

# The Key to Our Retention

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We Provide High-tech Solutions to Enable Innovation & Enrich People's Lives

Multi-Module Attach	Epoxy / Soft Solder	Flip-chip	Direct Lid Attach	Embedded Bridge Attach	Thermo Compression	Hybrid Bonding
 <ul style="list-style-type: none"><li>• 2200 evo</li><li>• 2200 evo plus</li><li>• 2200 evo hs</li><li>• 2200 evo advanced</li></ul>	 <ul style="list-style-type: none"><li>• 2100 hS</li><li>• 2100 hS i</li><li>• 2100 sD advanced i</li><li>• 2100 hS ii</li></ul>	 <ul style="list-style-type: none"><li>• 2009 SSI</li><li>• 2100 SSI</li></ul>	 <ul style="list-style-type: none"><li>• 8800 CHAMEO advanced / TrR</li><li>• 8800 CHAMEO ultra</li><li>• 8800 FC Quantum adv / sigma</li><li>• 8800 FC Quantum hs</li><li>• 2100 FC: hs</li></ul>	 <ul style="list-style-type: none"><li>• DLA</li><li>• TGB 2.0</li><li>• DBA</li></ul>	 <ul style="list-style-type: none"><li>• 8800 TC advanced (Chip to Substrate)</li><li>• 9800 TC NEXT (Chip to Substrate)</li></ul>	 <ul style="list-style-type: none"><li>• 8800 CHAMEO ultra plus</li><li>• 8800 CHAMEO ultra plus AC</li></ul>
Leadframe Molding	Substrate Molding	Wafer & Panel Molding	Trim and Form	Singulation	Plating	Wet processing
 <ul style="list-style-type: none"><li>• MS-i MEMS Sensors</li><li>• AMS-X HD Leadframe Power Devices</li></ul>	 <ul style="list-style-type: none"><li>• AMS-LM mk3 Exposed die</li><li>• SIP packages</li><li>• Factory Automation</li></ul>	 <ul style="list-style-type: none"><li>• FML Wafer molding</li><li>• Panel molding</li></ul>	 <ul style="list-style-type: none"><li>• FCL-X/P Leadframe trim &amp; form</li><li>• Sorting</li><li>• AGV handling</li><li>• IGBT handling</li></ul>	 <ul style="list-style-type: none"><li>• FSL Substrate strip singulation</li><li>• Sorting</li><li>• Stepcut</li></ul>	 <ul style="list-style-type: none"><li>• Leadframe Sn plating</li><li>• Ag-spot plating</li><li>• Connector plating</li><li>• Film &amp; Foil</li></ul>	 <ul style="list-style-type: none"><li>• Mold adhesion</li><li>• Flux cleaning</li><li>• Chemical Deflash</li><li>• Wetttable Flank</li></ul>

# Retention Rate Overview

Year	Retention Rate
2021	94%
2022	93%
2023	97%
2024	97%
2025	97%

Voluntary turnover rate - 3%  
Source: Mercer's 2024 Total Remuneration Survey, Malaysia's median voluntary turnover is reported at 11.8% - this implies a retention rate of 88.2%







# 1. Culture: The Foundation of Our Retention Strategy



## “Our story begins with culture !

We embedded our core values into everything we do  
& every layer of the organization



🔑 These are not just words on a wall—they drive behavior, recognition, and leadership decisions every day.

### We activate values through behavior:

- ✓ **Lead by example** - Leaders and team members consistently demonstrate the core values in actions and decisions.
- ✓ **Integrate into Daily Routines** – meetings start with a value reflection.
- ✓ **Recognize and Reward Behavior** – Recognition is tie to core behavior
- ✓ **Use in Communication** - Align internal communication (emails, announcements, etc.) with your values.
- ✓ **Training and Onboarding** - Educate new team members about core values from day one and regularly revisit values in team development

## 🔍 How We Live These Values:

### 1. Open Communication Culture

We believe trust comes from transparency and alignment.

#### ✓ **Quarterly Townhall Meetings**

- Provide company-wide updates on business performance, leadership direction, and strategy & KPI results update
- A platform to reinforce trust and ensure everyone understands the “why” behind our decisions.

#### ✓ **Employee Feedback Channels** - We encourage open dialogue and continuous improvement through multiple feedback options:

- Online idea box (anonymous and open 24/7)
- Traditional feedback boxes (for non-digital staff)
- Employee Dialogue/ HR walkaround sessions (f2f)

Management reviews feedback on quarterly basis with commitment to take action – revise handbook, benefits , policies, etc.

#### ✓ **Employee Engagement Survey** - Employees are invited to share their thoughts, suggestions, and concerns through structured surveys.

### 2. Driving Continual Improvement

#### **Yearly Small Group Activity (SGA) Award:**

- Departmental / Cross-functional teams - select complicated problems/ opportunities and propose improvement/ solution.
- Builds a culture of ownership, teamwork, and continual improvement

#### **Yearly Strategy Planning Meeting:**

- All leaders (supervisor level & above) are invited
- Area focus: Flexibility during ramp up & down, Quality, Cost & Lead Time, Inventory, Risk management & ESG
- To identify the gap in the current process & proposal

#### 🌀 **Outcomes:**

- Quality improvements, cost reductions, higher ownership
- Employees empowered to lead change, not wait for it



## 2. Work-Life Balance



## 3. Growth & Development



Besi

### Flexible Work Models:

- ❑ **Hybrid Work Policy:** applies to office staff, production staff – ad hoc basis.  
3 days in the office, 2 days work-from-home (or flexible based on team needs)
- ❑ **Timebank System:** can earn positive & negative timebank, it enables flexi-hours and time-off based on operational realities

### Social Wellbeing:

Our workplace is built not only through performance, but through meaningful relationships and shared experiences.

Our commitment to social wellbeing is brought to life through:

- ❑ **Employee Social Recreation Club (BASRC)**
  - ✓ Cross-functional committee representing all departments.
  - ✓ Drives a vibrant calendar of events to promote connection, fun, and inclusivity



### Monthly Engagement Activities

- ❑ **Festive & Cultural Celebrations**
  - ✓ Honoring diversity and creating a sense of belonging through shared cultural moments.
- ❑ **Weekly Sports & Competitions**
  - ✓ Promoting physical wellness and friendly team spirit.
- ❑ **Annual Team Building & Family Day**
  - ✓ Strengthening workplace bonds and celebrating with loved ones.



### CSR (Corporate Social Responsibility) Initiatives

- Charity Drives
- Blood Donation Campaigns
- Environmental Care Activities

### Learning & Development Roadmap

- covering technical training, leadership, and career path planning.



### Compensation & Benefits

We aligned this with **market-competitive compensation**, performance-linked bonuses, and expanded wellness benefits.

### Employee Engagement Highlights

Year:	2021	2023
Score:	91%	92%

These initiatives are working—not just in theory, but in real results.

Approximately 9 out of 10 employees are sustainably engaged

Most areas remains consistent from 2021

Key to recognize the significant improvement since pre-pandemic where many companies are still struggling

Besi continues to perform higher than the High Tech industry

### Employee Experience across Besi in 2023

	Total Favorable Score	2021 (1,598)	2020 (1,481)	2019 (1,459)	High Technology Norm (143,506)	High Performance Norm (138,996)
Sustainable Engagement	89	0	-1	6*	5*	1
Business Focus	86	0	-1	11*	2*	-2*
Cyber Security	95					
Diversity & Inclusion	81					
ESG	87	4*	n/a	6*	4*	-1
Leadership & Communication	86	-3*	-4*	12*	0	0
Risk & Compliance	82					
Safety & Working Conditions	92	0	1	10*	13*	6*
Ways of Working	89	0	-1	9*	6*	2*
Wellbeing	85	-3*	-3*	n/a	3*	n/a

Significant improvement since pre-pandemic across all areas

Continue to perform higher than the industry norm

## Why It Worked



1. **Authentic Culture:** Employees live the core values, not just hear them.
2. **Communication & Transparency:** Everyone knows the direction and impact.
3. **Continuous Improvement Mindset:** Empowered employees lead change.
4. **Work-Life Integration:** Flexibility that respects human needs.
5. **Growth + Recognition:** Career paths that retain talent for the long term.

### Closing Reflection

Retention isn't a bonus program or a policy—it's a culture built over time.

It lies in listening, responding, and growing with our people.



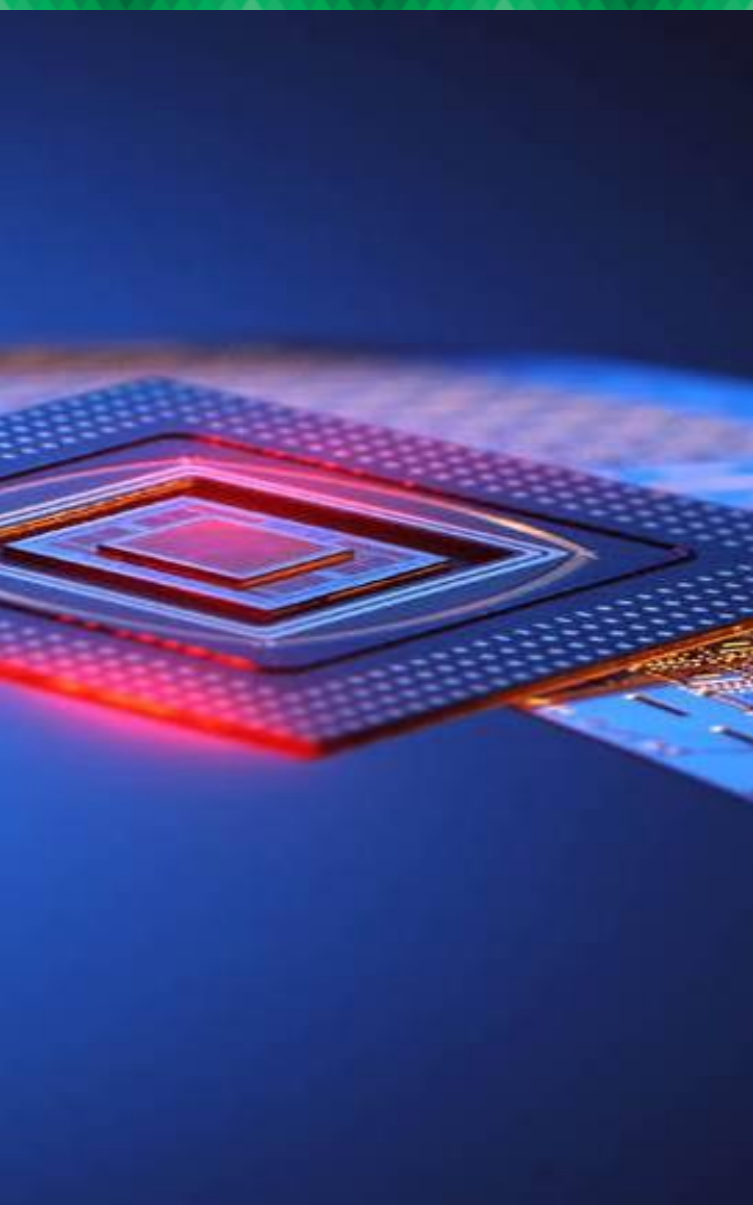
# Planting the Seed of Retention



"Just like a seed needs the right soil, light, and care to flourish, so does retention."

We've planted our culture in values, nurtured it through strategy, and watched it grow through our people."





Thank You