



Section

SUSTAINABILITY

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SUSTAINABILITY STATEMENT

BHIC Group is committed to inculcating sustainability principles in its pursuit of growth whilst holding true to its core values of Belonging, Honour, Integrity and Commitment.

As a Government Linked Company with diverse interests in the marine, aerospace, defence and security related industries, BHIC Group aims to grow in a sustainable manner, focusing on Economic, Environmental, Social and Governance (EESG) areas.

To that effect, BHIC Group is committed to:

Ensuring that sustainability of BHIC Group's business is in line with the drive towards attaining profitability and generating positive impact to the local economy.

Maintaining high standards of ethics and acting in full adherence to all rules, regulations and laws.

Environmentally friendly business practices that work towards the conservation and preservation of the environment.

Overseeing a safe, engaged working environment and culture that ensures the welfare and well-being of employees.

Contributing towards the enrichment of society by promoting youth development and engaging local communities through corporate social responsibility initiatives.



Scope of Sustainability Reporting

This report highlights BHIC's sustainability initiatives undertaken by the Group from 1 January 2024 to 31 December 2024.

Statement of Assurance

Assurance Undertaken

This Sustainability Statement has been reviewed by the RSC and approved by the Board, with the Finance Department verifying the accuracy of the materiality matrix and sustainability data through audit or third-party review.

Sustainability at BHIC

BHIC aims to integrate sustainability into its operations, guided by its core values, to drive growth that benefits the economy, environment and society, reinforced by a Governance Structure ensuring sustainability in strategies and operations.

Sustainability Governance Structure



MATERIAL MATTERS

Our ability to create value for stakeholders is shaped by various EESG factors, collectively known as our material matters.

To identify and assess the key elements that drive our overall impact, we conducted our first in-depth materiality assessment in 2019, following the guidelines and standards outlined in the *Bursa Malaysia Toolkit: Materiality Assessment*.



Materiality Process

1 Conducting Our Materiality Survey

In 2024, we conducted the materiality survey amongst our internal and external stakeholders to obtain their inputs to identify the material matters relevant to the business.

Our internal stakeholders comprised employees from the executive level and above, Management and Board members, while our external stakeholders consisted of our vendors and suppliers and government agencies.

They provided their feedback on the importance and impacts of the material matters to BHIC.

2 Analysis of Survey Results

The next step was to analyse the results of the survey to identify the material matters that are most significant to BHIC based on the perspectives of both our internal and external stakeholders.

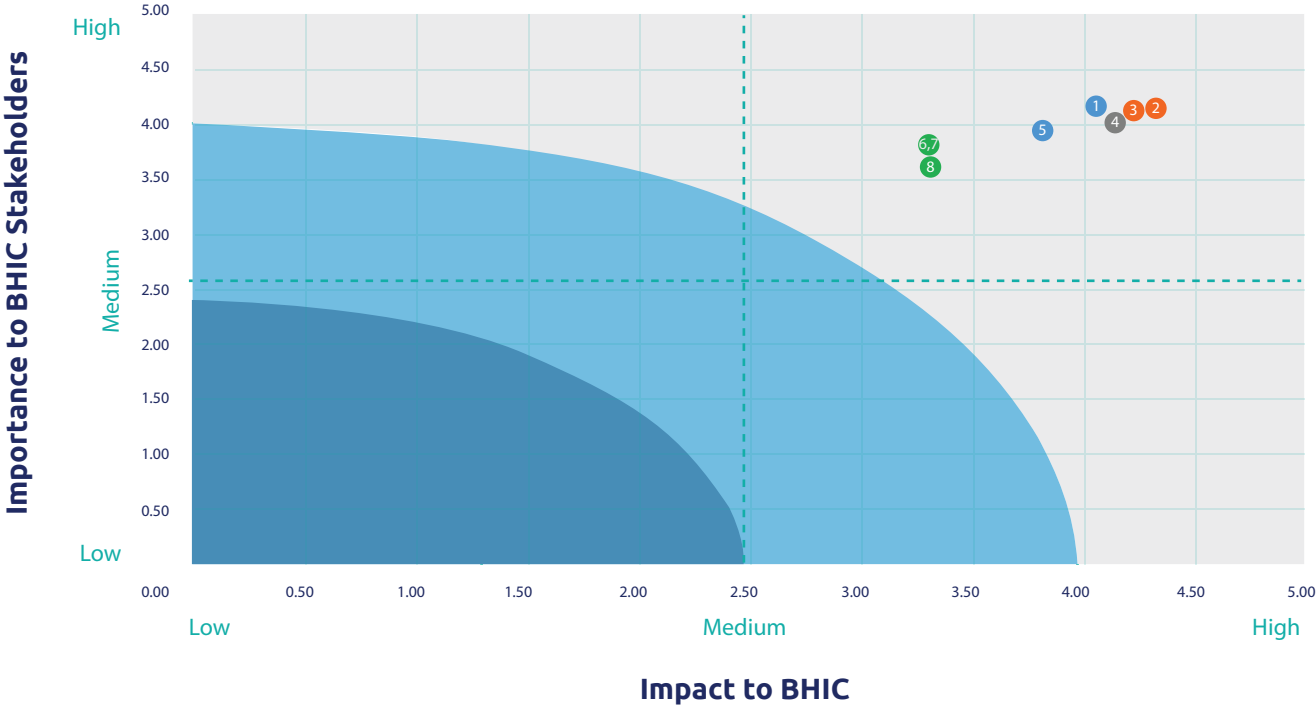
The inputs resulted in changes to the ranking and prioritisation of the material matters.

3 Materiality Validation

Having categorised the material matters, we then developed the materiality matrix.

It was then validated by BHIC's Finance Department which provides the audit function, and thereafter reviewed by the RSC.

Materiality Matrix



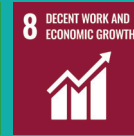
Material Matters

- Economic
- Governance
- Environment
- Social

- 1 Occupational Health and Safety
 - 2 Economic and Financial Sustainability
 - 3 Product / Services Quality and Customer Satisfaction
 - 4 Good Corporate Governance and Integrity
- 5 Employee Training, Education and Development
 - 6 Community Contributions and Development
 - 7 Greenhouse Gas (GHG) Emission and Energy Management
 - 8 Waste and Water Management

Our material matters were assessed with reference to sustainability related risks encountered by our organisation. The material matters and its corresponding UN SDGs were mapped and their potential risks were identified and mitigated by existing policies and procedures existing in the group.

OCCUPATIONAL HEALTH & SAFETY



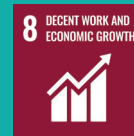
Risks

Potential security, safety and health hazards.

Mitigation

- Adhering to Group’s policies and procedures, such as BHIC Health, Safety and Environment (HSE) Policy Statement, Emergency Response, Incident Investigation and Reporting, Hazard Identification Risk Assessment and Risk Control (HIRARC)
- Promoting employee health through wellness programs
- Routine safety inspections by officers

ECONOMIC AND FINANCIAL SUSTAINABILITY



Risks

Poor financial performance affects business continuity and loss of investment opportunity.

Mitigation

- Business plan/Annual Operating Plan (AOP) initiatives
- Business expansion and investment activities
- Constant customer engagement

PRODUCTS / SERVICES QUALITY AND CUSTOMER SATISFACTION



Risks

Inefficient work practices leading to high consumption of resources, wastage and pollution.

Mitigation

- Adhering to ISO 9001:2015 Quality Management Systems standards and conducting regular internal quality checks
- Engaging with customers to meet their expectations
- Conducting customer surveys for feedback and improvements
- Adhering to Group’s procedures and policies such as Scheduled Waste Management, Inventory Management, Quality Control, Logistics Manual, Quality Department Manual, and Environmental Quality Regulations 2005 and Department of Environment (DOE) Guidelines

GOOD CORPORATE GOVERNANCE AND INTEGRITY



Risks

Poor corporate governance practices may lead to control breakdowns resulting in breach of trust that may tarnish BHIC Group reputation and image.

Mitigation

- Policies in place: Anti-Bribery and Anti-Corruption Policy (ABAC), COEC, Whistleblowing Policy and No Gift Policy
- Trained on the new Boustead Group COEC
- Corruption Risk Assessment (CRA) to identify, assess, analyse, and manage internal and external Corruption, Integrity, and Governance risks
- Development of BHIC OACP

EMPLOYEE TRAINING, EDUCATION AND DEVELOPMENT



Risks

Underdeveloped employees contribute to lower productivity and performance.

Mitigation

- Performance Management System
- Administer and manage training and development activities

COMMUNITY CONTRIBUTIONS AND DEVELOPMENT



Risks

Surrounding community may not benefit from our business operations.

Mitigation

- Community outreach programmes by providing contributions and donations in-kind to deserving individuals and communities
- Creation of jobs for local community participation
- Protégé programme

GREENHOUSE GAS (GHG) EMISSION AND ENERGY MANAGEMENT



Risks

Non-compliance with DOE regulations leads to pollution and financial penalties.

Mitigation

- Monitoring of energy consumption and ensuring equipment are able to function at optimum levels of energy efficiency
- Adhering to BHIC procedures on HSE and complying to related regulations ie: Environmental Quality Act 1974
- Awareness on responsible resource usage practices i.e., switching of air conditioners and lights when not using particular spaces

WASTE AND WATER MANAGEMENT



Risks

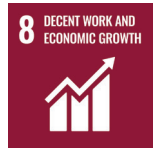
Non-compliance with environmental regulations results in penalties from authorities.

Mitigation

- Monitoring of consumption
- Proper storage of scheduled waste to be disposed by licensed appointed/certified contractors
- Compliance with related regulations i.e., Environmental Quality Act 1974
- Awareness on good practice on waste treatment and water saving

Poor water management leads to higher cost and depletion of water resources.

ECONOMIC AND GOVERNANCE PERFORMANCE



Material Matter 1

Economic and Financial Sustainability

Why It Matters

Achieving long-term economic success through the efficient execution of BHC's business plan and strategies is crucial for maintaining stakeholder value. Financial and economic sustainability are key to supporting our ongoing growth and overall stability.

Our Approach

Our strategy for maintaining robust economic performance revolves around the precise execution of our business plans. We conduct rigorous budget reviews for our five-year strategies and implement monthly performance reports to track the progress of each business unit. Through this, we remain agile to emerging trends and evolving market demands, ensuring prudent financial management while continuously seeking new opportunities to diversify and strengthen our revenue base.

Our 2024 Performance

BHC achieved a revenue of RM217 million for FY2024, driven by successful contract wins, ongoing projects, and strong performance across key sectors and operating companies.

MARINE SECTOR ACHIEVEMENTS



- Services for the management and maintenance of submarine maintenance facilities for the RMN worth RM3.5 million
- Provision of Interim In-Service Support (ISS) for the Prime Minister-Class Submarines of the RMN worth RM43.6 million
- Acquired Performance Based Contract (PBC) to provide In-Service Support (ISS2) for the Prime Minister-Class Submarines of the RMN worth RM1.1 billion

AEROSPACE SECTOR ACHIEVEMENTS

- A five-year, RM378 million contract for the In-Service support of 12 RMAF EC725 helicopters, spanning from 2024 to 2029
- Supply of parts to the Malaysian Army Air Wings, valued at RM1.67 million
- Provision of EC725/H225 expertise and manpower to Airbus, both locally and internationally
- Implementation of RAMCO Aviation to streamline Maintenance, Repair, and Overhaul (MRO) processes, including supply chain management, finance, and human resources



WEAPONS & COMBAT SYSTEMS ACHIEVEMENTS



- Completed Depot Level Maintenance (DLM) operations and emergency repairs on Bofors guns
- Conducted inspections at Station LIMA as part of the overhaul process for 40mm/L70 guns
- Collaborated with 17 local vendors on various projects

The Group's economic and financial sustainability is closely tied to the quality of its vendor relationships and the level of trust established with them. Given the significance of the defence industry, BHIC maintains a strong focus on local vendors, with 1,773 out of 1,814 registered vendors in 2024 being based locally. Notably, 84.3% of total procurement was directed toward supporting these local vendors, reinforcing the Group's commitment to regional business development.

Material Matter 2

Products / Services Quality and Customer Satisfaction



Why It Matters

By prioritising product and service quality, along with consistently enhancing customer satisfaction, BHIC fosters a continuous cycle that not only cultivates customer loyalty but also strengthens brand reputation, optimises operational efficiency, and drives long-term sustainable growth.

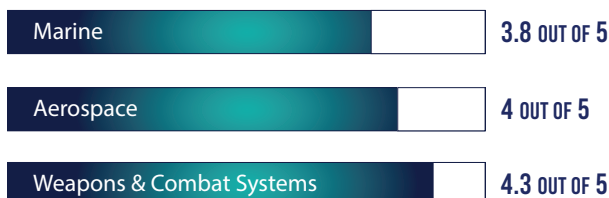
Our Approach

We enhanced our customers' experience by engaging with them through diverse channels – collecting feedback, holding progress meetings, and conducting regular Customer Satisfaction Surveys (CSS). These surveys assessed crucial factors such as product and service quality, timely delivery, responsiveness, and overall performance.

This is also in adherence to the ISO 9001:2015 Quality Management System, and by actively monitoring customer needs and expectations, we enhance and continuously improve our products and services offerings.

Our 2024 Performance

The average score of our CSS in 2024 are as follows:



The Group's diverse operating companies have also earned ISO certifications, reinforcing the continuity of operations and a steady pipeline of projects, along with a range of other sector-specific accomplishments and accreditations.

1 BSES

- ISO 9001:2015 Quality Management Systems certified

2 BBA

- ISO 9001:2015 Quality Management Systems certified
- Rated 4 stars in Malaysian Industry Council for Defence, Enforcement & Security (MIDES) competitiveness rating for enhancement

3 BHICAS

- ISO 9001:2015 Quality Management Systems certified
- BHICAS provided skilled manpower to Airbus Helicopter to support the eMGB fitment for Global Helicopter Services, a private aviation company based in Germany

Moving Forward

BHIC's reputation as a trusted and reliable contractor for RMN and RMAF positions the Group strongly for 2025, aligning with the ongoing need to ensure the Malaysian Armed Forces remain *semper paratus* (always ready).



Material Matter 3

Good Corporate Governance and Integrity

Why It Matters

Corporate governance is the cornerstone of responsible business practice. By embedding principles of strong governance and integrity, we not only mitigate risks and prevent malpractice and corruption, but also ensure that the organisation operates with transparency and ethical responsibility. This commitment strengthens stakeholder trust, bolsters our reputation, and enhances our brand value.

Our Approach

BHIC Group is fully committed to conducting business in strict compliance with all applicable laws and regulations. With a zero-tolerance approach to bribery and corruption, we are dedicated to fostering ethical business practices and nurturing a culture of integrity. Every employee is held to the standards set forth in our Anti-Bribery and Anti-Corruption (ABAC) Policy, which is reinforced by a suite of supporting policies across the organisation.



Our 2024 Performance

BHIC Risk & Sustainability Team together with the Integrity & Governance teams of Boustead Holdings Group organised an integrity refresher training on the Boustead Group COEC. The session aimed to enhance employees' awareness, knowledge, and compliance with the COEC, as well as with the Adequate Procedures under Section 17A of the Malaysian Anti-Corruption Commission Act 2009 (MACC).

Demonstrating our commitment to integrity and compliance, BHICAS participated in the Airbus Export Control, Ethics, and Compliance Training on 28 November 2024, ensuring that our Heads of Departments and relevant employees are well-equipped with the knowledge to uphold the highest ethical standards in all operations.

The launch of BHIC’s OACP enabled quarterly monitoring through corruption risk assessments, which strengthened transparency and reinforced a culture of compliance among employees. Daily compliance behaviour was further circulated through emails emphasising the importance of integrity.

At BHIC, compliance is integral to our relationships with external stakeholders, exemplified by our commitment to fair and transparent procurement practices. Our open bidding process fully complies with the BHIC Group Procurement Policy, and all vendors have formally pledged to adhere to the Vendor Code of Business Conduct (VCBC).

Protecting data privacy and security is crucial to maintaining the trust of our clients and vendors. We employ robust threat detection and prevention measures for critical systems and have maintained a flawless record, with zero complaints related to privacy breaches or data loss.

Personal Data Protection Act 2010 (PDPA)

The Human Capital Department inputs and retains employment and personal data in accordance with the requirements set forth by the Personal Data Protection Act 2010 (PDPA), as outlined in our Human Capital Management Policy.

Cybersecurity Training For Key Users

Cybersecurity awareness was enhanced among key users in the finance and project teams, focusing on phishing, malware, spyware, spam, and other cyber threats.

Multi-Factor Authentication (MFA)

To strengthen the security protection on identity management and verification to ensure only authorised personnel are able to log in to relevant systems. For example, the Integrated Logistics Support Management System (ILSMS) implemented strong, intricate and regular updates of passwords as a practice apart from MFA, to prevent potential data breaches and ensuring the confidentiality of vital information stored within the ILSMS.

Reporting of Phishing Email

Implementation of a one-click button in Outlook to report phishing emails, allowing for immediate rectification and control.



BHIC employees actively participated in the Integrity Talk in December 2024.

Moving Forward

BHIC will continue to fortify our privacy and data protection systems, while prioritising the preservation of strong corporate governance and ethical integrity.

ENVIRONMENTAL PERFORMANCE

Material Matter 4

Waste and Water Management



Why It Matters

Waste and water management are essential for environmental protection and for supporting community well-being. By managing these resources responsibly, BHC strengthens its role as a responsible global citizen and a positive presence within surrounding communities.

Our Approach

The BHC Group's waste and water management initiatives are informed by the following policies and procedures:

1

BHC's central procedure outlines the management of scheduled waste, detailing the various processes involved, such as planning, notification, handling, storage, and disposal, for scheduled waste generated by the Group's activities, products, and services.

3

Waste management is carried out in accordance with the requirements set by the Department of Environment (DOE).

2

To minimise any negative environmental impact, we ensure that all operating companies within the BHC Group comply with local laws and regulations.

4

Reduced paper consumption by reusing and recycling paper, and introducing web-based forms.

5

All scheduled waste is properly labeled, recorded, and stored in designated areas; regular audits and monthly inspections are conducted to verify compliance, while a log is maintained for waste quantities, storage conditions, and treatment/disposal records.

Our 2024 Performance

The total waste generated in 2024 increased by approximately 10.4% compared to 2023, primarily due to the expansion of waste management initiatives for submarine-related works. Meanwhile, water consumption has been reduced by a further 20% in 2024, following the reduction of 99.7% in 2023. The Group remains committed to continuously improving our waste and water management practices.



The amount of waste generated and water consumed by the BHC Group is outlined below:

WASTE	2022	2023	2024
Total (Metric Tonnes)	322.2	49.1	54.2

WATER CONSUMPTION	2022	2023	2024
Total (Megalitres)	230.0	0.5	0.4

Furthermore, BHC organised two waste reduction programs: *Jom Green Tapau*, which promoted eco-friendly practices and recycling, and an e-Waste Collection Programme, offering a safe way to dispose of electronic waste and prevent environmental pollution.

Moving Forward

We are dedicated to effectively managing our waste and water usage in accordance with the scale of our ongoing business operations.



An e-waste recycling initiative encouraging the organisation to dispose of old electronics sustainably, reducing environmental impact.



Employees celebrating their achievement in *Jom Green Tapau*, a sustainability initiative promoting eco-friendly food packaging. This programme supports our efforts to reduce waste and foster sustainable habits.

Material Matter 5

Greenhouse Gas (GHG) Emissions and Energy Management



Why It Matters

Effective environmental management and responsible actions not only help reduce costs, ensure compliance, and mitigate risks but also enhance BHC's reputation.

Our Approach

Through proper asset management, regular maintenance, and participation in energy-saving initiatives, we seek to improve our energy consumption and efficiency. This includes:

1

Improved energy efficiency by switching to LED lighting and ensuring lights are turned off when not in use, especially during lunch breaks.

2

Implemented the practice of switching off non-essential equipment during non-operational hours and conducting regular maintenance on HVAC systems to optimise efficiency.

Our 2024 Performance

The Group is observing an increase of 36.8% in Scope 1 emissions and 83.2% in Scope 2 emissions. These rises correlate with an increase in operational activities, namely the use of heavy machinery as well as frequent usage of cars, light and heavy goods vehicles.

SCOPE 1 EMISSIONS (tCO2E)	2022	2023	2024
Total	700.0	79.7	109.0
SCOPE 2 EMISSIONS (tCO2E)	2022	2023	2024
Total	6,756.8	1,093.2	2,002.9

Moving Forward

We remain committed to continually improving our energy consumption as we continue to expand our operations to minimise GHG emissions by adopting more efficient energy management practices.

SOCIAL PERFORMANCE

Employee Diversity & Labour Practices and Standards

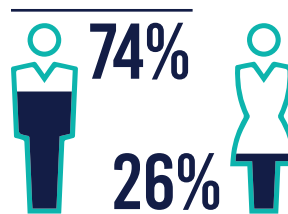
The BHIC Group is committed to fostering diversity and equality within the workforce, offering equal opportunities to all employees and prospective recruits. Our Talent Acquisition Policy guarantees non-discriminatory hiring practices, ensuring that all candidates, regardless of gender, age, nationality, race, religion, cultural background, sexual orientation, marital status, or physical ability, are given equal employment opportunities.

We also uphold labour practices and human rights across all our operations, adhering to relevant local employment laws and regulations, including:

- Employment Act 1955 (Amendment 2022)
- Contracts Act 1950
- BHIC Code of Ethics and Conduct
- BHIC core values: Belonging, Honour, Integrity and Commitment

For more information, refer to our Performance Data Table on page 130.

EMPLOYEE DEMOGRAPHICS



Employees celebrating diversity and inclusion through social engagement activities.

Material Matter 6

Occupational Health and Safety



Why It Matters

Prioritising occupational health and safety is essential for fostering a productive, compliant, and resilient organisation. By investing in OHS, companies safeguard their most valuable asset—their employees—while strengthening their long-term sustainability and success.

Our Approach

Aligned with our commitment to safeguarding employee well-being, BHIC has established comprehensive group policies and procedures, including the BHIC Health, Safety, and Environment (HSE) Policy Statement, Emergency Response protocols, Incident Investigation and Reporting, and Hazard Identification, Risk Assessment, and Risk Control (HIRARC). These initiatives promote health awareness through wellness programs and ensure regular safety inspections by safety officers across work areas.

Our 2024 Performance

BHIC conducted a series of health and safety training initiatives throughout 2024:

- First aid awareness
- Hazard Identification Risk Assessment & Control (HIRAC)
- Unsafe Condition / Unsafe Act (UC/UA)
- Working in confined spaces
- Introduction to ERT activities for all employees
- Fire drills exercises
- First aid training
- Fire extinguisher training

To ensure consistent alignment with OHS plans and goals, the following activities were conducted on a periodic basis:

- HSE Management Report
- HSE Risk Management
- HSE Audit
- HSE Monitoring and Reporting
- HSE Communication through HSE Bulletin and Safety Campaign
- HSE Roadshow



(Top) BSES and the RMN Fire & Rescue Unit conducted an Emergency Response Team Exercise, reinforcing safety and emergency preparedness. (Right) BHIC participated in the fire drill exercise with Menara Boustead's Fire Squad members alongside a police officer ensuring safety and order on-site.



As a result, the Group achieved zero lost-time injuries and maintained its record of no fatalities. Recognising that a healthy workforce is a productive workforce, the Group prioritised employee health and well-being through the following initiatives:

INITIATIVE	DESCRIPTION
Blood Pressure and Weight Monitoring Campaign	Blood pressure screenings and weight monitoring are ongoing initiatives with a dedicated cubicle in the office serving as a small clinic, where a blood pressure machine and a weight scale are available for employees to check their reading at any time
Team Building Activities	Conducted in August 2024 to enhance collaboration and teamwork and boost motivation among BHIC employees
Flexi Working Hours	Affording employees leeway to manage work-life balance
Employee Engagement Survey 2024	Conducted yearly to collect employee insights on work environment that supports employee well-being

Moving Forward

BHIC aims to enhance our HSE initiatives in the coming year across all operating companies to reach all employees across the Group.



Employees participating in a workshop focused on health and hypertension awareness, promoting well-being and encouraging a proactive approach to maintaining a healthy and sustainable workplace.

Material Matter 7

Employee Training, Education and Development



Why It Matters

Our employees' development is key to our success. Therefore, we view employee training, education, and development as strategic investments that drive organisational growth. By equipping our team with the tools they need to excel, adapt to change, and contribute to BHIC's performance, we foster a sustainable, growth-oriented workplace at BHIC.

Our Approach

Our Performance Management Systems align employee training, education and development with the organisation's goals. It focuses on tracking employee growth, development, identifying skill gaps and training needs. The training needs are also identified through a Training Needs Analysis, as well as insights from discussions and review meetings.

The training program covered a wide range of issues, which included technical training:

- Internal Auditor refresher training by Lloyd's Register Quality Assurance (LRQA)
- ISO 9001:2015 Awareness training
- Bofors guns product training
- ISO Internal Audit Preparation training
- Foreign Corrupt Practices Act (FCPA) Training by BAE Systems US
- On-the-job training (OJT) for technical employees



Employees engage in discussions and group activities during BHIC Town Hall 2024.

Our 2024 Performance

	2022	2023	2024
Amount Invested in Training & Development (RM)	1,006,848	200,146	348,463.0
No. of Hours Spent on Training & Development	24,868	7,358	12,693

Training expenditure, according to employee grade/level

LEVEL / YEAR	2022 (RM)	2023 (RM)	2024 (RM)
Senior Management	24,007	5,778	7,762.0
Middle Management	116,500	17,176	22,415.0
Executive	661,884	82,483	151,648.0
Non-Executive	204,457	94,709	166,638.0
TOTAL	1,006,848	200,146	348,463.0

Moving Forward

BHIC will continue to invest in training for its employees in the coming year, in line with both industry, national and international trends and business needs.



Employees gathered to commemorate the success of a productive town hall.

Material Matter 8

Community Contributions and Development



Why It Matters

Supporting the community, whether through financial or non-financial means, is crucial as it enhances both societal and environmental wellbeing, while also offering tangible benefits like improved reputation, customer loyalty, and long-term sustainability.

Our Approach

We believe that the local communities where we operate are vital to our success, and we deeply value their contributions to our business. Committed to giving back, we actively engage in community outreach programs designed to make a meaningful impact. Through initiatives that include donations and in-kind contributions to deserving individuals and organisations, we aim to improve the lives of those in our community. Our goal is to support local communities while reinforcing our commitment to being a responsible corporate citizen.



BHIC fulfills its corporate responsibility through zakat contribution

INITIATIVE	DESCRIPTION
Blood donation	BSES hosted a Health Talk and blood drive with Hospital Queen Elizabeth II's <i>Unit Perubatan Transfusi</i> from 14 November to 15 November 2024
	BHICAS organised a blood donation involving staff community at the Subang Airport area
Food distribution	BHICAS commemorated Hari Raya Aidiladha by distributing meat to those in need
	Donated bubur lambuk to Rumah Titian Kasih, Titiwangsa, Kuala Lumpur
Financial aid	Donated to flood victims
	Donated to Malaysian Battalion (MALBATT) at Malbatt Village, Port Dickson
	Donated to the family of Allahyarham Razman Mohd Jai, an employee of BHIC, following his passing
Clothes donation	Donated pre-loved clothes to Rumah Titian Kasih and other NGOs
Work social events	Iftar for BHIC employees held at Royale Chulan, Kuala Lumpur
	Boustead Group hosted an Open House at Royale Chulan Damansara in Petaling Jaya
	BHIC employees held Chinese New Year celebrations at Menara Boustead, Kuala Lumpur
Employees participation	Engagement sessions with CEO and launching of OACP
Education and youth development	BHICAS participated in the Protégé program organised by Yayasan LTAT, held at Royale Chulan Hotel in Kuala Lumpur



BHICAS and BSES respectively held blood donations, demonstrating their commitment to promote health and wellness while making a significant contribution to local healthcare efforts.

Moving Forward

Building and nurturing strong relationships with our key stakeholders is essential to the success of our CSR and protégé programs, as well as our commitment to giving back to communities. In 2025, we aim to further expand and enhance our CSR initiatives.

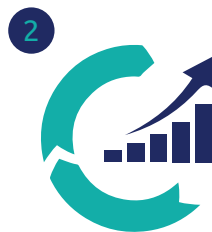
PERFORMANCE DATA

BHIC, as a Listed Issuer, is required to provide EESG disclosures as part of the Main Market Listing Requirements, in line with the enhanced Sustainability Reporting Guide, 3rd edition. The following performance data tables summarise indicators that are pertinent against the 11 Common Sustainability Matters and their related Common Indicators (C1-C11).

Our eight Material Matters are:



Occupational Health and Safety



Economic and Financial Sustainability



Product / Services Quality and Customer Satisfaction



Good Corporate Governance and Integrity



Employee Training, Education and Development



Community Contributions and Development



Greenhouse Gas (GHG) Emissions and Energy Management



Waste and Water Management

We have matched all mandatory and additional indicators to the relevant Material Matters.

PERFORMANCE DATA TABLE

Indicator	Measurement Unit	2022	2023	2024
C1 (a) Percentage of employees who have received training on anti-corruption by employee category				
<i>Senior Management</i>	Percentage	10.9%	1.7%	5.2%
<i>Middle Management</i>	Percentage	16.8%	9.1%	10.0%
<i>Executive</i>	Percentage	49.8%	46.3%	21.0%
<i>Non-Executive</i>	Percentage	22.4%	43.0%	15.6%
Total number of employees receiving integrity enhancement training	Percentage	321	363	259
C1 (b) Percentage of operations assessed for corruption-related risks	Percentage	Due to major changes in the structure of the Group and its Operating Companies, we were unable to assess this metric.		
C1 (c) Confirmed incidents of corruption and action taken	Number	0	0	0
C2 (a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	56,298	108,316	131,300
C2 (b) Total number of beneficiaries of the investment in communities	Number	19	5	20
C3 (a) Percentage of employees by gender and age group, for each employee category				
Employee Profile by Age				
<i>Under 30</i>	Percentage	11.0%	29.0%	27.15%
<i>30 - 50</i>	Percentage	72.0%	59.0%	61.48%
<i>Over 50</i>	Percentage	17.0%	12.0%	11.38%
Employee Profile by Gender				
<i>Male</i>	Percentage	78.0%	76.9%	73.9%
<i>Female</i>	Percentage	22.0%	23.1%	26.1%

PERFORMANCE DATA TABLE-cont.

Indicator	Measurement Unit	2022	2023	2024
C3 (b) Percentage of directors by gender and age group				
<i>Male</i>	Percentage	60.0%	75.0%	77.8%
<i>Female</i>	Percentage	40.0%	25.0%	22.2%
<i>Under 50</i>	Percentage	30.0%	37.5%	22.2%
<i>50-59</i>	Percentage	30.0%	25.0%	22.2%
<i>60-69</i>	Percentage	30.0%	25.0%	44.4%
<i>70 and over</i>	Percentage	10.0%	12.5%	11.1%
C4 (a) Total energy consumption	Gigajoules	41,296.7	7,660.9	14,025.8
C5 (a) Number of work-related fatalities	Number	0	0	0
C5 (b) Lost time incident rate	Rate	2.8	0	0
C5 (c) Number of employees trained on health and safety standards	Number	97	93	446
Registered safety officers	Number	8	7	10
Internal safety audits	Number	3	3	7
Workplace inspections	Number	218	357	618
Total hours of employee training	Hour	24,868	7,358	12,693
C6 (a) Total hours of training by employee category				
<i>Senior Management</i>	Hours	274.5	102.5	125.5
<i>Middle Management</i>	Hours	2,308.0	803.5	545.0
<i>Executive</i>	Hours	12,259.5	2,870.0	4,159.0
<i>Non-Executive</i>	Hours	10,025.5	3,582.0	7,863.9
Total training expenditure	RM	1,006,848	200,146	348,463.0
<i>Senior Management</i>	RM	24,007	5,778	7,762.0
<i>Middle Management</i>	RM	116,500	17,176	22,415.0
<i>Executive</i>	RM	661,884	82,483	151,648.0
<i>Non-Executive</i>	RM	204,457	94,709	166,638.0

PERFORMANCE DATA TABLE-cont.

Indicator	Measurement Unit	2022	2023	2024
C6 (b) Percentage of employees that are contract or temporary staff <i>(Note: Temporary staff includes protégé)</i>	Percentage	22.0%	39.6%	39.5%
C6 (c) Total number of employee turnover by employee category			51	13
<i>Senior Management</i>	Number		4	1
<i>Middle Management</i>	Number		5	2
<i>Executive</i>	Number		16	4
<i>Non-executive</i>	Number		26	6
C6 (d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
C7 (a) Proportion of spending on local suppliers	Percentage	76.5%	93.3%	84.3%
Total registered vendors	Number	2,604	2,524	1,814
Local vendors	Number	1,983	1,880	1,773
C8 (a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
C9 (a) Total volume of water used		230.0	0.5	0.4
C10 (a) Total waste generated, and a breakdown of the following:		322.2	49.1	54.2
<i>(i) total waste diverted from disposal</i>	Metric tonnes	256.0	42.3	0.9
<i>(ii) total waste directed to disposal</i>	Metric tonnes	66.2	6.8	53.3
C11 (a) Scope 1 emissions in tonnes of CO2e	(tCO2e)	700.0	79.7	109.0
C11 (b) Scope 2 emissions in tonnes of CO2e	(tCO2e)	6,756.77	1,093.2	2,002.9