

FOR IMMEDIATE RELEASE

Press Statement 25/2025
30 October 2025

Page 1 of 2

Where Careers Grow and People Stay: Inside Carlsberg Malaysia's Growth Culture and Shared Purpose

SHAH ALAM, 30 October 2025 – What makes people stay? In a time when job-hopping has become the norm, Carlsberg Malaysia stands out for a different reason – it's a place where people choose to stay, grow, and rediscover themselves.

For some, their Carlsberg journey began fresh out of university. For others, it started after years in banking, marketing, or manufacturing. But for all of them, it became more than just a career move – it became a home for personal growth, purpose, and belonging.

At Carlsberg Malaysia, career progression doesn't follow a single, rigid path. Some have accelerated their careers; others grow steadily in their roles or move across functions to explore new challenges. The company empowers its people to chart their own journeys through continuous learning, open and meaningful conversations, and opportunities for internal movements – nurturing potential and authenticity at every step.

A Culture That Puts People First

For over five decades, Carlsberg Malaysia has brewed more than just great beers. It has cultivated a workplace where people are encouraged to be curious, take ownership, and grow at their own pace. The company's philosophy is simple – when people feel supported, they do their best work and stay longer.

That belief has paid off. Some of Carlsberg Malaysia's longest-serving leaders have been with the company for over 20 years – starting from their very first jobs and growing into key decision-makers who've witnessed the company's evolution through digitalisation, sustainability, and innovation.

Then there are those who joined more recently – drawn by the company's dynamic energy and people-first mindset. In just a few years, they've discovered new opportunities to stretch their skills and take on roles that challenge traditional career boundaries.

The result is a diverse, vibrant workforce built on shared values and mutual respect – a community where growth is not a race, but a journey – whether they're single, married, raising children, or navigating personal challenges.

Redefining Growth and Who Leads It

What's striking about these stories isn't just how long people stay, or how far they've progressed. It's who's leading the way.

The people shaping Carlsberg Malaysia's future – from brewery operations to corporate functions – are women.



Five years ago, women made up just a quarter of Carlsberg Malaysia's workforce. Today, they represent 35% of the total workforce, nearly half (45%) of all managers and above; and half (50%) of the leadership team. It's a remarkable shift – one that's redefining what leadership looks like in a traditionally male-dominated industry.

Diversity, equity, and inclusion (DE&I) isn't just a buzzword at Carlsberg Malaysia – it's part of everyday life. The brewer has infused DE&I into its people policies, talent development, and leadership practices. This commitment was recognised with the Gold Award for Best Diversity, Equity & Inclusion at the Seek People & Purpose Awards, a proud milestone for the company.

"Diversity is not just about representation; it's about creating a culture where every voice is heard and valued," said Yen Li Choy, Carlsberg Malaysia's People and Culture Director. "We're proud to champion women leadership and build a culture where every individual, regardless of gender, has the support to succeed at every stage of life. Inclusion and diversity make us stronger, more agile and resilient, and better together."

"I've seen the culture shift. We've moved from just talking about inclusion to living it – in how we hire, how we lead, and how we listen," Choy added.

Women Leaders in Their Own Words

In celebration of Global Diversity Awareness Month this October, we asked six inspiring leaders at Carlsberg Malaysia to describe their leadership journey, and here's what they shared.

PEARL LAI, Corporate Affairs & Sustainability Director, 20 years

PASSIONATE

"I've pretty much grown up with Carlsberg Malaysia – a little older, hopefully a little wiser too. My journey here has been all about resilience and growth. I keep learning, unlearning, and relearning – even after 20 years, that hasn't stopped. What keeps me going is our shared purpose and being part of a culture that inspires me to keep growing every single day."

YUVA RAMASAMY, Quality Assurance Assistant Manager, 17 years

OPPORTUNITY

"My journey at Carlsberg Malaysia has taught me that destiny is shaped by opportunity. And here, women are given every chance to lead with confidence and purpose. I'm proud to be part of a culture that believes leadership and potential have no gender."

ELEEN OOI, Senior Sales Manager, 12 years

EMPOWERMENT

"I've discovered what true empowerment feels like – proving that leadership in sales, even in a male-dominated industry, isn't just a man's game. Here, potential matters more than stereotypes, and women are trusted to lead. It's a culture that gives me the confidence to grow and succeed."

HANAH CHEONG, Compliance Manager, 2+ years

PURPOSEFUL

"Coming from a different industry and moving to Malaysia from a different country was a big change. This journey gave me the chance to grow, learn, and find purpose in what I do. To me, leadership is not about breaking barriers – it's about creating connections that truly matter."



KRIKA SURESH, Media & Digital Marketing Manager, 3+ years

UPLIFTED

“At Carlsberg Malaysia, I’ve felt truly uplifted – not just in my career, but as a person. Even during my toughest battle with cancer, I was met with compassion, trust, and belief when I needed it most. This is a workplace that sees potential beyond circumstance and celebrates women for the strength, passion, and creativity we bring.”

CYNTHIA SOO, Head of People & Culture Business Partner, 3+ years

POSSIBILITY

“Carlsberg Malaysia has shown me that leadership is built on possibility – the freedom to grow, to balance, and to lead in your own way. Here, I can be both a mother and a leader, and that makes all the difference.”

Together, they show that at Carlsberg Malaysia, life’s different chapters aren’t obstacles to a career, but part of the journey it embraces. It’s a workplace that recognises people as whole individuals – not just for the roles they fill, but for the lives they lead.

Because at Carlsberg Malaysia, being “Probably the Best Beer Company in the World” begins with being “Probably the Best Place to Work.”

And for these women, they share one purpose – Brewing for a Better Today and Tomorrow.

--- END ---

For more information, please scan:



For further enquiries, please contact:

Contacts

Media Relations:

Team Carlsberg Malaysia:

Wong Ee Lin, Corporate Affairs and
Sustainability Manager

+603-5522 6404

eelin.wong@carlsberg.asia

Emily Joo, Corporate Affairs & Sustainability
Executive

+603-5522 6404

Hoyee.joo@carlsberg.asia

About Carlsberg Malaysia Group

Carlsberg Brewery Malaysia Berhad was incorporated in December 1969. We are a dynamic brewer with operations in Malaysia and Singapore, with stakes in a brewery in Sri Lanka, and regional presence via exports.



Our international portfolio of brands features Probably the Best Beer in the World – Carlsberg Danish Pilsner, Carlsberg Smooth Draught and Carlsberg Special Brew as well as Carlsberg Alcohol Free Pilsner and Wheat. Our international premium brews including France's premium beers 1664 Brut, 1664 Blanc and 1664 Rosé, as well as iconic first beer of Japan, Sapporo Premium Beer, European cider Somersby, British-inspired Connor's Stout Porter and US award-winning craft beer Brooklyn Brewery as well as Tuborg Strong. Our local brands include SKOL, Royal Stout and Nutrimalt. Our products are for non-Muslim consumers aged 21 and above in Malaysia or aged 18 and above in Singapore. Please **#CELEBRATERESPONSIBLY** – if you drink, don't drive!

Our 640 performance-driven employees are guided by our Purpose of *Brewing for a Better Today and Tomorrow* and we are committed to delivering on our ESG programme of Together towards ZERO and Beyond in our quest to achieve net zero carbon emissions throughout our value chain by 2040. Find out more at www.carlsbergmalaysia.com.my