

BETTER WORKPLACE P.30 - 35



Better Workplace

At MAG, we are building a workplace where all our colleagues should be empowered and feel supported, especially when they are dealing with the consequences of conflicts or natural disasters. It is essential for us to serve Myanmar farmers well; our employees should be well cared for. This is an essential building block because their expertise and skills are essential to building trust and delivering our services to farmers. Therefore, we are committed to providing a fair and inclusive workplace where all employees can work safely, develop their abilities, express their potential, and receive equitable compensation.

Supporting our employees

On 28 March 2025, a powerful earthquake struck Myanmar. The impact on MAG’s business operations was limited, as most of our activities are based in rural areas, while the earthquake primarily affected urban centres. However, at Maha, several branches sustained partial damage. Despite the relatively limited operational impact, the disaster had a significant effect on the communities we serve, and we responded immediately to support those affected (see more on page 54).

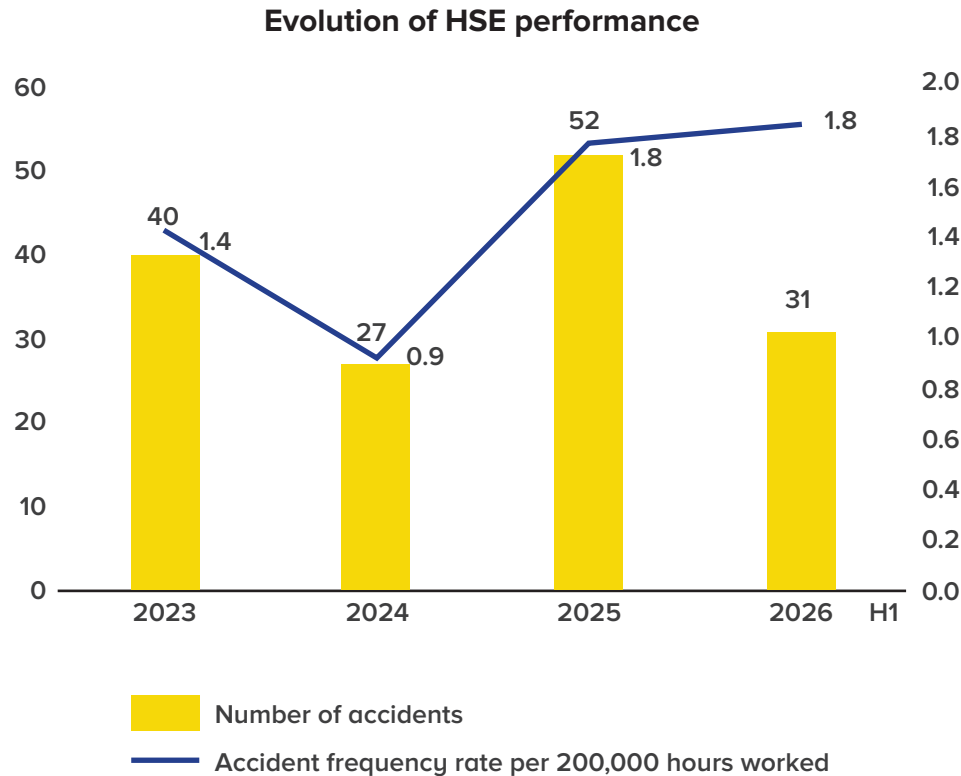
There were no fatalities among our employees. However, some experienced damage to their homes and personal belongings. Immediately following the earthquake, we engaged with employees to assess their safety and the extent of the damage. MAG management evaluated individual situations and allocated support ranging from 1,000,000 MMK to 10,000,000 MMK, depending on the impact’s severity. In total, we helped 40 employees across the group and allocated 186 million MMK.

Strengthening the workplace safety practices

As a responsible company, we place the highest priority on the safety of our employees. Across all operations, from manufacturing to distribution, we encourage employees to regularly assess workplace safety and empower them to make decisions based on real-time conditions, recognising that they are best positioned to evaluate risks on the ground.

In 2024, we introduced a more systematic tracking system for HSE practices across all business units. This led to improved reporting, with more incidents recorded and analysed, enabling us to identify risks early, implement preventive measures, and deliver targeted training. In 2025, we recorded 52 workplace accidents and 31 incidents in the first half of 2026.

Unfortunately, there was one fatality in September 2024, as noted in our previous report. We provided support to the affected family and conducted a thorough review of our health and safety practices. In response, we strengthened our safety measures, including enhanced road-safety training, particularly for employees in distribution business units.



Providing equal opportunities for our employees

At MAG, more than 3,000 people work every day to support our dealers and serve our farmers. However, the ongoing crisis has created significant challenges for the entire community, including our employees. In line with our internal policy, we conduct an annual review of the salary structure. In 2025, we implemented an average salary increase of 15%. Additionally, employees earning less than 7 lakhs are provided with hardship allowances. These allowances vary across business units based on their operations. In certain business units, special hardship allowances are also granted based on employee relocation. For example, at Maha, some employees were required to relocate to other regional branches after operations in certain areas were discontinued. To support them, the company provided special hardship allowances, recognising that their families remain in conflict-affected areas. Furthermore, these employees are given travel allowances twice a year to visit their families.

As a responsible employer, we recognise that creating job opportunities and ensuring job security are essential to supporting our communities, especially during these challenging times. At MAG, our headcount grew by 5% in the first half of 2026 compared to 2024.

We also place strong emphasis on diversity and inclusion, as they bring valuable perspectives to our workplace. Currently, women represent 22% of our workforce. In the coming years, we aim to increase this proportion by creating equal opportunities, attracting more women to join us, and strengthening female representation in management roles. In addition, we plan to expand hiring across various regions based on seasonal needs, helping boost income levels in the communities where we operate.

With the evolving challenges in today’s labour market, attracting skilled employees has become increasingly difficult. In addition, employee turnover remains a key concern. At MAG, the turnover rate was 15% in 2025 and rose to 20% in the first half of 2026. While this level remains manageable, we are proactively strengthening our talent strategy. To attract and retain the right talent, we have implemented a structured succession planning approach. Our HR team regularly assesses current roles and identifies internal candidates for promotion to higher positions. As a result, we promoted 101 employees in 2025 and 113 in the first half of 2026. Among these, women accounted for 17% of promotions in 2025 and 22% in H1 2026.

We also continue to invest in employee development through training programmes. In both 2025 and the first half of 2026, our training efforts were primarily focused on Health, Safety, and Environment (HSE). We trained 2,952 employees in 2025 and 6,490 in 2026 H1. In terms of training hours, we delivered 1,380 hours in 2025 and 309 hours in 2026 H1.

In addition, we actively promote respectful workplace practices by collaborating with our partners, particularly BCGE, of which we are a member. As part of this commitment, we strengthened our diversity policies in 2025.

Partner Testimonial

We at BCGE have seen a positive trend in gender equality within the private sector, and we are proud to have had MAG as an active member since May 2023. MAG stands out for its significant commitment to diversity, equity, and inclusion. What we appreciate most is that their inclusive efforts go beyond their internal workforce and actively engage external stakeholders. We were also very grateful when MAG sponsored our recent “This is Not a Joke” campaign. We truly wish we had more dedicated members like MAG who are doing their best to foster new corporate behaviours that see gender equality as a business imperative.



- We organised diversity awareness campaigns that also included our business partners. During these sessions, we jointly discussed the standards we uphold and reinforced the importance of respectful workplace behaviour, not only for our employees but also for our business partners.
- We also participated in the “This is Not a Joke” campaign. Through this initiative, we went beyond raising awareness and focused on addressing real workplace behaviours and practical challenges. A total of 273 employees participated in the campaign.