 8 | 0.00% | 8 | 0 | 8 | 0.00% | 3.2 | 3.2 | 3.1 | 3.2 | 0.0% | 3.2% |
| BTPN Syariah | 2 | 2 | 4 | 50.00% | 3 | 1 | 4 | 25.00% | 3 | 1 | 4 | 25.00% | 3.3 | 3.5 | 3.4 | 3.4 | -25.0% | 6.5% |
| Bank BJB | 5 | 0 | 5 | 0.00% | 6 | 0 | 6 | 0.00% | 6 | 0 | 6 | 0.00% | 3.0 | 3.0 | 1.0 | 2.5 | 0.0% | -3.2% |
| Bank Central Asia | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 3.0 | 3.5 | 3.3 | 3.2 | 0.0% | -3.2% |
| Bank Mandiri | 8 | 2 | 10 | 20.00% | 9 | 2 | 11 | 18.18% | 9 | 1 | 10 | 10.00% | 3.3 | 3.3 | 3.3 | 3.3 | -10.0% | 4.8% |
| Bank Negara Indo | 10 | 0 | 10 | 0.00% | 11 | 0 | 11 | 0.00% | 11 | 0 | 11 | 0.00% | 2.8 | 3.8 | 3.8 | 3.3 | 0.0% | -11.3% |
| Bank Neo Comm | 4 | 0 | 4 | 0.00% | 3 | 0 | 3 | 0.00% | 3 | 0 | 3 | 0.00% | 3.0 | 3.0 | 3.0 | 3.0 | 0.0% | -3.2% |
| Banks | 62 | 9 | 71 | 12.68% | 65 | 8 | 73 | 10.96% | 64 | 9 | 73 | 12.33% | 3.1 | 3.3 | 3.2 | 3.2 | | |

| FY22 | | | | | FY23 | | | | FY24 | | | | Telco and Media | | | | Telco and Media | |
|--------------------------|-----------|----------|---------------------|--------------|-----------|----------|---------------------|--------------|-----------|----------|---------------------|--------------|-----------------|------------|------------|------------|-------------------------------------|--------------------------|
| Telco and Media | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median |
| | | | | | | | | | | | | | | | | | | |
| Indosat | 15 | 0 | 15 | 0.00% | 17 | 0 | 17 | 0.00% | 15 | 0 | 15 | 0.00% | 3.1 | 3.0 | 3.0 | 3.1 | 0.0% | 0.0% |
| XL Axiata | 6 | 1 | 7 | 14.29% | 5 | 1 | 6 | 16.67% | 6 | 1 | 7 | 14.29% | 3.5 | 3.3 | 3.0 | 3.3 | 0.0% | 12.9% |
| Telco & Media | 30 | 1 | 31 | 3.23% | 32 | 1 | 33 | 3.03% | 21 | 1 | 22 | 4.55% | 3.1 | 3.0 | 3.0 | 3.2 | | |

| FY22 | | | | | FY23 | | | | FY24 | | | | Consumer | | | | Consumer | |
|--------------------|-----------|----------|---------------------|--------------|-----------|----------|---------------------|--------------|-----------|----------|---------------------|---------------|------------|------------|------------|------------|-------------------------------------|--------------------------|
| Consumer | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median |
| | | | | | | | | | | | | | | | | | | |
| Gudang Garam | 3 | 1 | 4 | 25.00% | 3 | 1 | 4 | 25.00% | 3 | 1 | 4 | 25.00% | 3.0 | 3.0 | 2.5 | 2.9 | 0.0% | 0.0% |
| Indah Kiat Pulp & | 7 | 0 | 7 | 0.00% | 7 | 0 | 7 | 0.00% | 6 | 0 | 6 | 0.00% | 3.2 | 3.0 | 3.0 | 3.1 | 0.0% | 6.7% |
| Sumber Alfaria Tr | 4 | 1 | 5 | 20.00% | 3 | 1 | 4 | 25.00% | 3 | 1 | 4 | 25.00% | 3.0 | 3.0 | 3.0 | 3.0 | 5.0% | 0.0% |
| Mitra Adiperkasa | 2 | 1 | 3 | 33.33% | 2 | 1 | 3 | 33.33% | 2 | 3 | 5 | 60.00% | 3.0 | 3.7 | 3.0 | 3.2 | 26.7% | 0.0% |
| Aspirasi Hidup In | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 3.0 | 3.0 | 3.7 | 3.2 | 0.0% | 0.0% |
| Erajaya Swasemb | 4 | 0 | 4 | 0.00% | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 2.7 | 3.0 | 3.0 | 2.9 | 0.0% | -10.0% |
| Indofood CBP | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 3.3 | 3.0 | 2.3 | 3.0 | 0.0% | 10.0% |
| Indofood Sukses | 7 | 0 | 7 | 0.00% | 8 | 0 | 8 | 0.00% | 8 | 0 | 8 | 0.00% | 3.0 | 3.0 | 2.3 | 2.8 | 0.0% | 0.0% |
| Unilever Indonesi | 4 | 2 | 6 | 33.33% | 4 | 2 | 6 | 33.33% | 4 | 2 | 6 | 33.33% | 3.0 | 3.7 | 3.7 | 3.4 | 0.0% | 0.0% |
| Mayora Indah | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 3.0 | 3.0 | 3.7 | 3.2 | 0.0% | 0.0% |
| Matahari Putra Pr | 4 | 0 | 4 | 0.00% | 4 | 0 | 4 | 0.00% | 4 | 0 | 4 | 0.00% | 3.0 | 3.0 | 3.0 | 2.8 | 0.0% | 0.0% |
| Ramayana Lestari | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 4 | 0 | 4 | 0.00% | 3.0 | 2.7 | 2.7 | 2.9 | 0.0% | 0.0% |
| Matahari Departm | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | 3 | 1 | 4 | 25.00% | 3.0 | 3.0 | 2.3 | 2.8 | 8.3% | 0.0% |
| Charoen Pokhanc | 3 | 0 | 3 | 0.00% | 4 | 0 | 4 | 0.00% | 4 | 0 | 4 | 0.00% | 3.0 | 3.0 | 3.3 | 3.1 | 0.0% | 0.0% |
| Japfa Comfeed | 4 | 0 | 4 | 0.00% | 4 | 0 | 4 | 0.00% | 4 | 0 | 4 | 0.00% | 3.0 | 3.0 | 3.3 | 3.1 | 0.0% | 0.0% |
| Cisarua Mountair | 3 | 0 | 3 | 0.00% | 3 | 0 | 3 | 0.00% | 3 | 0 | 3 | 0.00% | 3.0 | 3.0 | 3.7 | 3.2 | 0.0% | 0.0% |
| ID Consumer | 73 | 7 | 80 | 8.75% | 75 | 7 | 82 | 8.54% | 71 | 9 | 80 | 11.25% | 3.0 | 3.0 | 3.0 | 3.1 | | |

Nota: Syarikat yang ditanda kuning ialah syarikat yang menunjukkan perubahan positif pada perwakilan wanita dalam lembaga tetapi penambahbaikan ini belum dicerminkan dalam markah "E". Hal ini menandakan potensi untuk kenaikan apabila peningkatan kepelbagaian membawa kepada prestasi ESG lebih kukuh
Sumber: RHB

9 Oktober 2025

Rajah 9: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga – sektor penjagaan kesihatan, hartanah, perlombongan, O&G dan automotif

| F22 | | | | | FY23 | | | | | FY24 | | | | | Healthcare | | | | Healthcare | |
|------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|---------------|-----|------------|-----|--------------------------|--------------------------|------------|--|
| Healthcare | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 | | | |
| | | | | | | | | | | | | | | | | | change of women on board | E score vs sector median | | |
| Mitra Keluarga K | 3 | 2 | 5 | 40.00% | 3 | 2 | 5 | 40.00% | 3 | 2 | 5 | 40.00% | 3.0 | 3.0 | 4.0 | 3.3 | 0.0% | 0.0% | | |
| Medikaloka Hem | 7 | 1 | 8 | 12.50% | 7 | 1 | 8 | 12.50% | 7 | 1 | 8 | 12.50% | 3.0 | 3.0 | 4.0 | 3.3 | 0.0% | 0.0% | | |
| Kalbe Farma | 5 | 2 | 7 | 28.57% | 4 | 2 | 6 | 33.33% | 4 | 2 | 6 | 33.33% | 3.0 | 3.3 | 4.0 | 3.3 | 4.8% | 0.0% | | |
| Sido Muncul | 5 | 1 | 6 | 16.67% | 4 | 1 | 5 | 20.00% | 5 | 1 | 6 | 16.67% | 3.3 | 3.0 | 4.0 | 3.4 | 0.0% | 10.0% | | |
| Siloam Hospital | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 3.0 | 3.0 | 2.7 | 2.9 | 0.0% | 0.0% | | |
| Healthcare | 24 | 7 | 31 | 22.58% | 22 | 7 | 29 | 24.14% | 23 | 7 | 30 | 23.33% | Sector median | 3.0 | 3.0 | 4.0 | 3.3 | | | |

| F22 | | | | | FY23 | | | | | FY24 | | | | | Property | | | | Property | |
|-------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|---------------|-----|----------|-----|--------------------------|--------------------------|----------|--|
| Property | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 | | | |
| | | | | | | | | | | | | | | | | | change of women on board | E score vs sector median | | |
| Bumi Serpong | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 3.2 | 3.2 | 3.2 | 3.2 | 0.0% | 1.6% | | |
| Pakuwon Jati | 2 | 1 | 3 | 33.33% | 2 | 1 | 3 | 33.33% | 2 | 1 | 3 | 33.33% | 3.1 | 3.1 | 3.1 | 3.1 | 0.0% | -1.6% | | |
| Ciputra Developn | 3 | 3 | 6 | 50.00% | 3 | 3 | 6 | 50.00% | 3 | 3 | 6 | 50.00% | 3.0 | 3.0 | 3.0 | 3.0 | 0.0% | -4.8% | | |
| Sumarecon Agun | 4 | 1 | 5 | 20.00% | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | 3.2 | 3.2 | 2.5 | 3.0 | -3.3% | 1.6% | | |
| Puradelta Lestari | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | 3.2 | 3.2 | 3.2 | 3.2 | 0.0% | 1.6% | | |
| Alam Sutera | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 2.8 | 2.8 | 2.8 | 2.8 | 0.0% | -11.1% | | |
| Property | 22 | 8 | 30 | 26.67% | 23 | 8 | 31 | 25.81% | 23 | 8 | 31 | 25.81% | Sector median | 3.2 | 3.2 | 3.1 | 3.1 | | | |

| F22 | | | | | FY23 | | | | | FY24 | | | | | Mining | | | | Mining | |
|-----------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|---------------|-----|--------|-----|--------------------------|--------------------------|--------|--|
| Mining | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 | | | |
| | | | | | | | | | | | | | | | | | change of women on board | E score vs sector median | | |
| Adaro Energy | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 2.8 | 2.8 | 2.8 | 2.8 | 0.0% | 0.0% | | |
| Bukit Asam | 5 | 1 | 6 | 16.67% | 6 | 0 | 6 | 0.00% | 6 | 0 | 6 | 0.00% | 2.7 | 2.8 | 2.8 | 2.8 | -16.7% | -3.6% | | |
| Indo Tambangray | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | 8 | 2 | 10 | 20.00% | 2.7 | 2.9 | 2.9 | 2.8 | -5.0% | -3.6% | | |
| Merdeka Copper | 6 | 0 | 6 | 0.00% | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 2.9 | 2.9 | 3.0 | 2.9 | 0.0% | 3.6% | | |
| Aneka Tambang | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 2.8 | 2.8 | 2.7 | 2.8 | 0.0% | 0.0% | | |
| United Tractor | 6 | 0 | 6 | 0.00% | 6 | 0 | 6 | 0.00% | 8 | 0 | 8 | 0.00% | 2.8 | 2.8 | 2.8 | 2.8 | 0.0% | 0.0% | | |
| Vale Indonesia | 7 | 3 | 10 | 30.00% | 7 | 5 | 12 | 41.67% | 7 | 3 | 10 | 30.00% | 2.7 | 3.0 | 3.3 | 2.9 | 0.0% | -3.6% | | |
| Mining | 39 | 7 | 46 | 15.22% | 39 | 8 | 47 | 17.02% | 43 | 6 | 49 | 12.24% | Sector median | 2.8 | 2.8 | 2.8 | 2.8 | | | |

| F22 | | | | | FY23 | | | | | FY24 | | | | | O&G +Energy | | | | O&G +Energy | |
|------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|---------------|-----|-------------|-----|--------------------------|--------------------------|-------------|--|
| O&G +Energy | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 | | | |
| | | | | | | | | | | | | | | | | | change of women on board | E score vs sector median | | |
| Perusahaan Gas | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | 6 | 1 | 7 | 14.29% | 2.7 | 3.3 | 3.0 | 2.9 | -2.4% | 1.9% | | |
| Medco Energi Int | 2 | 1 | 3 | 33.33% | 2 | 1 | 3 | 33.33% | 2 | 1 | 3 | 33.33% | 2.8 | 2.8 | 2.7 | 2.8 | 0.0% | 5.7% | | |
| AKR Corporindo | 3 | 0 | 3 | 0.00% | 3 | 0 | 3 | 0.00% | 3 | 0 | 3 | 0.00% | 2.6 | 3.0 | 3.0 | 2.8 | 0.0% | -1.9% | | |
| Elnusa | 4 | 0 | 4 | 0.00% | 5 | 0 | 5 | 0.00% | 5 | 0 | 5 | 0.00% | 2.4 | 3.0 | 3.0 | 2.7 | 0.0% | -9.4% | | |
| O&G +Energy | 14 | 2 | 16 | 12.50% | 15 | 2 | 17 | 11.76% | 16 | 2 | 18 | 11.11% | Sector median | 2.7 | 3.0 | 3.0 | 2.8 | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Auto +Transport | | | | Auto +Transport | |
|-------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|---------------|-----|-----------------|-----|--------------------------|--------------------------|-----------------|--|
| Auto +Transport | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 | | | |
| | | | | | | | | | | | | | | | | | change of women on board | E score vs sector median | | |
| Astra Internation | 9 | 1 | 10 | 10.00% | 9 | 1 | 10 | 10.00% | 9 | 2 | 11 | 18.18% | 3.0 | 3.0 | 3.0 | 3.0 | 8.2% | 1.7% | | |
| Astra Otoparts | 8 | 0 | 8 | 0.00% | 8 | 0 | 8 | 0.00% | 8 | 0 | 8 | 0.00% | 2.9 | 3.1 | 3.2 | 3.0 | 0.0% | -1.7% | | |
| Auto & Transport | 17 | 1 | 18 | 5.56% | 17 | 1 | 18 | 5.56% | 17 | 2 | 19 | 10.53% | Sector median | 3.0 | 3.1 | 3.1 | 3.0 | | | |

Nota: Syarikat yang ditanda kuning ialah syarikat yang menunjukkan perubahan positif pada perwakilan wanita dalam lembaga tetapi penambahbaikan ini belum dicerminkan dalam markah "E". Hal ini menandakan potensi untuk kenaikan apabila peningkatan kepelbagaian membawa kepada prestasi ESG lebih kukuh
Sumber: RHB

9 Oktober 2025

Rajah 10: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga – sektor teknologi, pembinaan, dan bahan asas

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Technology | | | | Technology | |
|------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|---|---|------------|-----|-------------------------------------|--------------------------|------------|---|
| Technology | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | Bukalapak | 2 |
| Technology | 2 | 1 | 3 | 33.33% | 2 | 1 | 3 | 33.33% | 2 | 1 | 3 | 33.33% | | | | | | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Construction | | | | Construction | |
|-----------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|-----|-----|--------------|-----|-------------------------------------|--------------------------|--------------|---|
| Construction | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | Adhi Karya | 6 |
| Perumahan Perse | 6 | 0 | 6 | 0.00% | 6 | 0 | 6 | 0.00% | 6 | 0 | 6 | 0.00% | 2.3 | 3.0 | 3.0 | 2.7 | 0.0% | 0.0% | | |
| Wijaya Karya | 7 | 0 | 7 | 0.00% | 7 | 0 | 7 | 0.00% | 6 | 0 | 6 | 0.00% | 2.7 | 3.0 | 2.7 | 2.8 | 0.0% | 17.4% | | |
| Construction | 19 | 0 | 19 | 0.00% | 18 | 0 | 18 | 0.00% | 18 | 0 | 18 | 0.00% | | | | | | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Basic Mat +Industrials | | | | Basic Mat +Industrials | |
|------------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|-----|-----|------------------------|-----|-------------------------------------|--------------------------|------------------------|---|
| Basic Mat +Industrials | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | Indocement Tung | 7 |
| Semen Indonesia | 6 | 1 | 7 | 14.29% | 5 | 2 | 7 | 28.57% | 4 | 2 | 6 | 33.33% | 2.3 | 3.0 | 3.0 | 2.8 | 19.0% | -14.8% | | |
| Jasa Marga | 5 | 1 | 6 | 16.67% | 7 | 0 | 7 | 0.00% | 7 | 0 | 7 | 0.00% | 2.7 | 3.3 | 3.3 | 3.0 | -16.7% | 0.0% | | |
| Basic Mat +Indus | 18 | 2 | 20 | 10.00% | 19 | 2 | 21 | 9.52% | 18 | 2 | 20 | 10.00% | | | | | | | | |

Nota: Syarikat yang ditanda kuning ialah syarikat yang menunjukkan perubahan positif pada perwakilan wanita dalam lembaga tetapi penambahbaikan ini belum dicerminkan dalam markah "E". Hal ini menandakan potensi untuk kenaikan apabila peningkatan kepelbagaian membawa kepada prestasi ESG lebih kukuh
 Sumber: RHB

9 Oktober 2025

Singapura

Rajah 11: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga – sektor pengguna, kewangan, perladangan, penjagaan kesihatan dan perindustrian

| Consumer | FY22 | | | | FY23 | | | | FY24 | | | | Consumer | | | | Consumer | |
|------------------|-----------|-----------|---------------------|---------------|-----------|----------|---------------------|---------------|-----------|-----------|---------------------|---------------|------------|------------|------------|------------|-------------------------------------|--------------------------|
| | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median |
| DFI Retail Group | 8 | 1 | 9 | 11.11% | 7 | 1 | 8 | 12.50% | 6 | 2 | 8 | 25.00% | 3.0 | 3.0 | 3.0 | 3.0 | 13.9% | 0.0% |
| Delfi Ltd | 9 | 0 | 9 | 0.00% | 8 | 0 | 8 | 0.00% | 8 | 1 | 9 | 11.11% | 3.0 | 3.0 | 3.0 | 3.0 | 11.1% | 0.0% |
| Food Empire | 7 | 1 | 8 | 12.50% | 7 | 1 | 8 | 12.50% | 7 | 1 | 8 | 12.50% | 3.0 | 3.0 | 3.0 | 3.0 | 0.0% | 0.0% |
| Japan Foods | 3 | 2 | 5 | 40.00% | 4 | 1 | 5 | 20.00% | 5 | 0 | 5 | 0.00% | 3.0 | 2.7 | 3.3 | 3.0 | -40.0% | 0.0% |
| Sheng Siong | 7 | 3 | 10 | 30.00% | 6 | 3 | 9 | 33.33% | 6 | 3 | 9 | 33.33% | 3.0 | 3.0 | 3.0 | 3.0 | 3.3% | 0.0% |
| Thai Beverage | 13 | 4 | 17 | 23.53% | 13 | 3 | 16 | 18.75% | 13 | 3 | 16 | 18.75% | 3.3 | 3.3 | 3.0 | 3.2 | -4.8% | 10.0% |
| Consumer | 47 | 11 | 58 | 18.97% | 45 | 9 | 54 | 16.67% | 45 | 10 | 55 | 18.18% | 3.0 | 3.0 | 3.0 | 3.0 | | |

| Financials | FY22 | | | | FY23 | | | | FY24 | | | | Financials | | | | Financials | |
|--------------------|-----------|-----------|---------------------|---------------|-----------|-----------|---------------------|---------------|-----------|-----------|---------------------|---------------|------------|------------|------------|------------|-------------------------------------|--------------------------|
| | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median |
| DBS Group | 7 | 3 | 10 | 30.00% | 8 | 2 | 10 | 20.00% | 8 | 2 | 10 | 20.00% | 3.3 | 2.8 | 3.5 | 3.2 | -10.0% | 4.0% |
| OCBC | 5 | 4 | 9 | 44.44% | 6 | 4 | 10 | 40.00% | 7 | 3 | 10 | 30.00% | 3.3 | 3.0 | 3.3 | 3.2 | -14.4% | 4.0% |
| Singapore Exchange | 8 | 5 | 13 | 38.46% | 8 | 5 | 13 | 38.46% | 7 | 6 | 13 | 46.15% | 3.0 | 3.3 | 4.0 | 3.3 | 7.7% | -4.0% |
| UOB | 8 | 2 | 10 | 20.00% | 8 | 2 | 10 | 20.00% | 8 | 2 | 10 | 20.00% | 3.0 | 3.3 | 3.5 | 3.2 | 0.0% | -4.0% |
| Financials | 28 | 14 | 42 | 33.33% | 30 | 13 | 43 | 30.23% | 30 | 13 | 43 | 30.23% | 3.1 | 3.1 | 3.5 | 3.2 | | |

| Plantations | FY22 | | | | FY23 | | | | FY24 | | | | Plantations | | | | Plantations | |
|--------------------|-----------|----------|---------------------|---------------|-----------|----------|---------------------|---------------|-----------|-----------|---------------------|---------------|-------------|------------|------------|------------|-------------------------------------|--------------------------|
| | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median |
| Bumitama Agri | 6 | 1 | 7 | 14.29% | 5 | 1 | 6 | 16.67% | 5 | 2 | 7 | 28.57% | 2.7 | 2.0 | 3.0 | 2.6 | 14.3% | -5.9% |
| First Resources | 6 | 1 | 7 | 14.29% | 5 | 3 | 8 | 37.50% | 5 | 3 | 8 | 37.50% | 3.0 | 2.0 | 3.3 | 2.8 | 23.2% | 5.9% |
| Golden Agri | 7 | 1 | 8 | 12.50% | 7 | 1 | 8 | 12.50% | 6 | 2 | 8 | 25.00% | 2.0 | 3.0 | 3.3 | 2.6 | 12.5% | -29.4% |
| Wilmar | 11 | 2 | 13 | 15.38% | 10 | 3 | 13 | 23.08% | 10 | 3 | 13 | 23.08% | 3.7 | 2.7 | 2.3 | 3.1 | 7.7% | 29.4% |
| Plantations | 30 | 5 | 35 | 14.29% | 27 | 8 | 35 | 22.86% | 26 | 10 | 36 | 27.78% | 2.8 | 2.3 | 3.2 | 2.7 | | |

| Healthcare | FY22 | | | | FY23 | | | | FY24 | | | | Healthcare | | | | Healthcare | |
|-------------------|-----------|----------|---------------------|---------------|-----------|----------|---------------------|---------------|-----------|----------|---------------------|---------------|------------|------------|------------|------------|-------------------------------------|--------------------------|
| | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median |
| Raffles Medical | 8 | 2 | 10 | 20.00% | 10 | 2 | 12 | 16.67% | 9 | 2 | 11 | 18.18% | 3.0 | 3.0 | 3.3 | 3.1 | -1.8% | 0.0% |
| Riverstone | 5 | 0 | 5 | 0.00% | 5 | 2 | 7 | 28.57% | 5 | 3 | 8 | 37.50% | 3.0 | 3.0 | 3.3 | 3.1 | 37.5% | 0.0% |
| Healthcare | 13 | 2 | 15 | 13.33% | 15 | 4 | 19 | 21.05% | 14 | 5 | 19 | 26.32% | 3.0 | 3.0 | 3.3 | 3.1 | | |

| Industrials | FY22 | | | | FY23 | | | | FY24 | | | | Industrials | | | | Industrials | |
|--------------------|-----------|----------|---------------------|---------------|-----------|----------|---------------------|---------------|-----------|----------|---------------------|---------------|-------------|------------|------------|------------|-------------------------------------|--------------------------|
| | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median |
| HRnet Group | 6 | 2 | 8 | 25.00% | 6 | 3 | 9 | 33.33% | 6 | 3 | 9 | 33.33% | 3.0 | 3.0 | 3.0 | 3.0 | 8.3% | 0.0% |
| ISO Team | 7 | 0 | 7 | 0.00% | 7 | 0 | 7 | 0.00% | 7 | 0 | 7 | 0.00% | 3.0 | 3.0 | 3.0 | 3.0 | 0.0% | 0.0% |
| Marco Polo Mariri | 6 | 1 | 7 | 14.29% | 6 | 1 | 7 | 14.29% | 7 | 1 | 8 | 12.50% | 3.1 | 3.1 | 3.1 | 3.1 | -1.8% | 3.3% |
| ST Engineering | 11 | 2 | 13 | 15.38% | 11 | 3 | 14 | 21.43% | 9 | 4 | 13 | 30.77% | 3.0 | 3.7 | 3.7 | 3.3 | 15.4% | 0.0% |
| Industrials | 30 | 5 | 35 | 14.29% | 30 | 7 | 37 | 18.92% | 29 | 8 | 37 | 21.62% | 3.0 | 3.1 | 3.1 | 3.1 | | |

Nota 1: Disebabkan oleh tahun akhir fiskal yang berbeza, data untuk Japan Foods dan Singapore Exchange adalah untuk FY23 hingga FY25

Nota: Syarikat yang ditandai kuning ialah syarikat yang menunjukkan perubahan positif pada perwakilan wanita dalam lembaga tetapi penambahbaikan ini belum dicerminkan dalam markah "E". Hal ini menandakan potensi untuk kenaikan apabila peningkatan kepelbagaian membawa kepada prestasi ESG lebih kukuh

Sumber: RHB

9 Oktober 2025

Rajah 12: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga – sektor teknologi, hartanah, REIT, telekomunikasi dan pengangkutan

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Mfg. & Tech. | | | | Mfg. & Tech. | |
|----------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|----------------|-----|--------------|-----|-------------------------------------|--------------------------|--------------|---|
| Mfg. & Tech. | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | CSE Global | 6 |
| Frencken Group | 5 | 0 | 5 | 0.00% | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | Frencken Group | 3.0 | 3.0 | 3.0 | 3.0 | 20.0% | 0.0% | |
| Venture Corp | 5 | 3 | 8 | 37.50% | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | Venture Corp | 3.0 | 3.0 | 3.0 | 3.0 | 5.4% | 0.0% | |
| Mfg. & Tech. | 16 | 5 | 21 | 23.81% | 15 | 6 | 21 | 28.57% | 14 | 6 | 20 | 30.00% | Sector median | 3.0 | 3.0 | 3.0 | 3.0 | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Real estate | | | | Real estate | |
|-----------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|-----------------|-----|-------------|-----|-------------------------------------|--------------------------|-------------|---|
| Real estate | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | APAC Realty | 4 |
| Centurion Corp | 8 | 1 | 9 | 11.11% | 8 | 1 | 9 | 11.11% | 8 | 1 | 9 | 11.11% | Centurion Corp | 3.0 | 3.0 | 3.0 | 3.0 | 0.0% | 0.0% | |
| City Developmen | 7 | 2 | 9 | 22.22% | 8 | 2 | 10 | 20.00% | 8 | 2 | 10 | 20.00% | City Developmen | 3.7 | 3.0 | 1.7 | 3.0 | -2.2% | 23.3% | |
| Real estate | 19 | 4 | 23 | 17.39% | 20 | 4 | 24 | 16.67% | 20 | 4 | 24 | 16.67% | Sector median | 3.0 | 3.0 | 3.0 | 3.0 | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | REIT | | | | REIT | |
|--------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|--------------------|-----|------|-----|-------------------------------------|--------------------------|----------------|---|
| REIT | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | AIMS APAC REIT | 4 |
| CDL Hospitality | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | 5 | 1 | 6 | 16.67% | CDL Hospitality | 3.3 | 3.0 | 3.0 | 3.2 | 0.0% | 0.0% | |
| CICT | 5 | 4 | 9 | 44.44% | 5 | 4 | 9 | 44.44% | 5 | 4 | 9 | 44.44% | CICT | 3.7 | 3.3 | 3.0 | 3.4 | 0.0% | 11.1% | |
| CapitaLand Asc | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | CapitaLand Asc | 3.7 | 3.0 | 3.3 | 3.4 | 0.0% | 12.1% | |
| Elite UK REIT | 9 | 0 | 9 | 0.00% | 8 | 1 | 9 | 11.11% | 6 | 2 | 8 | 25.00% | Elite UK REIT | 3.0 | 3.3 | 3.0 | 3.1 | 25.0% | -9.1% | |
| ESR Reit | 7 | 2 | 9 | 22.22% | 8 | 2 | 10 | 20.00% | 7 | 2 | 9 | 22.22% | ESR Reit | 3.0 | 3.3 | 3.0 | 3.1 | 0.0% | -9.1% | |
| Fraser Centrepoi | 4 | 2 | 6 | 33.33% | 6 | 2 | 8 | 25.00% | 4 | 2 | 6 | 33.33% | Fraser Centrepoi | 3.7 | 3.0 | 3.3 | 3.4 | 0.0% | 12.1% | |
| IREIT Global | 6 | 0 | 6 | 0.00% | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | IREIT Global | 3.3 | 3.0 | 3.0 | 3.2 | 20.0% | 1.0% | |
| Keppel Pacific O | 4 | 2 | 6 | 33.33% | 4 | 2 | 6 | 33.33% | 4 | 2 | 6 | 33.33% | Keppel Pacific O | 3.0 | 3.0 | 3.3 | 3.1 | 0.0% | -9.1% | |
| Keppel REIT | 5 | 1 | 6 | 16.67% | 5 | 2 | 7 | 28.57% | 5 | 2 | 7 | 28.57% | Keppel REIT | 3.3 | 3.0 | 3.0 | 3.2 | 11.9% | 0.0% | |
| Manulife US REIT | 4 | 2 | 6 | 33.33% | 3 | 2 | 5 | 40.00% | 3 | 2 | 5 | 40.00% | Manulife US REIT | 3.3 | 3.0 | 2.7 | 3.1 | 6.7% | 0.0% | |
| Prime US REIT | 6 | 3 | 9 | 33.33% | 5 | 2 | 7 | 28.57% | 8 | 1 | 9 | 11.11% | Prime US REIT | 3.3 | 3.0 | 3.0 | 3.2 | -22.2% | 0.0% | |
| Stoneweg Europe | 4 | 1 | 5 | 20.00% | 4 | 1 | 5 | 20.00% | 5 | 1 | 6 | 16.67% | Stoneweg Europe | 3.3 | 3.3 | 3.6 | 3.4 | -3.3% | 0.0% | |
| Starhill Global RE | 6 | 0 | 6 | 0.00% | 6 | 2 | 8 | 25.00% | 6 | 1 | 7 | 14.29% | Starhill Global RE | 3.0 | 3.3 | 3.3 | 3.2 | 14.3% | -9.1% | |
| Suntec REIT | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | 6 | 2 | 8 | 25.00% | Suntec REIT | 3.3 | 3.3 | 3.3 | 3.3 | 0.0% | 0.0% | |
| REIT | 81 | 22 | 103 | 21.36% | 80 | 27 | 107 | 25.23% | 77 | 26 | 103 | 25.24% | Sector median | 3.3 | 3.0 | 3.0 | 3.2 | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Telecom | | | | Telecom | |
|---------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|---------------|-----|---------|-----|-------------------------------------|--------------------------|---------|---|
| Telecom | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | SingTel | 8 |
| StarHub | 9 | 3 | 12 | 25.00% | 8 | 3 | 11 | 27.27% | 8 | 4 | 12 | 33.33% | StarHub | 3.0 | 3.0 | 3.7 | 3.2 | 8.3% | 0.0% | |
| Telecom | 17 | 9 | 26 | 34.62% | 15 | 9 | 24 | 37.50% | 15 | 8 | 23 | 34.78% | Sector median | 3.0 | 3.0 | 3.9 | 3.2 | | | |

| FY22 | | | | | FY23 | | | | | FY24 | | | | | Transport | | | | Transport | |
|-----------|-----|-------|---------------------|------------|------|-------|---------------------|------------|-----|-------|---------------------|------------|---------------|-----|-----------|-----|-------------------------------------|--------------------------|---------------|---|
| Transport | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | | |
| | | | | | | | | | | | | | | | | | | | ComfortDelGro | 7 |
| Transport | 7 | 4 | 11 | 36.36% | 7 | 3 | 10 | 30.00% | 7 | 3 | 10 | 30.00% | Sector median | 3.0 | 3.7 | 4.0 | 3.4 | | | |

Nota: Syarikat yang ditanda kuning ialah syarikat yang menunjukkan perubahan positif pada perwakilan wanita dalam lembaga tetapi penambahbaikan ini belum dicerminkan dalam markah "E". Hal ini menandakan potensi untuk kenaikan apabila peningkatan kepelbagaian membawa kepada prestasi ESG lebih kukuh
 Sumber: RHB

9 Oktober 2025

Thailand

Rajah 13: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga – sektor bank, hartanah dan pengguna

| Banks and NBF1 | FY22 | | | | FY23 | | | | FY24 | | | | Banks and NBF1 | | | | Banks and NBF1 | | |
|-------------------|------|-------|---------------------|------------|------|-------|---------------------|------------|------|-------|---------------------|------------|----------------|-----|-----|-----|-------------------------------------|--------------------------|--|
| | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | |
| Bangkok Bank | 17 | 1 | 18 | 5.56% | 18 | 2 | 20 | 10.00% | 19 | 2 | 21 | 9.52% | 3.0 | 3.0 | 3.3 | 3.1 | 4.0% | 10.1% | |
| Kasikornbank | 10 | 8 | 18 | 44.44% | 10 | 8 | 18 | 44.44% | 5 | 8 | 13 | 61.54% | 3.3 | 3.5 | 3.3 | 3.3 | 17.1% | 19.3% | |
| Krung Thai Bank | 10 | 2 | 12 | 16.67% | 9 | 1 | 10 | 10.00% | 11 | 1 | 12 | 8.33% | 2.3 | 3.0 | 3.7 | 3.0 | -8.3% | -15.6% | |
| SCB X PCL | 13 | 3 | 16 | 18.75% | 14 | 2 | 16 | 12.50% | 11 | 4 | 15 | 26.67% | 3.0 | 3.8 | 3.0 | 3.2 | 7.9% | 10.1% | |
| Muangthai Capit | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 4 | 3 | 7 | 42.86% | 2.7 | 3.3 | 4.0 | 3.3 | 0.0% | -0.9% | |
| Kiatnakin Phatra | 10 | 3 | 13 | 23.08% | 8 | 4 | 12 | 33.33% | 9 | 3 | 12 | 25.00% | 2.3 | 3.0 | 4.0 | 3.1 | 1.9% | -15.6% | |
| Tisco Financial G | 10 | 3 | 13 | 23.08% | 10 | 3 | 13 | 23.08% | 10 | 3 | 13 | 23.08% | 2.7 | 3.0 | 4.0 | 3.1 | 0.0% | -0.9% | |
| TMBThanachart | 11 | 3 | 14 | 21.43% | 11 | 3 | 14 | 21.43% | 11 | 3 | 14 | 21.43% | 2.8 | 3.5 | 3.3 | 3.1 | 0.0% | 0.9% | |
| TH Banks and NBFI | 85 | 26 | 111 | 23.42% | 84 | 26 | 110 | 23.64% | 80 | 27 | 107 | 25.23% | Sector median | 2.7 | 3.2 | 3.5 | 3.1 | | |

| Property | FY22 | | | | FY23 | | | | FY24 | | | | Property | | | | Property | | |
|------------------|------|-------|---------------------|------------|------|-------|---------------------|------------|------|-------|---------------------|------------|---------------|-----|-----|-----|-------------------------------------|--------------------------|--|
| | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | |
| Amata Corporatio | 7 | 0 | 7 | 0.00% | 6 | 0 | 6 | 0.00% | 6 | 3 | 9 | 33.33% | 2.3 | 2.7 | 4.0 | 3.0 | 33.3% | -23.3% | |
| AP (Thailand) PC | 12 | 1 | 13 | 7.69% | 12 | 1 | 13 | 7.69% | 12 | 1 | 13 | 7.69% | 2.7 | 2.3 | 4.0 | 2.9 | 0.0% | -10.0% | |
| L.P.N.Developme | 11 | 1 | 12 | 8.33% | 12 | 1 | 13 | 7.69% | 9 | 2 | 11 | 18.18% | 2.2 | 2.2 | 3.1 | 2.4 | 9.8% | -26.7% | |
| Land and House | 9 | 0 | 9 | 0.00% | 8 | 1 | 9 | 11.11% | 8 | 1 | 9 | 11.11% | 3.0 | 3.3 | 4.0 | 3.3 | 11.1% | 0.0% | |
| Pruksa Holding P | 10 | 1 | 11 | 9.09% | 10 | 1 | 11 | 9.09% | 11 | 1 | 12 | 8.33% | 3.0 | 3.0 | 4.0 | 3.3 | -0.8% | 0.0% | |
| Supalai PCL | 9 | 1 | 10 | 10.00% | 9 | 1 | 10 | 10.00% | 9 | 1 | 10 | 10.00% | 3.0 | 3.3 | 4.0 | 3.3 | 0.0% | 0.0% | |
| Wha Corporation | 6 | 5 | 11 | 45.45% | 8 | 4 | 12 | 33.33% | 8 | 4 | 12 | 33.33% | 3.0 | 2.9 | 4.0 | 3.2 | -12.1% | 0.0% | |
| Property | 64 | 9 | 73 | 12.33% | 65 | 9 | 74 | 12.16% | 63 | 13 | 76 | 17.11% | Sector median | 3.0 | 2.9 | 4.0 | 3.2 | | |

| Consumer | FY22 | | | | FY23 | | | | FY24 | | | | Consumer | | | | Consumer | | |
|-------------------|------|-------|---------------------|------------|------|-------|---------------------|------------|------|-------|---------------------|------------|---------------|-----|-----|-----|-------------------------------------|--------------------------|--|
| | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | |
| Berli Jucker PCL | 13 | 4 | 17 | 23.53% | 11 | 4 | 15 | 26.67% | 10 | 3 | 13 | 23.08% | 2.8 | 3.2 | 3.3 | 3.0 | -0.5% | -11.5% | |
| Central Pattana P | 8 | 4 | 12 | 33.33% | 8 | 4 | 12 | 33.33% | 8 | 4 | 12 | 33.33% | 3.3 | 3.2 | 3.7 | 3.4 | 0.0% | 3.1% | |
| Central Plaza Hot | 8 | 4 | 12 | 33.33% | 8 | 4 | 12 | 33.33% | 8 | 4 | 12 | 33.33% | 3.2 | 2.7 | 3.0 | 3.0 | 0.0% | 0.0% | |
| CP All | 15 | 1 | 16 | 6.25% | 15 | 1 | 16 | 6.25% | 15 | 1 | 16 | 6.25% | 3.3 | 3.8 | 3.8 | 3.6 | 0.0% | 3.1% | |
| Home Product C | 11 | 1 | 12 | 8.33% | 8 | 3 | 11 | 27.27% | 8 | 3 | 11 | 27.27% | 3.3 | 3.5 | 3.7 | 3.5 | 18.9% | 3.1% | |
| Mega Lifescience | 9 | 1 | 10 | 10.00% | 9 | 2 | 11 | 18.18% | 9 | 2 | 11 | 18.18% | 2.8 | 3.0 | 3.5 | 3.0 | 8.2% | -12.5% | |
| Siam Global Hou | 10 | 0 | 10 | 0.00% | 10 | 0 | 10 | 0.00% | 10 | 0 | 10 | 0.00% | 3.0 | 3.0 | 2.8 | 3.0 | 0.0% | -6.3% | |
| Central Retail Co | 12 | 3 | 15 | 20.00% | 12 | 3 | 15 | 20.00% | 11 | 4 | 15 | 26.67% | 3.2 | 3.2 | 3.2 | 3.2 | 6.7% | 0.0% | |
| Minor Internatio | 8 | 2 | 10 | 20.00% | 8 | 2 | 10 | 20.00% | 7 | 2 | 9 | 22.22% | 3.3 | 3.7 | 3.8 | 3.5 | 2.2% | 3.1% | |
| Osotspa | 12 | 5 | 17 | 29.41% | 11 | 6 | 17 | 35.29% | 11 | 6 | 17 | 35.29% | 2.8 | 3.5 | 3.5 | 3.2 | 5.9% | -12.5% | |
| The Erawan Grou | 9 | 2 | 11 | 18.18% | 9 | 3 | 12 | 25.00% | 8 | 3 | 11 | 27.27% | 3.0 | 3.0 | 3.0 | 3.0 | 9.1% | -6.3% | |
| Charoen Pokphai | 13 | 2 | 15 | 13.33% | 12 | 2 | 14 | 14.29% | 13 | 2 | 15 | 13.33% | 3.0 | 3.7 | 4.0 | 3.4 | 0.0% | -6.3% | |
| Thai Union Grou | 9 | 2 | 11 | 18.18% | 9 | 2 | 11 | 18.18% | 9 | 2 | 11 | 18.18% | 3.3 | 2.7 | 4.0 | 3.3 | 0.0% | 3.1% | |
| Consumer | 137 | 31 | 168 | 18.45% | 130 | 36 | 166 | 21.69% | 127 | 36 | 163 | 22.09% | Sector median | 3.2 | 3.2 | 3.5 | 3.2 | | |

Sumber: RHB

9 Oktober 2025

Rajah 14: Saringan untuk kenaikan nilai daripada kepelbagaian lembaga – sektor pembinaan, pengangkutan,, O&G dan penjagaan kesihatan

| FY22 | | | | | FY23 | | | | FY24 | | | | Construction +Basic Mat | | | | Construction +Basic Mat | | |
|-------------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|------|-------|---------------------|------------|-------------------------|-----|-----|-----|-------------------------------------|--------------------------|-----------------|
| Construction +Basic Mat | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | |
| | | | | | | | | | | | | | | | | | | | Ch.Karnchang PC |
| Dynasty Ceramic | 10 | 1 | 11 | 9.09% | 10 | 1 | 11 | 9.09% | 10 | 1 | 11 | 9.09% | 2.4 | 3.0 | 2.9 | 2.7 | 0.0% | 9.1% | |
| The Siam Cement | 12 | 3 | 15 | 20.00% | 12 | 3 | 15 | 20.00% | 12 | 3 | 15 | 20.00% | 3.0 | 4.0 | 4.0 | 3.5 | 0.0% | 36.4% | |
| TOA Paint | 5 | 4 | 9 | 44.44% | 4 | 4 | 8 | 50.00% | 3 | 3 | 6 | 50.00% | 2.0 | 2.3 | 3.5 | 2.5 | 5.6% | -9.1% | |
| Construction +Ba | 36 | 9 | 45 | 20.00% | 35 | 9 | 44 | 20.45% | 35 | 8 | 43 | 18.60% | Sector median | 2.2 | 2.7 | 3.8 | 2.6 | | |

| FY22 | | | | | FY23 | | | | FY24 | | | | Transport | | | | Transport | | |
|--------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|------|-------|---------------------|------------|---------------|-----|-----|-----|-------------------------------------|--------------------------|-----------------|
| Transport | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | |
| | | | | | | | | | | | | | | | | | | | Bangkok Express |
| Airports of Thaila | 10 | 3 | 13 | 23.08% | 11 | 3 | 14 | 21.43% | 11 | 3 | 14 | 21.43% | 3.2 | 3.5 | 3.7 | 3.4 | -1.6% | 3.2% | |
| TH Transport | 21 | 9 | 30 | 30.00% | 22 | 9 | 31 | 29.03% | 22 | 9 | 31 | 29.03% | Sector median | 3.1 | 3.4 | 3.9 | 3.4 | | |

| FY22 | | | | | FY23 | | | | FY24 | | | | O&G +Utilities | | | | O&G +Utilities | | |
|--------------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|------|-------|---------------------|------------|----------------|-----|-----|-----|-------------------------------------|--------------------------|---------|
| O&G +Utilities | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | |
| | | | | | | | | | | | | | | | | | | | PTT PCL |
| PTT Exploration & | 12 | 2 | 14 | 14.29% | 11 | 2 | 13 | 15.38% | 13 | 2 | 15 | 13.33% | 2.6 | 3.7 | 4.0 | 3.2 | -1.0% | -3.7% | |
| PTT Global Chem | 12 | 2 | 14 | 14.29% | 14 | 0 | 14 | 0.00% | 13 | 1 | 14 | 7.14% | 2.7 | 3.7 | 4.0 | 3.4 | -7.1% | -1.2% | |
| Thai Oil PCL | 13 | 1 | 14 | 7.14% | 13 | 1 | 14 | 7.14% | 11 | 4 | 15 | 26.67% | 2.4 | 3.3 | 4.0 | 3.0 | 19.5% | -11.1% | |
| Bangchak Corpor | 13 | 2 | 15 | 13.33% | 12 | 3 | 15 | 20.00% | 13 | 2 | 15 | 13.33% | 3.0 | 3.3 | 4.0 | 3.3 | 0.0% | 11.1% | |
| PTT Oil & Retail | 13 | 1 | 14 | 7.14% | 14 | 1 | 15 | 6.67% | 11 | 3 | 14 | 21.43% | 2.7 | 3.7 | 4.0 | 3.3 | 14.3% | 0.0% | |
| Global Power Syr | 11 | 2 | 13 | 15.38% | 11 | 2 | 13 | 15.38% | 13 | 1 | 14 | 7.14% | 3.0 | 3.3 | 4.0 | 3.4 | -8.2% | 11.1% | |
| Ratch Group | 9 | 3 | 12 | 25.00% | 8 | 2 | 10 | 20.00% | 11 | 1 | 12 | 8.33% | 2.7 | 3.0 | 4.0 | 3.2 | -16.7% | 0.0% | |
| Electricity Genera | 12 | 3 | 15 | 20.00% | 11 | 3 | 14 | 21.43% | 10 | 3 | 13 | 23.08% | 2.7 | 2.7 | 4.0 | 3.1 | 3.1% | 0.0% | |
| Star Petroleum R | 6 | 1 | 7 | 14.29% | 5 | 1 | 6 | 16.67% | 7 | 2 | 9 | 22.22% | 2.2 | 3.0 | 3.7 | 2.8 | 7.9% | -18.5% | |
| IRPC PCL | 13 | 2 | 15 | 13.33% | 11 | 3 | 14 | 21.43% | 14 | 0 | 14 | 0.00% | 2.7 | 3.3 | 4.0 | 3.3 | -13.3% | -1.2% | |
| O&G +Utilities | 129 | 19 | 148 | 12.84% | 124 | 19 | 143 | 13.29% | 130 | 20 | 150 | 13.33% | Sector median | 2.7 | 3.3 | 4.0 | 3.3 | | |

| FY22 | | | | | FY23 | | | | FY24 | | | | Healthcare | | | | Healthcare | | |
|-----------------|-----|-------|---------------------|------------|------|-------|---------------------|------------|------|-------|---------------------|------------|---------------|-----|-----|-----|-------------------------------------|--------------------------|-----------------|
| Healthcare | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | Men | Women | Total Board Members | % of women | E | S | G | ESG | F24 vs F22 change of women on board | E score vs sector median | |
| | | | | | | | | | | | | | | | | | | | Bangkok Chain H |
| Bangkok Dusit M | 15 | 2 | 17 | 11.76% | 13 | 2 | 15 | 13.33% | 13 | 2 | 15 | 13.33% | 3.2 | 3.3 | 4.0 | 3.4 | 1.6% | 3.2% | |
| Healthcare | 23 | 5 | 28 | 17.86% | 22 | 5 | 27 | 18.52% | 22 | 5 | 27 | 18.52% | Sector median | 3.1 | 3.4 | 3.5 | 3.3 | | |

Sumber: RHB

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- Beli Jangka Pendek:** Harga saham mungkin melebihi 15% dalam 3 bulan seterusnya, tetapi prospek jangka panjang kekal tidak menentu.
- Neutral:** Harga saham mungkin jatuh dalam julat +/-10% dalam 12 bulan
- Ambil Untung :** Harga dasar sudah tercapai. Sedia untuk kumpul pada aras lebih rendah.
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- Tiada saranan:** Saham di luar lingkungan kajian biasa

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| | |
|---------------------|--|
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