



PESONA METRO HOLDINGS BERHAD
(Registration No. 201101029741) (957876-T)

SUSTAINABILITY REPORT 2024

SUSTAINABILITY STATEMENT



OUR SUSTAINABILITY COMMITMENT

Pesona Metro Holdings Berhad (“PMHB”) is steadfast in its commitment to sustainable growth, embedding environmental, social, and governance (“ESG”) principles at the core of its operations. We recognise that long-term business success is intrinsically linked to creating lasting value for stakeholders while safeguarding environmental and societal well-being. To this end, our structured sustainability framework strengthens resilience, enhances operational efficiencies, and upholds the highest standards of corporate integrity. By adopting a forward-looking and responsible approach, PMHB remains dedicated to driving sustainable progress while fostering economic, social, and environmental stewardship.

SUSTAINABILITY STATEMENT



COMMITTED TO CREATING SUSTAINABLE VALUE

Pesona Metro Holdings Berhad (“PMHB”) is a diversified investment holding company listed on the Main Market of Bursa Malaysia Securities Berhad (“Bursa Securities”) under the Construction sector. The Group’s capabilities encompass civil engineering, building construction, river rehabilitation and beautification, concessionaire ventures, and the trading of construction-related materials.

Guided by a long-term vision, PMHB integrates sustainability at the heart of its business strategy to ensure that growth is both responsible and resilient. By embedding ESG principles into its operations, the Group drives efficiency, enhances stakeholder confidence, and strengthens its competitive position. This strategic approach enables PMHB to deliver sustainable value, foster industry leadership, and contribute meaningfully to economic and social progress.



SCOPE AND BOUNDARY OF THIS STATEMENT

This document represents PMHB’s ninth Sustainability Statement and provides a comprehensive account of the Group’s key Economic, Environmental, and Social (“EES”) initiatives throughout the 2024 financial year. In maintaining the highest levels of transparency and accountability, PMHB has actively engaged with a diverse range of stakeholders, both internal and external, to ensure that its sustainability efforts align with evolving expectations and industry best practices.

Reporting Period

1 January 2024 – 31 December 2024.

Reporting Cycle

Annually.

Business Entity Covered

This Statement centres on Pesona Metro Sdn Bhd (“PMSB”), the Group’s principal subsidiary and the cornerstone of its Construction Division which contributes 95% of the Group’s annual revenue. It highlights key issues pertinent to PMSB’s core operations while excluding activities related to other PMHB subsidiaries. The Group maintains a primary focus on the construction of commercial and residential developments across Peninsular Malaysia.

Guidelines

This Statement is prepared in accordance with the Sustainability Reporting Guide (3rd Edition) issued by Bursa Securities.

Statement Content

This Sustainability Statement highlights significant key issues which are relevant to the stakeholders of PMHB and has been prepared in accordance with the regulatory requirements of local authorities. It should be read alongside the Group’s 2024 Annual Report, which provides a broader overview of both financial and non-financial aspects of the Group’s businesses. While this Statement has not yet undergone external assurance, it is aligned with PMHB’s ongoing efforts to enhance its sustainability data management and oversight processes. Moving forward, the Group plans to seek external verification to further reinforce its commitment to transparency and accountability in its sustainability initiatives.

Methodology

The key aspects and issues highlighted in this Statement have been identified through deliberations by the Group’s Executive Committee, in line with PMHB’s established governance practices. Upon endorsement by the Board of Directors, the Working Committee has overseen the implementation of the Statement’s recommendations, ensuring alignment with the Group’s strategic priorities and sustainability objectives.

PMHB’s Sustainability Journey

Since its establishment in 1996, PMHB has remained committed to growth while upholding its responsibilities as a corporate entity. In 2016, in response to Bursa Securities’ introduction of Sustainability Reporting, the Group developed and incorporated a Sustainability Framework into its business model. This framework serves as a guide for PMHB’s business practices and operations, ensuring a focus on sustainable outcomes while reinforcing the Group’s long-term commitment to sustainability and value creation for its stakeholders.

The Group is committed to embedding sustainability into its business strategies, ensuring compliance with industry standards while driving operational efficiency, cost optimisation, revenue expansion, and innovation. This integrated approach strengthens long-term resilience and fosters sustainable growth.

SUSTAINABILITY STATEMENT

SUSTAINABILITY THEMES

The Group has established key sustainability themes across its operations to ensure consistency and alignment in its sustainability initiatives:

HEALTH & SAFETY



PMHB prioritises the safety and well-being of its employees and the communities surrounding its operations. Recognising our responsibility to uphold high health and safety standards at our construction sites, we continuously enhance our equipment and operational practices to not only comply with but surpass regulatory requirements for safety, health, and environmental protection.

ENVIRONMENT



As a responsible contractor, PMHB is highly conscious of the potential environmental impact of its projects. Given the nature of our work, which directly interacts with natural elements such as soil, vegetation, air, water, and wildlife, we recognise the importance of operating with care and accountability. We view it as our duty to manage these finite resources responsibly, as they are vital to human well-being. With this in mind, the Group remains committed to addressing environmental concerns with the utmost priority, striving to minimise any negative impact on both people and the natural environment.

LABOUR PRACTICES



The Group is dedicated to cultivating an inclusive workplace that upholds fairness and equity for all employees, irrespective of their employment status, nationality, race, religion, or gender. The Group also champions the importance of a balanced work-life environment, recognising it as essential for the overall well-being of its team members, including their physical, mental, and emotional health.

PROFITABILITY



The Group is dedicated to driving profitability and creating lasting value as part of our aim to sustainably expand our ventures as a conscientious corporate entity. Our focus remains on delivering high-quality projects within budget and on schedule, while continuously serving the public with excellence and responsibility.

SUSTAINABILITY GOVERNANCE

The Group's sustainability reporting is conducted and monitored in accordance with the highest standards of governance. To uphold this commitment, PMHB has established a governance framework that ensures accuracy, accountability, and transparency are maintained throughout every phase of the reporting process:

BOARD OF DIRECTORS

Chairman of Audit Committee



EXECUTIVE COMMITTEE

Senior Management chaired by the Managing Director ("MD")



SUSTAINABILITY WORKING COMMITTEE

- Health and Safety (Head of Health & Safety)
- Environment (Head of Environment)
- Labour Practices (Head of Human Resources)
- Profitability (MD)

The Board of Directors and its respective committees have defined roles and responsibilities, which are outlined as follows:

GOVERNANCE BODY	ROLES AND RESPONSIBILITIES
Board of Directors	Guide and Support
Executive Committee	Strategise and Standardise
Sustainability Working Committee	Plan and Execute

- The Board of Directors is committed to upholding the highest standards of corporate governance and robust internal controls while strategically integrating sustainability considerations into the Group's planning.
- The Executive Committee manages the creation and refinement of the sustainability framework for PMHB, which includes overseeing the preparation of the Sustainability Statement and Policy.
- The Sustainability Working Committee is responsible for tracking PMHB's progress in meeting its sustainability goals. It conducts quarterly reviews on sustainability findings, identifies any discrepancies between established targets and actual outcomes, and implements the necessary adjustments to ensure alignment with the Group's objectives.

SUSTAINABILITY STATEMENT



The Board is committed to upholding corporate governance best practices and sound internal controls in its evaluation and incorporation of relevant sustainable material matters into the Group's business strategy.

Board of Directors

PMHB's Board of Directors, which encompasses seasoned professionals with diverse expertise and experience, remains steadfast in guiding the organisation towards strong EES sustainability practices. Their commitment is centred on fostering sustainable, long-term shareholder value by prioritising investments that drive the continued advancement of the Group's business ventures.

Beyond its role in governance, the Board ensures the diligent oversight and seamless execution of EES initiatives across the Group. This includes refining the Company's strategic direction while maintaining strict adherence to corporate governance excellence and embedding sustainability considerations into key decision-making processes. Additionally, the Board plays an instrumental role in shaping planning frameworks that reinforce PMHB's dedication to transparency, integrity, and accountability across all levels of its operations and management.



The Executive Committee has oversight for the processes related to studying, formulating and strategising the sustainability framework for the Group. It is also responsible for the development of the Sustainability Statement and Policy.

Executive Committee

The development, evaluation, and strategic direction of PMHB's sustainability framework are overseen by the Executive Committee, which includes the Chief Financial Officer ("CFO") and Chief Operating Officer ("COO"). Under the leadership of the MD, the committee provides regular updates to the Board on the progress of sustainability initiatives. Additionally, the committee is tasked with preparing the Sustainability Statement and Policy, ensuring alignment with the Group's overall sustainability strategy. Their responsibilities extend to setting sustainability targets, engaging with key stakeholders, and identifying the most significant EES factors relevant to sustainability reporting.



The Sustainability Working Committee is tasked with closely monitoring and achieving the Group's sustainability targets. Its findings are shared at quarterly reviews where any gaps between the targets and the results are subsequently finetuned.

Sustainability Working Committee

The Sustainability Working Committee plays a crucial role in ensuring that the Group's sustainability targets align with PMHB's company-wide policies and best practices. Committee members are selected based on their relevance to the Group's key sustainability priorities, and they meet quarterly to review progress and address any discrepancies between established targets and actual performance.

The Group remains committed to continuously evaluating and, where necessary, strengthening its sustainability governance framework to enhance the effectiveness of strategic planning, implementation, and reporting. For more information on the Group's corporate governance and risk management frameworks, please refer to the Statement on Corporate Governance and the Statement on Risk Management and Internal Control in this Annual Report.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement remains a fundamental aspect of the Group's sustainability strategy, as we continue to strategically expand and enhance our operations and market presence. Our aim of strengthening stakeholder relationships is in line with our commitment to placing their interests at the core of our business. Through consistent interactions, we proactively address the needs and expectations of our stakeholders, ensuring that our engagement strategies evolve in tandem with the various stages of our projects.

In order to methodically evaluate and address stakeholder concerns effectively, we employ a structured and systematic approach. This includes identifying key stakeholders and categorising them based on their level of influence on, and impact from, our operations and supply chain. Our framework for assessing and responding to stakeholder expectations, along with our communication methods, is outlined in the Stakeholder Engagement Matrix.

SUSTAINABILITY STATEMENT

STAKEHOLDER ENGAGEMENT

STAKEHOLDER	STAKEHOLDER EXPECTATIONS	ENGAGEMENT METHODS	HOW WE MEET OUR STAKEHOLDER'S EXPECTATIONS
Clients	<ul style="list-style-type: none"> Project to be completed on time, within budget and good quality. Full compliance with authorities' rules and regulations with minimal penalties or summons. Zero fatalities. Proper project management and communications. 	<ul style="list-style-type: none"> Progress meeting (fortnightly). Site walk with client (ad hoc). Client satisfaction survey (upon completion of the project). 	<ul style="list-style-type: none"> QLASSIC score of 73% and above. Submission of monthly progress reports on time. Achieve a minimum 80% client satisfaction rate. All correspondences to be answered within 24-48 hours. Designate a dedicated point of contact for clients, such as a Project Manager or Contract Manager, to ensure clear communication and efficient project coordination.
Authorities and Regulators	<ul style="list-style-type: none"> Compliance with rules and regulations. 	<ul style="list-style-type: none"> Site inspections. Audits. Accreditation. Training sessions. 	<ul style="list-style-type: none"> Implement weekly internal site meeting and site inspection on health, safety and environment ("HSE") issues, 5S methodology, GBI matters to ensure compliance. Regularly attend training sessions/seminars/conferences/discussions to improve work methods and get updates on new regulations.
Employees	<ul style="list-style-type: none"> Attractive pay-out and job security. Career development and progression. Good HSE practices. Fair and equal treatment. 	<ul style="list-style-type: none"> Annual Staff Survey. Annual Appraisal. Staff activities. 	<ul style="list-style-type: none"> Organise Corporate Social Responsibilities ("CSR") activities to encourage off-site relationships with stakeholders. Implement a transparent and equitable reward system that recognises and incentivises performance based on merit. Provide regular updates on Group-related news and progress via the Group intranet. Respond to feedback on the matters raised by staff via all the engagement activities to assure them that the Group cares and will act upon the requests /concerns which are deemed right for the Group.
Business Partners (Suppliers and Sub-contractors)	<ul style="list-style-type: none"> Timely payment. Fair and transparent procurement processes. Safe work sites. 	<ul style="list-style-type: none"> Safety toolbox meetings. Weekly meetings. Transparent tender processes. Suppliers and sub-contractors evaluation. 	<ul style="list-style-type: none"> Achieve a minimum of 75% in Grade C and above rating for supplier evaluations. Achieve a 75% in Grade B- and above rating for sub-contractor evaluations. Organise factory/warehouse visits.
Media	<ul style="list-style-type: none"> Timely and transparent financial and corporate information. 	<ul style="list-style-type: none"> Press conferences. Corporate website. Press releases. 	<ul style="list-style-type: none"> Organise meetings with the Media after the Annual General Meeting. Upload press releases on the website for easy access by the Media.

SUSTAINABILITY STATEMENT



STAKEHOLDER PRIORITISATION

The Group undertakes a yearly assessment to prioritise stakeholders, ensuring their interests and concerns are addressed in a structured and effective manner.

This process enables the Group to allocate resources and attention strategically across various stakeholder groups. As part of this assessment, stakeholders are categorised into two primary groups based on their level of dependence on the Group and their ability to influence its operations. The findings from the latest assessment are presented in the following table:

STAKEHOLDER GROUP	DEPENDENCY ON THE COMPANY 1 = LOWEST DEPENDENCY 4 = HIGHEST DEPENDENCY	INFLUENCE ON THE COMPANY 1 = LEAST INFLUENCE 4 = STRONG INFLUENCE
Employees	4	4
Sub-contractors	4	4
Consultants	2	4
Clients	3	4
Government/Local Authorities	2	4
Suppliers	3	3
Competitors	1	4
Bankers	2	2
Media	1	1
Community	1	1

SUSTAINABILITY STATEMENT

The Group's Stakeholder Prioritisation Matrix was developed through a structured analysis of data collected during the stakeholder prioritisation process. Stakeholders were categorised based on the extent to which their perspectives and insights influence the Group's growth and strategic direction. From this assessment, the seven most influential stakeholders were classified under the High Dependency-High Influence category due to their significant impact on the Group. Meanwhile, other stakeholders were placed in the Low Dependency-High Influence category, as outlined in this Statement.

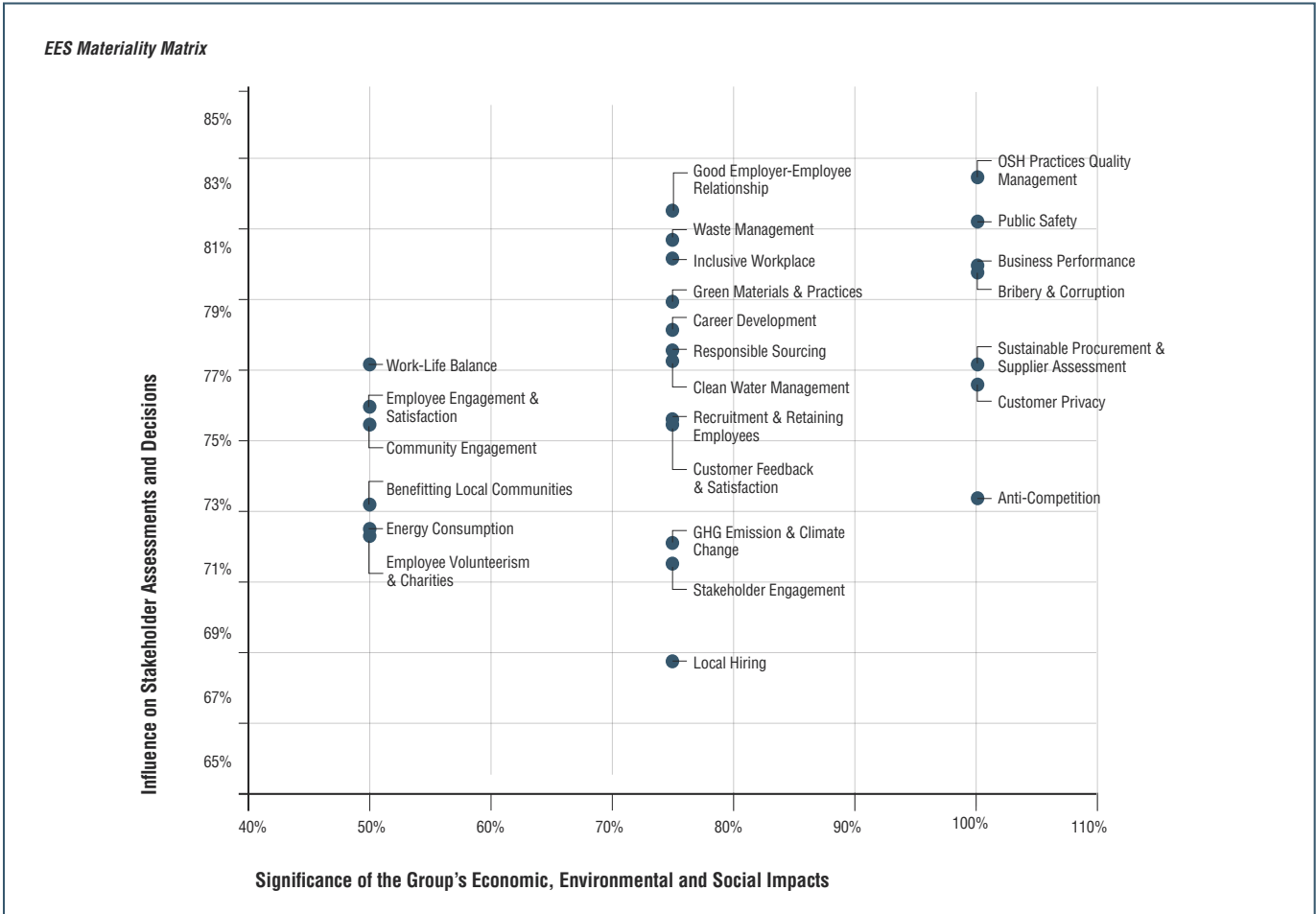
STAKEHOLDERS DEPENDENCY	High Dependency	CONSULT/ INVOLVE		COLLABORATE/ EMPOWER (Maximum Attention)	
					1) Employee 2) Sub-contractors
	Low Dependency	KEEP INFORMED (Minimal Effort)		INFORM/ ENGAGE	
			1) Competitors 2) Media		1) Consultants 2) Clients 3) Government/ Local Authorities 4) Bankers 5) Suppliers
		No Influence	Low Influence	Some Influence	Formal Power/High Influence
STAKEHOLDER INFLUENCE ON THE ORGANISATION					

MATERIAL MATTERS

STAKEHOLDERS	PARAMETERS
Clients	Existing and past clients who have engaged the Company in jobs - both private and public organisations.
Authorities and Regulators	Governments, local councils, the Construction Industry Development Authority or CIDB, SIRIM, the Fire Department, and the regulators for Green Building Index or GBI certification.
Consultants	Professionals who have a direct influence on the Company's operations including architectural, structural, electrical, mechanical, and landscaping professionals.
Employees	Permanent, contractual and interns; locals and foreign workers.
Business Partners (Suppliers and Sub-contractors)	Product and service providers.
General Public and Community	People living/working within a 5 km radius of our workplaces; Other non-governmental organisations ("NGOs") with influence.
Bankers/Financiers	Financing bodies that conduct monetary transactions with the Company.

SUSTAINABILITY STATEMENT

PMHB’s current Materiality Matrix is derived from the findings of these assessments. As the nature of our business and operational landscape has remained largely consistent, apart from the impacts of the Pandemic, the insights from the previous survey continue to be relevant and applicable. Additionally, this matrix served as a reference framework for developing the 2024 Sustainability Roadmap.



UPHOLDING GOOD ECONOMIC PRACTICES

STRATEGIC DIRECTION

The Group’s strategy remains centred on strengthening our core businesses to ensure long-term sustainable growth. By continuously refining our strategic approach, we strive to maintain progress and enhance our adaptability in responding to shifting market and economic landscapes. For a detailed overview of our strategic direction, along with insights into our financial and operational performance, please refer to the Management Discussion and Analysis section of our Annual Report.

SUSTAINABILITY STATEMENT

2024 Sustainability Roadmap (Targets and Achievements)

Health & Safety		Labour Practices		Environment		Product Quality	
Target	Achievements	Target	Achievements	Target	Achievements	Target	Achievements
Zero Fatality	1 fatal, not achieved	Annual Staff Survey	Achieved	Allowable Construction Waste	Achieved	QLASSIC 73%	No assessment in 2024
Zero Lost Time	1 LTI, not achieved	3 Major Festive Celebrations	Achieved	i) Steel 7% ii) Concrete 5% iii) Timber 10%	5% 5% 7%	80% Customer Satisfaction	Achieved (93.3%)
Zero Stop Work Orders	Achieved	Minimum 14 hour/staff Training	Not Achieved	Zero Environmental Summons/ Notices	Achieved	75% Sub-Contract Grade B	Achieved (95.0%)
Zero Dengue Cases	Achieved	4 CSR activities	Achieved			75% Supplier Grade C and above	Achieved (100%)
		Internship	Not Achieved				
		i) 10 HQ ii) 25 Site	i) 0 HQ ii) 13 Site				
		8 Scholarships	Not Achieved				

For a more comprehensive understanding of the sustainability themes outlined above, please refer to the relevant sections of this Sustainability Statement.

STRENGTHENING THE MARKET ECOSYSTEM

PMHB is dedicated to fostering strong relationships throughout its supply chain, from suppliers to customers, with a strong emphasis on market engagement. As a key player in Malaysia's construction industry, the Group actively cultivates partnerships that drive sustainable growth and contribute to the sector's overall development. Through its commitment to long-term, sustainable projects, PMHB aims to create a lasting positive impact on the communities and industries it serves. Leading these initiatives is its principal subsidiary, PMSB, which continues to play a vital role in supporting the nation's economic progress.

Since its establishment in 1996 with a workforce of just 20 employees, PMHB has grown into a significant force in the Malaysian construction industry, now employing approximately 400 staff across permanent and contract roles. The Group values a diverse and skilled workforce, supporting both local and international employment to ensure access to specialised expertise, including carpenters, electricians, and other essential construction professionals.

PMHB also prioritises the local economy by hiring domestically and exclusively sourcing key construction materials, such as cement, steel, and timber, from local suppliers. This approach not only strengthens growth opportunities for local businesses but also reduces dependence on foreign imports, thereby mitigating exposure to global economic fluctuations while reinforcing its contribution to Malaysia's economy. Additionally, the Group remains committed to fair procurement practices and continuously integrates innovative construction methods and technologies to further enhance its role in the country's construction sector.

SUPPLY CHAIN MANAGEMENT		2022	2023	2024
Proportion of spending on local suppliers	Percentage	100%	100%	100%

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TRANSPARENT MARKETPLACE PRACTICES

The safety and well-being of our employees remain paramount, given the inherent risks associated with the construction industry. PMHB maintains strict compliance with Malaysia's regulatory framework, operating in accordance with the guidelines set by the Construction Industry Development Board ("CIDB") and undergoing regular audits by SIRIM. As a publicly listed company, we also adhere to Bursa Securities' Main Market Listing Requirements ("MMLR"), upholding the highest standards of transparency, governance, and ethical business conduct.

Our unwavering stance against bribery and corruption is reinforced through well-established policies and practices. Introduced in 2019, the PMHB Induction Programme serves as a fundamental initiative in educating new employees about our zero-tolerance approach to white-collar crime, reinforcing a culture of integrity from the outset. Complementing this is the Zero Tolerance Policy, embedded within the Group Employee Handbook, which underscores our commitment to eradicating unethical practices.



To further strengthen our governance framework, PMHB has implemented the following policies:

- **Code of Conduct:** Defines our commitment to business ethics and upholding integrity across all levels of the organisation.
- **Corporate Governance Overview Statement:** Included in the Annual Report, this section details the roles and responsibilities of the Board of Directors and its committees, with the Board Charter accessible on our website.
- **Open Tender Policy:** Ensures fairness and transparency in subcontractor selection. At least three out of five committee members must be present during Tender Box openings, with one member from a different department to ensure impartiality.
- **Whistleblowing Policy:** Provides employees with a secure platform to report financial irregularities, compliance breaches, or other forms of misconduct. This policy is detailed in the Employee Handbook and is publicly accessible on our website at www.pesona.com.my.

PMHB is committed to maintaining a robust and up-to-date governance framework, working closely with regulatory bodies to meet stringent compliance standards. The Board actively assesses risks and enforces compliance measures, particularly in response to Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act 2009, which took effect on 1 June 2020. Additionally, PMHB has incorporated Anti-Corruption and Anti-Bribery Policy and Procedures into its Code of Conduct, ensuring alignment with Bursa Securities' MMLR and compliance with MACC's regulations.

COMMON INDICATORS	UNIT	2022	2023	2024
Percentage of employees who have received training on anti-corruption by employee category				
Management	Percentage	100%	100%	100%
Executive	Percentage	100%	100%	100%
Non-executive/Technical Staff	Percentage	0%	0%	0%
General Workers	Percentage	0%	0%	0%
Percentage of operations assessed for corruption-related risks	Percentage	0%	0%	0%
Confirmed incidents of corruption and action taken	Number	0	0	0

OUR COMMITMENT TO EXCELLENCE

PMHB remains committed to upholding excellence across its operations and continues to be recognised for its high standards. A detailed summary of the awards and accolades received by PMHB over the past year can be found in the Social: Occupational Health and Safety section of this Statement.

SUSTAINABILITY STATEMENT

UPHOLDING GOOD ENVIRONMENTAL PRACTICES

EDUCATION AND AWARENESS PROGRAMMES

Reducing the environmental footprint of our operations remains a core priority for PMHB. To achieve this, we continuously implement strategic initiatives that strengthen our commitment to environmental sustainability and conservation. Central to this effort is cultivating a culture of environmental responsibility across the organisation. Through comprehensive training and awareness programmes, we actively engage employees, subcontractors, and suppliers, ensuring alignment with our broader sustainability goals and fostering a shared commitment to environmental stewardship.

Green 5S Practices

As part of our commitment to a more sustainable and structured operational framework, PMHB was among the first construction firms in Malaysia to implement the 5S methodology, setting a benchmark for industry best practices. This initiative has been instrumental in maintaining the highest standards of cleanliness and safety across our project sites, contributing to a significant reduction in incident rates. Since its adoption, all PMHB projects have undergone stringent audits by the SIRIM Green 5S team to ensure continuous compliance with Green 5S protocols. A key milestone was achieved in 2017 when The Mews project site became the first to receive a Zero Non-Conformance Report following a SIRIM Green 5S Audit.

Throughout the year under review, PMHB reinforced its commitment to this methodology by conducting 40 5S Awareness training across all project sites and hosting 12 training sessions at its Headquarters. Further supporting this initiative, the Company organised 94 weekly 5S Site Coordination and Surveillance sessions, complemented by an annual 5S audit at Headquarters.

The SIRIM Green 5S Audits serve as a formal validation of PMHB's dedication to upholding the 5S principles, tracking our ongoing efforts to achieve Zero Non-Conformance at project sites. Our continued commitment to this structured approach not only enhances operational sustainability but also strengthens PMHB's standing as a reliable and responsible construction firm within the industry.

Seven -Year SIRIM 5S External Audit Results

YEAR OF AUDIT	PROJECT SITES	NUMBER OF NON-CONFORMANCE REPORTS	NUMBER OF ISSUES UNDER OBSERVATION
2018	UniSZA, Terengganu	0	5
2019	Eaton Residences, Kuala Lumpur	0	10
	Lot 15 SJCC, Selangor	3	17
	Conlay 301, Kuala Lumpur	0	18
2020	Conlay 301, Kuala Lumpur	0	3
2021	* -	0	0
2022	TNB Gold, Bangsar	0	2
2023	MKR, Bon Kiara	0	1
2024	LFR3, Cyberjaya	1	11

*There were no site audits carried out in 2021 due to the COVID-19-induced operational restrictions.

Environmental Talks

To advance the Group's objective of becoming a more environmentally conscious organisation, PMHB rigorously adheres to environmental regulations through robust systems that guide our strategic direction and underscore our commitment to exceptional environmental stewardship. This framework is reinforced by quarterly updates and regular knowledge-sharing sessions with project teams, ensuring a comprehensive approach to our internal checks and balances.

PMHB's consistent success in Green 5S is a testament to the disciplined application of environmental and 5S protocols across its project sites. The accompanying table provides an overview of the frequency of environmental education sessions conducted for staff between 2022 and 2024, reflecting the Group's ongoing commitment to sustainability training and awareness.

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	2022	2023	2024
Environmental Talks during Environmental Management Systems (“EMS”) Internal Audits at Project	19	19	40
Environmental Talks during EMS Internal Audits at HQ	12	12	12
Induction Programme (EMS Session) – introduced in Nov 2018	1	1	3

At PMHB, we recognise that fostering a strong environmental culture begins with our employees. As part of our onboarding process, new team members are introduced to our corporate values and sustainability commitments, with a particular emphasis on the principles of Reduce, Reuse, and Recycle. They are encouraged to take an active role in company-wide environmental initiatives, including the Styrofoam Food Packaging Campaign, which remained in force throughout FY2024. This initiative strictly prohibits the use of plastic and polystyrene food and beverage containers across all workplaces and project sites. By promoting the adoption of reusable alternatives over single-use plastics, we strive to minimise non-biodegradable waste and cultivate a culture of environmental responsibility across the organisation.

MATERIALS MANAGEMENT

In line with our commitment to waste reduction, PMHB has implemented a comprehensive materials management programme across all construction sites. This initiative has consistently yielded positive results by minimising waste-generating processes and optimising resource use. Through careful planning and efficient utilisation of construction materials, wastage has been significantly reduced. This approach not only enhances resource efficiency but also leads to substantial cost savings by limiting the volume of waste sent to landfills.

RAW MATERIALS MANAGEMENT

To strengthen our commitment to waste reduction, PMHB emphasises the local sourcing of raw materials while ensuring that procurement budgets are aligned with the scale of ongoing projects. This Statement highlights the three key construction materials that collectively account for approximately 80% of the Group's total raw material consumption.

	2022	2023	2024
Steel Bar (tonnes)	10,110	19,310	13,618
Concrete (m ³)	86,597	155,767	168,594
Timber (tonnes)	553	922	893

PMHB has established specific thresholds for acceptable material wastage to enhance the efficient use of construction resources. The table below details the waste generated from the Group's ongoing projects in the financial year 2024, reflecting a reduction compared to the previous year.

	TARGET/ ALLOWED WASTAGE	ACTUAL WASTAGE
Steel Bars	7%	5%
Concrete	5%	5%
Timber (with a 4-time lifecycle)	10%	7%



As the Group continues to make significant progress in resource conservation, we remain committed to further refining and enhancing our materials management programme to drive even more effective outcomes. The programme's success thus far can be attributed to meticulous oversight of construction material waste, the dedication of our site management teams, and proactive efforts to lower the overall waste management percentage. Moving forward, we will sustain close collaboration with our teams to implement targeted strategies that further minimise wastage, ensuring optimal resource utilisation and reinforcing our commitment to sustainable construction practices.

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UTILITIES MANAGEMENT

In alignment with our commitment to environmental sustainability, PMHB prioritises the optimisation of construction materials and key utilities, including diesel, petrol, water, and electricity, across all project sites. By implementing stringent monitoring measures, we aim to enhance resource efficiency while actively mitigating our carbon footprint.

Water conservation remains a fundamental aspect of our sustainability strategy, with rainwater harvesting systems integrated into our project sites to support environmentally responsible operations. The harvested water is repurposed for essential site activities such as cleaning and washing, thereby reducing dependence on treated water sources. Water consumption is meticulously regulated, taking into account workforce size at each site, with a continuous focus on achieving year-on-year reductions. The recorded increase in water usage at our project sites in 2024 is directly attributed to the rise in ongoing projects throughout the year, reflecting the Group's expanding operational footprint.

Water Usage (Megalitres³)

	2022	2023	2024
Project Sites	100	131	162
HQ	2	1	1

Diesel serves as the primary energy source for on-site machinery during the initial phases of construction, sustaining operations until a stable electricity supply is established. As projects advance and electrical infrastructure is fully implemented, dependence on diesel naturally declines. In 2024, the Group recorded a notable increase in both diesel and electricity consumption, a direct result of the rise in ongoing construction projects throughout the year.

Diesel Usage (litres)

	2022	2023	2024
Project Sites	89,571	110,527	100,906
HQ	7,501	7,374	9,717

Electricity Usage (kWh)

	2022	2023	2024
Project Sites	1,947,840	2,401,133	2,991,754
HQ	124,247	120,707	125,664

Petrol is primarily utilised for transporting workers and employees between the Group's headquarters and project sites. Given its specific application, its consumption remains relatively lower compared to other utilities. However, recognising its contribution to our carbon footprint, petrol usage is carefully monitored and accounted for in this Statement. Throughout 2024, the Group placed a strong emphasis on reducing petrol consumption, aligning with our long-term sustainability objectives and commitment to minimising environmental impact.

Petrol Usage (litres)

	2022	2023	2024
Project Sites	52,778	46,641	42,813
HQ	71,278	76,574	71,886

In 2024, the Group's total energy use increased by 108%, a rise which was largely due to the higher number of ongoing projects during the year in review.

Energy Management	UNIT	2022	2023	2024
Total energy consumption	Megawatt	2,072	2,522	5,258 ¹

¹ The figures reported for previous years in this year's Statement have been restated to reflect a revised calculation methodology. The updated totals incorporate petrol, diesel, and electricity as part of the Group's overall energy consumption, providing a more comprehensive and accurate representation of our energy use.

SUSTAINABILITY STATEMENT



WASTE MANAGEMENT

The Group's efforts to reduce general waste accumulation are guided by a comprehensive waste management programme that encompasses various aspects of its operations. This structured approach is designed to enhance efficiency and sustainability while minimising environmental impact. The programme focuses on the following key objectives:

- Reducing formwork wastage by recycling materials or utilising alternative non-traditional, recyclable formworks.
- Minimising packaging waste generated from procured products.
- Limiting rework to reduce unnecessary costs, material consumption, time, and effort.
- Preventing material damage caused by negligence.
- Reducing the quantity of unused or incorrectly ordered materials that cannot be returned or repurposed due to specification constraints.

The following initiatives have been implemented to support these objectives in a sustainable and effective manner:

Waste Management Targets and Programmes

Minimising Formwork Wastage

To address the substantial timber waste generated from traditional formwork production and usage, the Group has adopted alternative recyclable formwork solutions. Currently, we utilise table-forms, jump-forms, aluminium forms, and proprietary system formworks, all of which provide extended reusability and contribute to waste reduction. However, for project structures with specialised requirements that necessitate greater flexibility, the use of timber formworks remains essential.

Optimising Formwork Usage

The Group has successfully upheld a benchmark standard since 2019 by consistently achieving a 90% utilisation rate of system formworks across all project sites. This achievement underscores our commitment to minimising dependence on timber formworks through strategic investments in durable, reusable system formworks as fixed assets.

Minimising Packaging Waste

Aligned with our long-term strategy and sustainability objectives, the Group places strong emphasis on recycling waste from protective packaging to significantly reduce the volume of construction waste sent to landfills, which accounts for approximately 60% of total site waste. Materials such as timber pallets, crates, cardboard boxes, plastic wrappers, and metal strips are repurposed for temporary installations, including wall systems, pathways, fencing, and barriers at construction sites, ensuring more efficient waste management and resource utilisation.

Minimising Rework

The Group prioritises minimising construction rework through comprehensive reviews conducted during the project planning phase. By leveraging advanced technologies such as Building Information Modelling ("BIM") and Virtual Design and Construction ("VDC"), we proactively identify and resolve potential issues before construction begins. This forward-thinking approach mitigates risks, optimises costs, and enhances efficiency by conserving both time and resources. The implementation of these processes is closely managed by our dedicated BIM team, ensuring effective oversight and integration throughout the construction lifecycle.

Minimising Instances of Damaged Materials

The implementation of the 5S system across the Group's construction sites ensures the safe and efficient organisation of materials while significantly reducing costs by minimising material damage. This structured approach incorporates key practices, including:

- Using prefabricated steel frames to store steel bar bundles, preventing direct contact with moist ground to protect against corrosion.
- Designating clearly defined storage areas for scaffolding components such as joint pins, swivel clamps, jack bases, u-heads, cross bracing, catwalk platforms, and frames. To ensure easy returns and prevent misplacement, boxes for smaller unused components are made available on every floor.
- Marking fragile materials for careful handling and storing items with expiry dates in a first-in, first-out sequence to optimise usage and minimise waste.

By maintaining strict adherence to the 5S principles, PMHB ensures streamlined operations, improved material management, and greater overall efficiency across its project sites.

Recycling Efforts

The Group remains committed to environmental sustainability, carrying its waste reduction efforts into the financial year 2024. This includes ongoing collaborations with non-governmental organisations to manage recyclable waste generated both at our headquarters and from employees' homes. Beyond promoting effective waste management, this initiative encourages a culture of recycling responsibility among our staff. Additionally, our construction sites continue to adopt responsible recycling practices by repurposing construction debris and directing recyclable materials to designated recycling facilities.

SUSTAINABILITY STATEMENT

Results of 2024 Recycling Efforts (kg)

	Headquarters			All Project Sites		
	2022	2023	2024	2022	2023	2024
Carton Boxes/Cardboard	2,770	741	3,213	30,167	28,902	35,041
Plastics & PVC	34	55	68	2,394	2,130	4,761
Metal/Aluminium/Iron	3	21	4	925	814	1,120
Others (shredded paper, glass, unused film)	-	-	-	3,553	3,198	3,859

POLLUTION CONTROL AND MANAGEMENT

In addition to its recycling initiatives, the Group remains committed to managing its carbon footprint by assessing potential carbon emissions for each project before construction begins. To ensure compliance with Environmental Management Plan (“EMP”) requirements, we collaborate with a sustainability consultant who oversees the implementation of the EMP. This includes a structured monthly monitoring system that tracks water quality, air quality, noise levels, and vibrations, in accordance with the Department of Environment Malaysia’s regulations.

PMHB also strives to improve environmental performance in construction by integrating sustainable and contamination-prevention measures. These include the use of metal drip trays to capture oil leaks, the installation of grease and oil interceptors in canteens and kitchens, proper maintenance of Imhoff tanks for waste management, the use of water browsers to minimise airborne particles, and the implementation of water jets and wash troughs for cleaning lorries and vehicle tires.

OUR COMMITMENT TO IMPLEMENTING GOOD ENVIRONMENTAL MANAGEMENT SYSTEMS

The Group’s commitment to environmental excellence is reflected in the integration of the ISO 14001:2015 standard into its environmental management framework. Led by its principal subsidiary, PMSB, these efforts focus on embedding key environmental management processes to minimise ecological impact while aligning with international sustainability practices. The following core principles guide our approach:

- **Strategic environmental management planning:**
PMSB emphasises proactive planning to mitigate risks and capitalise on opportunities related to environmental concerns, regulatory compliance, and stakeholder expectations.
- **Risk-based thinking:**
A structured, risk-focused approach enables us to systematically reduce our environmental footprint.
- **Leadership:**
Designated leaders within PMSB drive environmental management initiatives, ensuring alignment between the leadership team and the Group’s environmental management system (EMS) objectives.
- **Environmental protection:**
Our commitment extends to pollution prevention and the sustainable management of natural resources.



- **Process-driven approach:**
Our focus goes beyond EMS implementation to achieving measurable environmental outcomes.
- **Environmental performance:**
In addition to demonstrating our environmental commitments, we actively implement measures to reduce emissions, effluents, and carbon footprint.
- **Lifecycle perspective:**
We continuously seek to enhance the environmental efficiency of our products and services across their entire lifecycle, from raw material sourcing and design to production, delivery, and disposal.
- **Integration with business processes:**
EMS objectives are embedded across various business functions, including procurement, subcontractor management, construction execution, asset management, and human resources, ensuring alignment with sustainability goals and regulatory compliance.

This balanced approach demonstrates our dedication to environmental stewardship and sustainable business practices, following globally recognised standards.

SUSTAINABILITY STATEMENT

UPHOLDING GOOD SOCIAL PRACTICES

SOCIAL: LABOUR AND DECENT WORKPLACE PRACTICES

At PMHB, we are committed to fostering a workplace culture built on respect, inclusivity, and equal opportunity for all employees, regardless of race, background, gender, or age. Our fair and equal opportunity policy, embedded within the Employee Handbook, serves as a cornerstone of our human resource management strategy. As a progressive organisation, we strive to be an employer of choice, welcoming individuals from diverse cultures, religions, races, and nationalities who share a common commitment to excellence and growth.

COMPOSITION OF THE BOARD

In 2024, PMHB reinforced its commitment to board diversity and inclusive leadership through key changes to its Board composition. The Group appointed Dr. Yong Mun Ching, a qualified accountant, as an Independent Non-Executive Director, replacing a male Independent Director. This strategic appointment is aligned with Bursa Securities' guideline of achieving at least 30% female participation on the Board, further strengthening its commitment to gender diversity and equitable representation in leadership.

Alongside Dr. Yong, Mr. Yeong Yok Hoong also joined the Board as an Independent Non-Executive Director, bringing with him extensive experience in the banking industry, particularly in construction financing. Their combined expertise complements the existing leadership and enhances the Board's overall effectiveness in governance and strategic oversight.

Additionally, the continued presence of Puan Salwa Binti Shamshuddin, who serves as an Independent Non-Executive Director and member of the Audit Committee, adds further depth and continuity. Her contributions further reinforce the Group's commitment to effective governance and independent oversight.

PMHB'S WORKFORCE

PMHB's continued success is driven by the dedication and expertise of our skilled workforce. As of December 2024, the Group comprises 263 employees from diverse backgrounds, reflecting our commitment to inclusivity and talent development. In alignment with our focus on employee growth and adherence to the latest standards set by Bursa Securities, we have provided a detailed overview of our workforce composition and its evolution over the past three years. This analysis highlights our proactive approach to workforce management and ongoing efforts to cultivate a dynamic and resilient team.

The composition and changes in our workforce over the past three years are outlined in the table below:

Summary of PMHB's Workforce

	2022	2023	2024
Total Number of Employees	254	288	263
Gender (Gender Equality):			
Male	74%	73%	72%
Female	26%	27%	28%
Age (Inclusivity):			
> 50 years old	18%	15%	20%
30 – 50 years old	60%	59%	60%
< 30 years old	22%	26%	20%
Race (Diversity):			
Malay	52%	58%	60%
Chinese	38%	34%	33%
Indian	7%	7%	6%
Others	2%	1%	1%

	2022	2023	2024
Type of Employment (Fair Employment Policy):			
Permanent	49%	39%	40%
Contractual	51%	61%	60%
Nationality (Local Labour Employment):			
Malaysian	100%	100%	100%
Non-Malaysian	0%	0%	0%
Skills (Product Quality):			
Technical	77%	79%	78%
Non-technical	23%	21%	22%
Years of Service (Talent Attraction & Retention):			
< 1 year	11%	25%	14%
1 – 3 years	8%	11%	21%
> 3 – 6 years	25%	16%	13%
> 6 – 10 years	31%	24%	20%
> 10 years	25%	24%	33%
Staff Turnover Rate	28%	22%	29%
Health & Safety:			
Worked Manhours	5,727,975	7,442,338	8,663,494
Fatal Accidents	1	0	1
Lost Time Injury Accidents	0	0	1
Accident Frequency Rate/ Million Hours	0	0.214	0.115

SUSTAINABILITY STATEMENT

	2022		2023		2024	
	Number	Percentage	Number	Percentage	Number	Percentage
Total Number of Employees	254	51%	288	41%	263	41%
Total Number of General Workers	244	49%	419	59%	382	59%
Total	498	100%	707	100%	645	100%
Gender						
Management Male	55	21%	59	20%	56	21%
Management Female	9	3%	7	2%	10	4%
Executive Male	52	20%	56	19%	58	22%
Executive Female	30	12%	40	14%	38	14%
Non-executive/Technical Male	81	32%	96	33%	75	29%
Non-executive/Technical Female	27	11%	30	11%	26	10%
Total	254	99%	288	99%	263	100%
General Workers Male	243	99%	418	100%	381	100%
General Workers Female	1	1%	1	0%	1	0%
Total	244	100%	419	100%	382	100%
Age						
Management Under 30	4	2%	3	1%	0	0%
Management Between 30-50	40	16%	42	15%	43	16%
Management Above 50	20	8%	21	7%	23	9%
Executive Under 30	18	7%	24	8%	22	8%
Executive Between 30-50	53	21%	62	22%	62	24%
Executive Above 50	11	4%	10	3%	12	5%
Non-executive/Technical Under 30	34	13%	46	16%	29	11%
Non-executive/Technical Between 30-50	59	23%	65	23%	57	22%
Non-executive/Technical Above 50	15	6%	15	5%	15	6%
Total	254	100%	288	100%	263	100%
General Workers Under 30	82	34%	186	45%	160	42%
General Workers Between 30-50	162	66%	232	55%	221	58%
General Workers Above 50	0	0%	1	0%	1	0%
Total	244	100%	419	100%	382	100%
Percentage of Directors (Gender & Age)						
Male Directors	4	80%	4	80%	3	60%
Female Directors	1	20%	1	20%	2	40%
Total Directors	5	100%	5	100%	5	100%
Directors Under 30	0	0%	0	0%	0	0%
Directors Between 30-50	2	40%	1	20%	1	20%
Directors Above 50	3	60%	4	80%	4	80%
Total Directors	5	100%	5	100%	5	100%

Dedicated to progress, PMHB actively promotes female participation within its workforce, challenging the traditionally male-dominated construction sector. Our gender ratio reflects this ongoing commitment, reinforcing our efforts to cultivate a more diverse and inclusive workplace.

In addition to gender diversity, we place strong emphasis on racial representation, ensuring a balanced and inclusive workforce. While Malay and Chinese employees form the majority of our team, we continue to uphold significant representation from Indian and other ethnic groups, reflecting our commitment to fostering a workplace that values multicultural inclusivity.

SUSTAINABILITY STATEMENT

Employee Race (Diversity)	2022		2023		2024	
	Number	Percentage	Number	Percentage	Number	Percentage
Malay	136	53%	168	58%	159	60%
Chinese	96	38%	97	34%	86	33%
Indian	18	7%	20	7%	15	6%
Others	4	2%	3	1%	3	1%
Total	254	100%	288	100%	263	100%

In 2024, our staff turnover rate rose to 30% from 23% in the previous year. We view this turnover as a constructive development that contributes to the Company's long-term sustainability by introducing fresh ideas and perspectives. This dynamic shift supports a culture of innovation and continuous growth, creating opportunities for younger employees to step into roles vacated by departing senior staff. By fostering this cycle of renewal, we ensure a workplace that remains agile, progressive, and adaptable to industry changes.

Total Number of Employees/General Workers that Resigned	2022	2023	2024
Management	14	6	8
Executive	37	27	27
Non-executive/ Technical	25	28	46
Total	76	61	81
General Workers	88	25	37
Total	88	25	37

Employee Type of Employment	2022		2023		2024	
	Number	Percentage	Number	Percentage	Number	Percentage
Permanent	125	49%	112	39%	105	40%
Contractual	129	51%	176	61%	158	60%
Total	254	100%	288	100%	263	100%
Employee Nationality						
Malaysian	254	100%	288	100%	263	100%
Non-Malaysian	0	0%	0	0%	0	0%
Total	254	100%	288	100%	263	100%
Employee Type of Skills						
Technical	195	77%	228	79%	206	78%
Non-Technical	59	23%	60	21%	57	22%
Total	254	100%	288	100%	263	100%
Employee Year of Service						
< 1 year	29	11%	72	25%	36	14%
1 - < 3 years (1-3)	20	8%	32	11%	54	21%
3 - < 6 years (4-6)	64	25%	45	16%	33	13%
6 - < 10 years (7-10)	78	31%	69	24%	53	20%
> 10 years	63	25%	70	24%	87	32%
Total	254	100%	288	100%	263	100%

	2022	2023	2024
	Percentage	Percentage	Percentage
Employee Turnover Rate	28%	23%	30%
General Worker Turnover Rate	31%	8%	9%

SUSTAINABILITY STATEMENT

Despite the comprehensive safety measures and precautions implemented, the Group deeply regrets to report one fatality in 2024. We are profoundly grieved by this loss, and our heartfelt condolences go out to the family and all those affected. This incident underscores the critical importance of workplace safety, and we remain steadfast in our commitment to strengthening our safety protocols to create an even safer working environment for all our employees. For further details on our ongoing health and safety initiatives, please refer to the “Occupational Health and Safety” section within the Social segment of this Statement.

HUMAN RIGHTS

PMHB is unwavering in its commitment to upholding and safeguarding the rights of all employees and workers. To this end, the Group enforces stringent measures to promote their well-being and ensure that on-site workers are provided with a safe, dignified, and comfortable living and working environment. These measures include:

- Maintaining separate sanitary facilities for male and female workers to uphold privacy and hygiene.
- Providing a designated cooking area equipped with fire extinguishers and wash stations to maintain cleanliness and safety in shared meal spaces.
- Allocating a dedicated worship space within workers' accommodations to allow them to practice their faith in a respectful setting.
- Establishing an entertainment area with a television for workers to use during breaks.
- Ensuring access to clean, potable water through a water dispenser.
- Providing resting areas with beds to support adequate recovery and well-being.
- Implementing structured break schedules, with a 30-minute break after every 1.5 to 2 hours of work and a dedicated 60-minute lunch break.

In line with our steadfast commitment to human rights, PMHB maintains a zero-tolerance stance on forced labour, modern slavery, and child labour across all operations. We are committed to ensuring that all workers are treated with fairness and dignity, free from discrimination based on nationality, gender, or age. Our hiring practices adhere strictly to legal requirements, with all workers holding a valid CIDB Green Card issued by the Construction Industry Development Board of Malaysia.

For office-based employees, PMHB's policies on fair and equal treatment, as well as the range of benefits provided, are comprehensively detailed in the Employee Handbook.

WORK-LIFE INTEGRATION

Recognising the physically and mentally demanding nature of the construction industry, we are committed to fostering a workplace environment that prioritises the well-being of our employees. We understand that a healthy and supported workforce is fundamental to the long-term success and operational efficiency of our business. As such, we actively implement initiatives designed to enhance both physical and mental well-being, reinforcing our dedication to creating a sustainable and supportive work environment.

SPORTS FOR PHYSICAL AND MENTAL WELLBEING

Recognising the demanding nature of construction work, the Group remains committed to prioritising the well-being of our workforce. We acknowledge that the physical and mental health of our employees is integral to both their personal growth and the long-term success of our organisation. To this end, we have implemented various initiatives aimed at fostering a positive and supportive work environment.

Promoting a healthy work-life balance is a key focus, and we actively encourage our employees to prioritise both their physical and mental well-being. As part of this commitment, we facilitate regular recreational sports activities at our headquarters and project sites, including weekly futsal, bowling, and badminton sessions. Additionally, employees have access to a fitness centre near our headquarters, featuring a fully equipped gym, heated showers, and group fitness classes.

In FY2024, we successfully organised 95 physical activities, further reinforcing our dedication to promoting an active and healthy lifestyle among our workforce.



SUSTAINABILITY STATEMENT



EDUCATION AND PERSONAL DEVELOPMENT

PMHB remains committed to supporting Malaysia's economic growth by fostering the next generation of industry professionals through structured undergraduate internship programmes. These initiatives provide students with hands-on experience at both our construction sites and corporate offices, equipping them with practical knowledge essential for their academic and professional development. During the year in review, we continued this effort, ensuring that students gain meaningful exposure to real-world construction and business operations, better preparing them for future careers.

Internship Programme

In FY2024, we welcomed 13 interns, strategically placed across our construction sites to immerse them in practical, industry-relevant experiences. This programme is part of our ongoing sponsorship collaboration with Universiti Tunku Abdul Rahman ("UTAR"), reinforcing our commitment to nurturing young talent and providing them with valuable workplace exposure.

	2022	2023	2024
Interns at HQ	5	2	0
Interns at Project Sites	9	13	13
Total	14	15	13

Training and Development

In FY2024, the Group significantly enhanced its commitment to employee development, with each employee completing an average of 19.02 training hours, more than double the 8.26 hours recorded in the previous year. This substantial improvement underscores our dedication to fostering a culture of continuous learning and professional growth. The training sessions covered a diverse range of topics, equipping our workforce with the necessary skills and knowledge to drive both individual and organisational excellence.

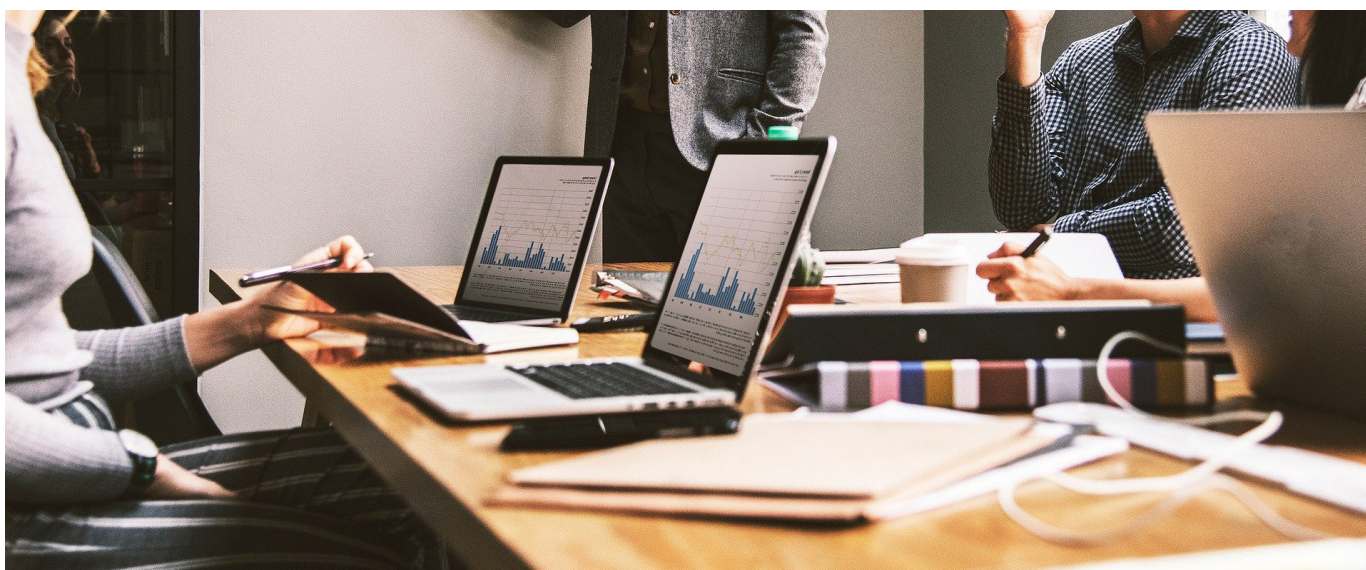
Training Modules	2022	2023	2024
Health and Safety	3	10	8
Quality and Technical	15	34	34
Environmental	2	3	4
Corporate Governance	0	0	0
Total Training Hours	6	8	19

Total Hours of Training per Employee Category	2022	2023	2024
Management	569	1,087	2,140
Executive	546	814	1,504
Non-executive/Technical	490	478	1,360
Total	1,605	2,379	5,004
General Workers	0	0	0
Total	0	0	0

SUSTAINABILITY STATEMENT

The Group recorded a total of one Lost Time Incident Rate (“LTIR”) in 2024. This incident serves as a critical reminder of the importance of workplace safety and reinforces our commitment to further strengthening our health and safety measures. In response, we are intensifying our efforts to enhance preventive strategies, implement stricter safety protocols, and foster a culture of accountability to ensure the well-being of all employees.

HEALTH AND SAFETY	Unit	2022	2023	2024
Lost Time Incident Rate (“LTIR”)	Rate	0	0	1
Number of Employees Trained on Health and Safety Standards	Number	65	26	50



EMPLOYEE REWARD AND RECOGNITION PRACTICES

The Group remains dedicated to recognising and rewarding employees for their commitment, diligence, and contributions to the organisation. We prioritise acknowledging exceptional performance and achievements at the end of each fiscal year, ensuring that outstanding employees receive the recognition they deserve. These initiatives reflect PMHB's commitment to fostering a positive workplace culture and strengthening our position as an employer of choice, allowing us to attract and retain top-tier talent.

EMPLOYEE RECOGNITION AWARDS

PMHB has introduced a range of awards to recognise and celebrate the dedication, loyalty, and exceptional performance of our employees. The following awards serve to reinforce our appreciation for individuals and teams who go above and beyond in contributing to the Group's success:

- The PMHB Good Action Award acknowledges employees or project teams whose proactive efforts have enhanced work efficiency, leading to improved productivity and superior customer deliverables.
- The PMHB HSE Excellence Award is presented to employees who demonstrate a strong commitment to health, safety, and environmental standards, ensuring compliance with industry best practices.
- The PMHB Good Attendance Award recognises employees who have maintained perfect attendance, punctuality, and have not taken sick leave throughout the year.
- The 10-Year and 20-Year Long Service Awards honour employees who have demonstrated long-term dedication, marking milestones of 10 and 20 years of service with the Group.
- The PMHB Green 5S Award is given to employees and project sites that have successfully implemented 5S practices, promoted engagement through clear communication, and established a well-structured 5S system in the workplace.

After a temporary pause in previous years due to insufficient data, the Long Service Awards were reinstated in FY2024.

SUSTAINABILITY STATEMENT

Annual Appraisal

PMHB recognises that employee development extends beyond awards and accolades. To support career growth, the Group conducts comprehensive performance reviews to guide employees along their professional journeys. At the end of each fiscal year, employees are evaluated based on their performance, competencies, and personal attributes, with rewards granted accordingly.

This structured assessment process not only acknowledges individual achievements but also identifies areas for improvement, enabling the Group to implement targeted training and development programmes. By maintaining this approach, PMHB remains committed to fostering professional growth, ensuring employees are equipped with the necessary skills to advance their careers while aligning their aspirations with the Group's long-term objectives.

EMPLOYEE WELFARE AND BENEFITS

PMHB provides a comprehensive range of employee benefits designed to support the well-being and professional needs of our workforce. Standard benefits include general health insurance, medical claims, paid and special leave, as well as travel and outstation allowances. Beyond these, the Group extends additional welfare benefits to further enhance employee satisfaction and workplace conditions, including the following:

- Housing accommodation for employees from overseas and outstation locations.
- Equal access to medical benefits and group health insurance for all employees, irrespective of job grade.
- Sanitary toilet facilities installed on alternate floors of high-rise construction sites for worker convenience.
- Full provision of masks and Personal Protective Equipment ("PPE") to safeguard on-site workers from construction hazards.

These benefits are equitably distributed to all employees, reinforcing PMHB's commitment to fairness, inclusivity, and non-discriminatory practices. To ensure new hires are well-integrated into the organisation, all employees undergo a mandatory Employee Induction Programme within their first month. This programme introduces them to PMHB's work culture, employee benefits, health and safety protocols, quality and environmental standards, and the Group's commitment to fairness and equality.

Employees are also required to uphold the highest professional and ethical standards by adhering to the Employee Code of Conduct, outlined in the Employee Handbook. This includes compliance with the Group's policies on workplace ethics, anti-corruption, and anti-bribery practices.

In an effort to foster continuous engagement and enhance workplace satisfaction, PMHB conducted its sixth company-wide employee survey in FY2024, gathering valuable insights from 106 responses across our 263 employees.

EMPLOYEE ENGAGEMENT

PMHB acknowledges that clear and consistent communication is fundamental to organisational success. To foster a more engaged and connected workforce, the Group actively cultivates opportunities for employee interaction. These include corporate social responsibility initiatives, sports activities, festive celebrations, and the Group's Annual Dinner, each playing a pivotal role in reinforcing trust, collaboration, and communication between management and employees.

Beyond these events, PMHB remains committed to enhancing workplace culture through a range of engagement initiatives designed to strengthen team cohesion and foster a supportive, inclusive work environment. These efforts are integral to maintaining a motivated and unified workforce, ensuring that employees feel valued and aligned with the Group's vision.

Annual Employee Survey

To reinforce our commitment to workforce development, PMHB administered its sixth organisation-wide employee survey in FY2024. Open to all employees on the Group's payroll, the survey achieved a satisfactory response rate, meeting our minimum benchmark of 25% with 106 submissions. This initiative forms part of our broader strategy to cultivate a responsive and inclusive workplace by gaining meaningful insights into employee experiences and expectations, thereby supporting continuous organisational improvement.

Greater Use of Technology Platforms

To facilitate continuous and effective communication with our diverse stakeholders, the Group leverages modern digital platforms. Employees have access to real-time data exchange tools such as WhatsApp, which enhances project monitoring and operational efficiency. Additionally, PMHB utilises an internal intranet platform, eBoard, which serves as a centralised hub for corporate announcements, project updates, and information on group-wide initiatives. This structured approach to communication strengthens collaboration across the organisation, ensuring that employees remain informed and engaged with the Group's ongoing developments.

SUSTAINABILITY STATEMENT

SOCIAL: OCCUPATIONAL HEALTH AND SAFETY

RECOGNISED FOR GOOD HEALTH AND SAFETY MEASURES

Launched in 2019, the Monthly Safety Reward and Recognition Programme formally recognises employees who excel in upholding and enhancing safety practices on our project sites. In 2024, this initiative continued to reflect PMHB's commitment to fostering a culture of diligence, accountability, and exemplary workplace conduct. By integrating a structured rewards and recognition framework, the programme reinforces our dedication to prioritising safety within our operations.

In ensuring strict adherence to health and safety protocols at our project sites, PMHB complies with the Safety and Health Assessment System in Construction ("SHASSIC System"), as established by the CIDB's Construction Research Institute of Malaysia ("CREAM").

CONTINUING TO UPHOLD STRINGENT HEALTH AND SAFETY STANDARDS

The Group remains steadfast in upholding the highest standards of occupational health and safety ("OSH") across all its operations. Our commitment to best practices is exemplified through the adoption of ISO 45001:2018, an internationally recognised standard that sets the benchmark for workplace safety and health management. A key aspect of this updated standard is the heightened involvement of leadership, reinforcing the responsibility of our management teams to embed effective OSH measures within procurement and operational processes. This proactive approach underscores our dedication to fostering a safer and healthier work environment across the organisation.

OUR HEALTH AND SAFETY POLICY

PMHB places the utmost importance on health and safety, continuously working towards fostering a proactive and preventive work environment. We enforce stringent health and safety regulations across all operations, ensuring full compliance from our workforce. By clearly defining these guidelines, we enhance our employees' awareness of their responsibilities while cultivating a culture of safety across the Group.

TARGET	ACTUAL	REMARKS/REASONS
A minimum of one Safety Health Officer ("SHO") and two Site Safety Supervisors ("SSS") at each project site.	Achieved	All sites complied with the minimum requirements.
A minimum of one on-the-job coaching session for workers every week.	Achieved	On-the-job training was conducted every Wednesday with the aim of educating workers on how to deal with high-risk situations in their work. The coaching conducted sought to train employees to reduce the possibility of a situation by avoiding potential hazards. All project sites have complied with this requirement since 2018.
A minimum of one OSH training session on a half-yearly basis for employees and a minimum of one OSH training session per annum for sub-contractor staff.	Achieved	In 2024, all the employees and sub-contractors complied.
Not more than two medical treatment cases for every 1,000,000 man-hours worked.	Achieved	In 2024, there were only three medical treatment cases over 8,663,494 man-hours worked.
A minimum of one recordable audit per month per site.	Achieved	Every site-walk was followed by a meeting where all matters raised from the audit were discussed and rectified immediately to make the workplace safer for employees.
Set key performance indicators ("KPIs") for tasks incorporated into the Occupational Health and Safety Assessment Series	Achieved	Monthly KPIs were set in line with the OHSAS 18001 and POSH Plan. On top of this, the HSE team was tasked with adhering to a daily To-Do List.
Set KPIs for tasks incorporated into the Occupational Health and Safety Assessment Series	Achieved	Monthly KPIs were set in line with the OHSAS 18001 and POSH Plan. On top of this, the HSE team was tasked with adhering to a daily To-Do List.

SUSTAINABILITY STATEMENT

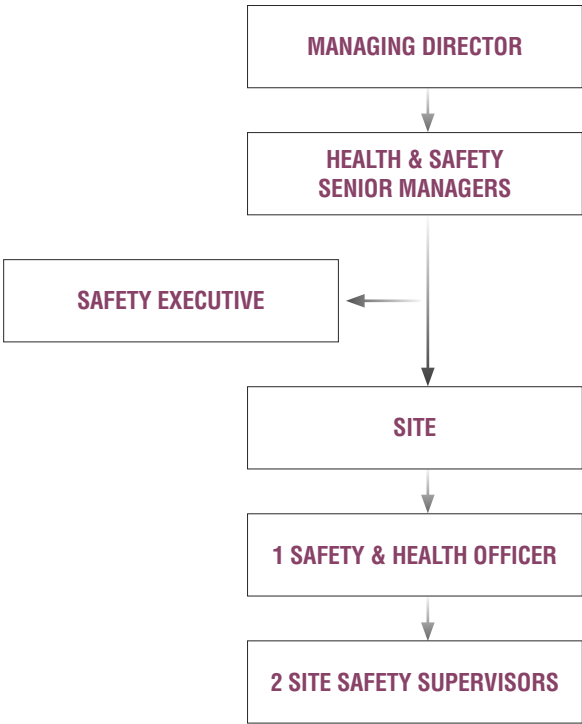
TARGET	ACTUAL	REMARKS/REASONS
Emergency Response Planning drills on a quarterly basis.	Achieved	-
Safety inspections and maintenance on plant, accessories and equipment per week per site.	Achieved	Safety inspections were carried out as scheduled on a weekly basis at all sites. These inspections covered welding sets, power tools, air compressors, mobile and tower cranes.
Achieve 100% passes for CIDB credential programme for Site Supervisors.	Achieved	In 2024, 100% of our Site Supervisors passed as compared to the 60% passing rate we achieved last year.
A minimum of two training sessions per annum under the Continuous Education Programme for safety staff by an external training provider.	Achieved	All SHOs attended external courses/training sessions in 2024, while SSS attended external courses/training sessions in the same year.
A minimum of two larviciding sessions/week/site	Achieved	-
A minimum of one fogging session per week, on every site.	Achieved	-

To further reinforce workplace safety, PMHB has implemented a standardised health and safety workflow, designed to ensure that all tasks are executed safely, legally, and in adherence to best practices. This structured approach not only mitigates potential risks to employees and assets but also reflects our unwavering commitment to maintaining a secure and compliant work environment.

The chart below illustrates the standard organisational structure governing health and safety matters within the Group:



A TYPICAL HEALTH & SAFETY ORGANISATIONAL CHART FOR PROJECT SITES



SUSTAINABILITY STATEMENT

SAFETY EFFORTS

To uphold high OSH standards across the Group, PMHB continued implementing key safety initiatives at our project sites in FY2024. These efforts focused on improving workplace safety, reducing risks, and ensuring compliance with industry regulations. The following activities were carried out as part of our ongoing OSH commitment:

Training

For FY2024, the Group continued to implement targeted training sessions tailored to the specific needs of our workers and construction projects. These sessions were designed to strengthen workplace safety practices and reduce the risk of accidents caused by human error. The training initiatives included:

- **On-the-Job Training:** Conducted by specialised safety personnel, including Safety Officers and Site Safety Supervisors, this training equips employees working in high-risk environments with the necessary skills and knowledge for their roles.
- **Internal Training:** Led by senior management, including the Senior Safety and Health Manager and the Safety and Health Officer, this programme ensures that employees and safety teams are well-versed in the Group's safety protocols and HIRARC procedures.
- **External Training:** Focused on employees involved in high-risk tasks, this training combines theoretical instruction with hands-on application, ensuring a thorough understanding of essential safety practices.

Through these structured training initiatives, PMHB reinforces its commitment to maintaining a safe and well-informed workplace.

Inspections

During the year in review, our headquarters conducted regular weekly site visits to ensure that all KPIs were being met across project locations. These comprehensive inspections focused on verifying adherence to health and safety protocols at every site. The assessments covered the operation of heavy machinery, including tower and mobile cranes, passenger hoists, air compressors, oxy-tanks, forklifts, and bobcats. Additionally, smaller power tools such as welding equipment, fire extinguishers, and ladders were meticulously reviewed to confirm compliance with the Group's rigorous safety standards.

Internal Audit

To uphold PMHB's stringent safety standards across all construction sites, the Group's Head of Department ("HOD"), specifically the Senior Safety and Health Manager, conducts quarterly internal audits at each project site. These audits comprehensively assess safety records, documentation, and on-site practices to ensure full compliance with established protocols. Additionally, proven training and safety initiatives are routinely implemented at both headquarters and all PMHB work locations, reinforcing the Group's unwavering commitment to workplace safety and operational excellence.

BEHAVIOUR BASED SAFETY PROGRAMME

The Behaviour-Based Safety ("BBS") programme is a proactive initiative designed to instil a culture of safety excellence across PMHB's project teams, irrespective of their roles or expertise. Spearheaded by the Head of Project at each site, the programme encourages frontline supervisors to strengthen their leadership in overseeing safety compliance, fostering teamwork, and reinforcing accountability.

Key elements of the BBS programme include:

- Identifying gaps in the project team's understanding of safety protocols.
- Conducting one-on-one coaching sessions tailored to address specific safety concerns.
- Providing targeted coaching to rectify identified deficiencies.
- Observing practical training to assess hazard awareness and mitigation.
- Demonstrating correct safety procedures through safety professionals when necessary.
- Recognising and rewarding employees who consistently adhere to safety standards.
- Identifying and correcting at-risk behaviours to establish long-term safety habits.

Through this initiative, PMHB reaffirms its commitment to embedding a safety-first culture and driving continuous improvement across its operations.

SAFETY REWARD AND RECOGNITION PROGRAMME

The Group introduced its first-ever Monthly Safety Reward and Recognition Programme to recognise employees who demonstrate exceptional commitment to enhancing workplace safety back in 2019. This initiative underscores our dedication to cultivating a culture of accountability, diligence, and proactive safety practices through a structured system of rewards and recognition. However, due to unforeseen circumstances during the reviewed financial year, the programme has been temporarily suspended, with plans for reinstatement when conditions permit. This decision reflects our unwavering commitment to prioritising employee well-being while maintaining stringent safety standards across all operational sites.

SUSTAINABILITY STATEMENT

DATA PRIVACY AND SECURITY

PMHB places great importance on data privacy and protection, recognising their critical role in safeguarding sensitive information, maintaining stakeholder trust, and ensuring compliance with legal requirements. By enforcing stringent security measures, the Group mitigates risks associated with unauthorised access and potential cyber threats, preserving the integrity of both client and employee data. This commitment underscores PMHB's responsibility as a reliable and ethical organisation, fostering a security-conscious culture that supports sustainable business practices and reinforces stakeholder confidence.

DATA PRIVACY & SECURITY	Unit	2022	2023	2024
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

SOCIAL: COMMUNITY/SOCIETY

The Group remains committed to enhancing the well-being of communities within our areas of operation, striving to contribute to a more prosperous Malaysia through meaningful CSR initiatives. Our efforts have traditionally included organising CSR activities such as visits to charitable organisations and managing scholarship programmes, fostering a culture of compassion and social responsibility among our employees.

However, due to the unique operational challenges faced in 2024, we were unable to continue these contributions during the year. Despite this, our commitment to community engagement remains steadfast, and we look forward to resuming these initiatives when circumstances allow.

SCHOLARSHIP PROGRAMME				
	2022	2023	2024	
Total Annual Scholarship Amount	RM 75,000	RM25,000	RM9,500	
Number of New Scholars	-	-	1	

SOCIAL: PRODUCT RESPONSIBILITY

In line with the Group's commitment to sustainable business growth, maintaining the highest quality in our products and services remains a cornerstone of our value proposition. To uphold this standard, the Group continuously implements rigorous certification processes, reinforcing our dedication to delivering long-term value to stakeholders.

To ensure that all projects meet industry benchmarks and client expectations, PMHB adopts the QLASSIC system for independent project assessment. This system evaluates workmanship and finishes, with our Quality Assurance and Control team setting a minimum QLASSIC score of 73% for all projects. By adhering to this standard, we enhance our reputation for excellence and ensure the timely delivery of high-quality developments.

Our structured approach to quality management includes:

- Conducting internal QLASSIC induction training to familiarise teams with assessment criteria.
- Establishing a dedicated QLASSIC Corner or Museum at each site to raise awareness and enhance learning.
- Performing quarterly QLASSIC audits on ongoing projects to monitor compliance and progress.
- Carrying out a final QLASSIC audit and postmortem assessment upon project completion.

In FY2024, the QLASSIC assessment was not conducted. Nevertheless, PMHB remains steadfast in its commitment to maintaining high-quality standards across all projects, ensuring excellence, innovation, and adherence to industry best practices.

SUSTAINABILITY STATEMENT

CUSTOMER SATISFACTION

PMHB adopts a meticulous approach to evaluating the quality of its products and services, ensuring that customer satisfaction remains a priority in our operations. Our customer satisfaction standards serve as a key performance benchmark, reflecting our dedication to excellence. With a targeted Customer Satisfaction Score of 80%, derived from direct client feedback, we assess multiple critical aspects:

- **Overall project quality:** A comprehensive evaluation of construction outcomes to ensure they align with our rigorous quality benchmarks and industry best practices.
- **Responsiveness to customer needs:** A proactive approach to addressing client expectations, ensuring timely resolutions to any concerns that may arise during project execution.
- **Expertise and technical competence:** A continuous emphasis on upskilling our workforce to enhance technical proficiency, ensuring that our teams remain at the forefront of industry advancements.

To uphold transparency and facilitate seamless collaboration, we conduct structured fortnightly site meetings with clients and consultants. These sessions serve as a platform for monitoring project progress, pre-emptively identifying and resolving potential issues, and ensuring that all instructions and decisions are thoroughly documented. This disciplined approach strengthens accountability and reinforces PMHB's commitment to delivering projects that meet and exceed client expectations.

	2022	2023	2024
Less than 50%	-	-	-
50% to less than 80%	Lot 15 SJCC project: 75.6%	Tria Seputeh project: 73.3%	-
	MCT LakeFront Residence project: 68.9%		
	Ativo Suites project: 77.8%		
80% and above	0%	-	Ativo Annexe: 93.3%

Over the course of FY2024, the Group achieved a customer satisfaction rating of 93.3% for the Ativo Annexe project.

SUBCONTRACTOR EVALUATION

In 2024, PMHB continued to maintain exceptional quality standards across all facets of its operations, extending this dedication to its subcontractors, who play a crucial role in the Group's success. Acknowledging the value these partners bring, PMHB has refined its evaluation framework to ensure that subcontractors meet the Company's stringent quality expectations. Upon the completion of each project, subcontractor performance is rigorously assessed through structured dialogue sessions that evaluate all aspects of their work processes.

To uphold accountability, subcontractors are graded using a letter-based system, with a minimum acceptable rating set at 'B-'. Those receiving a Grade C are granted a one-year period to enhance their performance through targeted training initiatives. First-time underperformers are issued formal warnings, with continued failure to meet PMHB's standards resulting in termination.

To sustain and elevate quality standards across its subcontractor network, PMHB actively refreshes its pool of service providers, striving for at least 75% of subcontractors to achieve a Grade B or higher. As part of this initiative, PMHB is strengthening its subcontractor selection process, implementing more stringent assessments of skills and experience. Additionally, the Group is set to conduct various training sessions, including technical meetings and structured induction programmes, to further develop subcontractors' competencies. These measures reaffirm PMHB's commitment to fostering a culture of excellence and continuous improvement across its value chain.

Sub-Contractor Evaluation Results

	2022	2023	2024
% of Sub-contractors with B-category and above	Lot 15 SJCC: 89.3%	Tria Seputeh 51.7%	Ativo Annexe: 95%
	Ativo Suites: 100%		

SUSTAINABILITY STATEMENT

SUPPLIER EVALUATION

PMHB carries out a thorough yearly evaluation of its suppliers to assess their performance, ensuring they meet the Group’s standards for quality, reliability, and timely delivery. This rigorous evaluation process enables PMHB to identify and discontinue engagements with suppliers that fail to meet the required standards, reinforcing the Group’s commitment to maintaining a reliable and high-calibre supply chain.

Mirroring the subcontractor evaluation framework, PMHB’s supplier assessment mandates a minimum performance rating of Grade C for continued collaboration. Suppliers receiving a Grade D will be removed from PMHB’s approved panel for the following year, ensuring that only those who uphold the Group’s quality benchmarks remain part of its procurement ecosystem.

	2022	2023	2024
Grade A	5%	3%	0%
Grade B	95%	92%	100%
Grade C	0%	5%	0%
Grade D	0%	0%	0%

In FY2024, the Group recorded a 100% achievement rate of Grade B among its suppliers. This reflects our ongoing commitment to fostering long-term partnerships by supporting our suppliers in their continuous pursuit of higher standards with the goal of delivering mutually beneficial outcomes across our value chain.

QUALITY, ENVIRONMENT, AND OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT STANDARDS

PMHB has fully updated its ISO 9001 and ISO 14001 certifications to comply with the 2015 standards, reinforcing its commitment to quality management and environmental responsibility. Additionally, PMHB is currently in the process of transitioning from OHSAS 18001:2007 to the ISO 45001:2018 standard, a shift that aligns with the latest global benchmarks for occupational health and safety. This upgrade is expected to be completed within the designated three-year timeframe.

MOVING FORWARD INTO 2025

Looking ahead, the Group remains dedicated to fostering sustainable growth by upholding excellence in product and service delivery. Our commitment to continuous improvement is deeply rooted in sustainability, ensuring responsible environmental management and positive community impact. Simultaneously, we strive to enhance operational efficiency, strengthen organisational capabilities, and create lasting value for both our stakeholders and the broader industry.

STATEMENT OF ASSURANCE

This Sustainability Statement has not been subject to external assurance, as the Group remains focused on refining its Sustainability Strategic Framework in alignment with the latest standards set by Bursa Securities. PMHB is committed to enhancing its sustainability reporting practices and will consider incorporating an assurance process in future disclosures.

SUSTAINABILITY STATEMENT

SUSTAINABILITY PERFORMANCE DATA TABLE

	MEASUREMENT UNIT	FY 2022	FY 2023	FY 2024
BURSA (ANTI-CORRUPTION)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Management	Percentage	100%	100%	100%
Executive	Percentage	100%	100%	100%
Non-executive/Technical Staff	Percentage	0%	0%	0%
General Workers	Percentage	0%	0%	0%
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0%	0%	0%
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
BURSA (COMMUNITY/SOCIETY)				
Bursa C2(a) Total amount invested in the community	MYR	RM75,000	RM351,000	RM129,500
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	8	253	100
BURSA (DIVERSITY)				
Bursa C3(a) Percentage of employees by gender and age group, for each category				
Gender Group by Employee Category				
Management Male	Percentage	21%	20%	21%
Management Female	Percentage	3%	2%	4%
Executive Male	Percentage	20%	19%	22%
Executive Female	Percentage	12%	14%	14%
Non-executive/Technical Male	Percentage	32%	33%	29%
Non-executive/Technical Female	Percentage	11%	11%	10%
General Workers Male	Percentage	99%	100%	100%
General Workers Female	Percentage	1%	0%	0%
Age Group by Employee Category				
Management Under 30	Percentage	2%	1%	0%
Management Between 30-50	Percentage	16%	15%	16%
Management Above 50	Percentage	8%	7%	9%
Executive Under 30	Percentage	7%	8%	8%
Executive Between 30-50	Percentage	21%	22%	24%
Executive Above 50	Percentage	4%	3%	5%
Non-executive/Technical Under 30	Percentage	13%	16%	11%
Non-executive/Technical Between 30-50	Percentage	23%	23%	22%
Non-executive/Technical Above 50	Percentage	6%	5%	6%
General Workers Under 30	Percentage	34%	45%	42%
General Workers Between 30-50	Percentage	66%	55%	58%
General Workers Above 50	Percentage	0%	0%	0%

SUSTAINABILITY STATEMENT

SUSTAINABILITY PERFORMANCE DATA TABLE

	MEASUREMENT UNIT	FY 2022	FY 2023	FY 2024
BURSA (DIVERSITY)				
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	80%	80%	60%
Female	Percentage	20%	20%	40%
Under 30	Percentage	0%	0%	0%
Between 30-50	Percentage	40%	20%	20%
Above 50	Percentage	60%	80%	80%
BURSA (ENERGY MANAGEMENT)				
Bursa C4(a) Total energy consumption	Megawatt	2,072	2,522	5,258
BURSA (HEALTH & SAFETY)				
Bursa C5(a) Number of work-related fatalities	Number	1	0	1
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0	0	1
Bursa C5(c) Number of employees trained on health and safety standards	Number	65	26	50
BURSA (LABOUR PRACTICES & STANDARDS)				
Bursa C6(a) Total hours of training by employee category				
Management	Hours	569	1,087	2,140
Executive	Hours	546	814	1,504
Non-executive/Technical	Hours	490	478	1,360
General Workers	Hours	0	0	0
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	51%	61%	61%
Bursa C6(c) Total number of employee turnover by employee category				
Management	Number	14	6	8
Executive	Number	37	27	27
Non-executive/Technical	Number	25	28	46
General Workers	Number	88	25	37
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
BURSA (SUPPLY CHAIN MANAGEMENT)				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100%	100%	100%
BURSA (DATA PRIVACY AND SECURITY)				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
BURSA (WATER)				
Bursa C9(a) Total volume of water used	Megalitres	102	132	162