



Social Impact Assessment (SIA)

During the reporting period, none of our projects requires an SIA. However, for Tampin Phase 2, an SIA was conducted and submitted in 2023 before the project commenced on-site. While our current projects do not necessitate this assessment, we remain committed to monitoring the social impacts of our activities and will conduct SIAs as required in future projects to ensure responsible operations in line with best practices.

Free, Prior, and Informed Consent (FPIC)

During this reporting period, all projects undertaken by the Group, especially those related to construction and maintenance, did not require the application of FPIC. This is because none of the projects impacted indigenous or local communities, nor did they take place on lands traditionally owned or used by these groups.



DIVERSITY

Related
UNSDGs:



Why is this important?

At Protasco, we view that embracing a diverse workforce enriches our company by incorporating a wide range of perspectives, experiences, and ideas, which fuels creativity and enhances problem-solving capabilities. In today's complex and rapidly evolving business environment, leveraging the varied insights of a multi-ethnic and multi-cultural team is crucial for developing innovative solutions and strategies. By fostering an inclusive workplace, we not only reflect the diverse communities we serve but also position ourselves to thrive in a global market, adapting effectively to challenges and seizing new opportunities.

Our approach

At Protasco, we are committed to cultivating a diverse and inclusive workplace where every employee can thrive. Our approach to diversity is multifaceted and focuses on several key areas.

Commitment towards Diversity

In addition to our Human Rights Policy, we have also implemented a robust Non-Discrimination Policy. This policy underscores our zero-tolerance stance against any form of discrimination in the workplace. The Non-Discrimination Policy ensures that all employees, regardless of race, gender, religion, or other socio-demographic factors, are treated equitably and with respect.

We have established clear and actionable goals to enhance gender and cultural diversity across the Group. As part of our effort, we have set an initial target of 5% female representation in managerial positions. While this target represents an early milestone, we are committed to continually raising the bar as we advance.

Protasco Berhad's core business is rooted in the construction industry, a field traditionally dominated by men. However, we are dedicated to fostering greater gender diversity by creating opportunities for more women to step into managerial roles. Our commitment to fair gender representation extends to the highest levels of leadership, including the Board and Senior Management. Guided by relevant authorities' directives, our Diversity Policy reinforces this commitment, striving for a balanced and inclusive leadership structure. By upholding these principles, we continue to build a workplace that embraces diversity and empowers talent across all levels of our organisation.

Recruitment and Hiring Practices

Our recruitment strategies are dedicated to attracting a diverse talent pool and ensuring equal opportunities for all candidates. We employ unbiased hiring practices and focus on providing a level playing field by not specifying race or gender in our recruitment process. While we currently do not partner with external organisations to

support underrepresented groups, we are committed to fair and equitable hiring practices. Specific requirements may be considered only when necessary for particular roles, but our overarching goal is to maintain a fair and inclusive approach throughout our recruitment and hiring procedures.

Supportive Policies and Practices

Our policies and practices are designed to create an inclusive workplace, offering flexible work arrangements and strong compliance with Malaysian labour laws.

Measuring and Monitoring Progress

To ensure the effectiveness of our diversity and inclusion initiatives, we employ a structured approach to measuring and monitoring our progress. We systematically track key diversity metrics, including demographic data on employee representation and hiring and promotion rates.



The 2024 World Mental Health Day on 10 October that was held in Protasco Berhad saw participation from a diverse group of employees.



Our performance evaluation process is strictly merit-based, focusing solely on employees' performance, skills, capabilities, and qualifications. We ensure that criteria such as ethnicity, gender, marital status, and other socio-demographic variables are excluded from performance assessments and promotion decisions. This commitment to meritocracy guarantees that all employees are evaluated fairly and equitably.

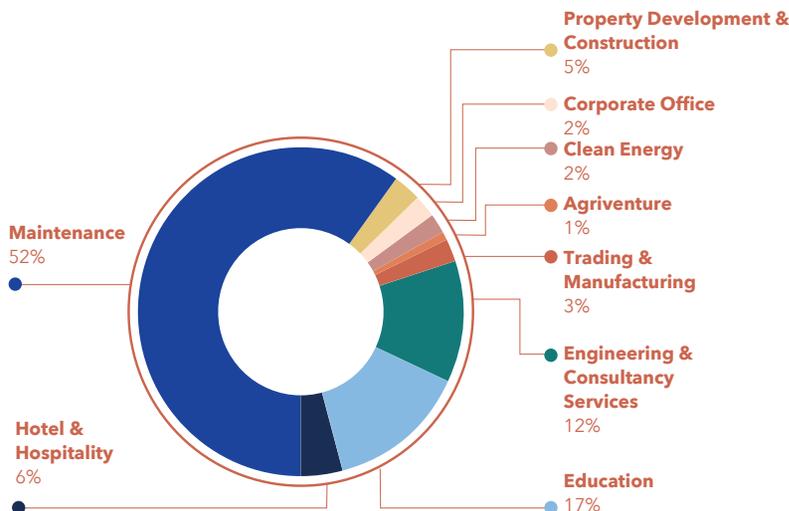
By leveraging the insights gained from our diversity metrics and employee feedback through engagements, we continuously refine and enhance our diversity and inclusion efforts, striving for ongoing improvement and greater inclusivity within our organisation.

In addition to promoting gender diversity, Protasco ensures that all programmes conducted by the Group and its subsidiaries are inclusive, accommodating individuals from diverse gender, ethnicities and age groups.

Our approach

Workforce within the Business Units

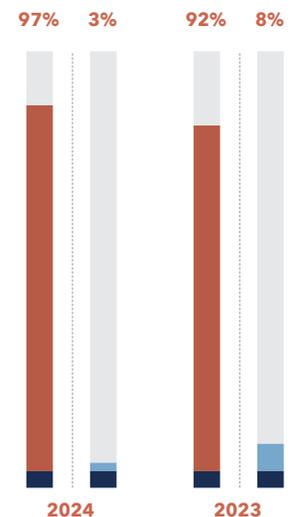
PROTASCO BERHAD FY2024 TOTAL WORKFORCE



The Group's workforce composition is primarily concentrated in Maintenance (52%) due to the labour-intensive nature of infrastructure upkeep, requiring a substantial workforce for road maintenance and related operations. Education (17%) follows as a key sector, reflecting our commitment to academic excellence and skill development, necessitating a dedicated pool of educators and administrative staff. Engineering & Consultancy Services (13%) represents a vital segment that supports our core businesses by providing technical expertise, project management, and regulatory compliance, ensuring the successful execution of projects across various industries.

FY2024 Workforce by Employment Type

WORKFORCE BY EMPLOYMENT TYPE [2023 - 2024 COMPARISON]



■ Consultants and temporary staff
■ Employees with full benefits

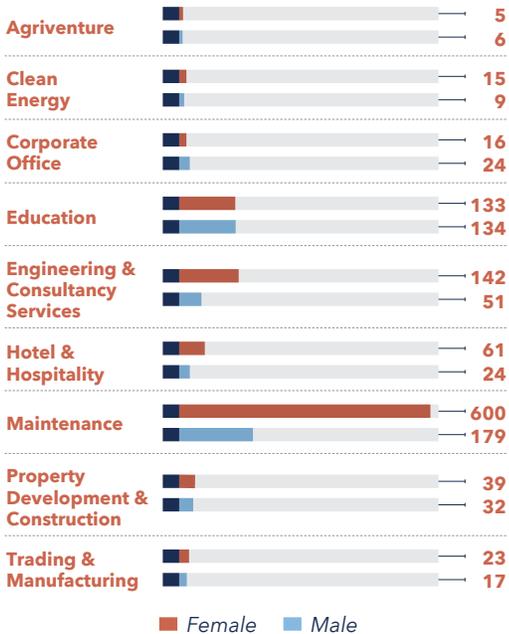
Note: The Group categorises its workforce into two (2) group - employees receiving full benefits and those receiving partial or no benefits. Contract staff are classified as permanent employees since they receive all benefits given under the Group.

The data indicates a positive shift towards a more stable and secure workforce in FY2024. The proportion of employees with full benefits increased from 92% in FY2023 to 97% in FY2024, demonstrating the Group's commitment to providing stable employment with comprehensive benefits. Conversely, reliance on temporary contractors/consultants and temporary staff has significantly decreased from 8% in FY2023 to just 3% in FY2024. This shift suggests a strategic move towards long-term workforce sustainability, employee welfare, and enhanced job security, aligning with efforts to strengthen employee retention and organisational stability.

FY2024 Workforce Diversity

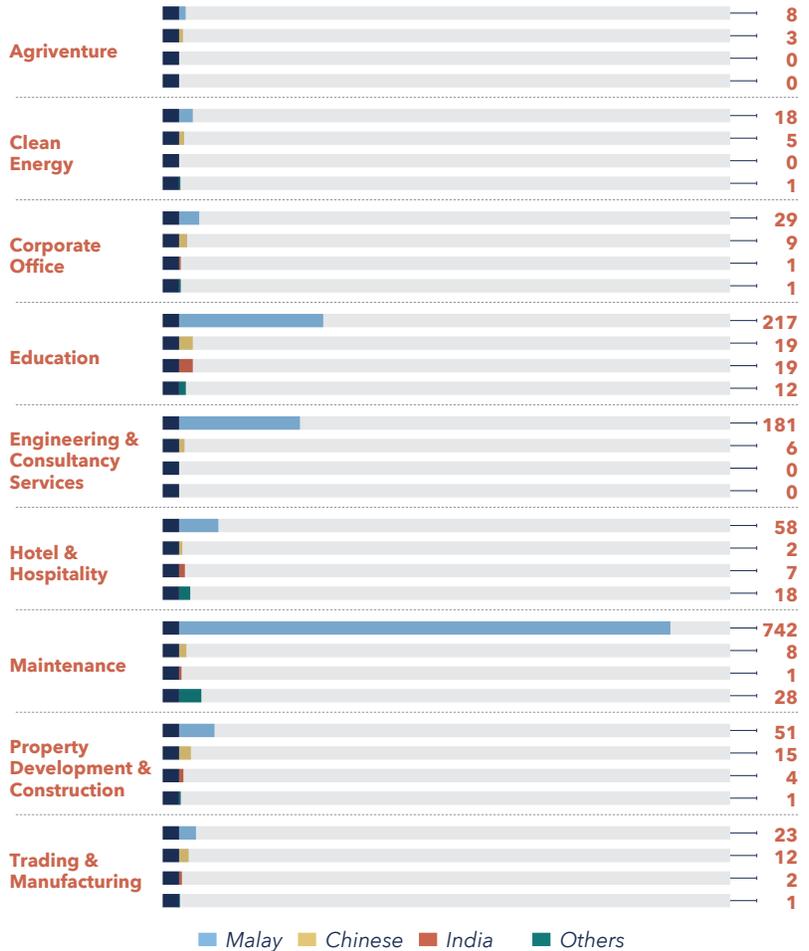
The Group records a total workforce (inclusive of temporary staffs) of 1029 (69%) of male and 473 (31%) female employees. The major female staffs are from Maintenance (106 staffs) and Education (132 staffs).

PROTASCO BERHAD FY2024 WORKFORCE BASED ON GENDER



We prioritise providing employment opportunities to the local workforce. As of FY2024, Malaysians comprise approximately 98% of our workforce, while foreign employees account for 2%, primarily in the Education and Hotel & Hospitality sectors. Malays form the majority at 89%, followed by Chinese (5%), Indians (2%), and Others (3%).

FY2024 ETHNICITY COMPOSITION [OVERVIEW BASED ON BUSINESS UNITS]



In terms of employment levels, Senior Management constitutes 5%, Middle Management 18%, while Executives and Non-Executives make up 41% and 37%, respectively, of the Group's workforce.



An introduction to Tai Chi was organised for 2024 World Mental Health Day at Protasco Berhad.

Woman participation in FY2024

The Group remains committed to fostering diversity at the highest levels of leadership, including gender and ethnic representation in managerial positions and on the Board of Protasco Berhad.

(i) Management Position

Details	FY2024	FY2023	FY2022	FY2021	FY2020
Number of female managerial staff	104	70	70	72	74
Number of male managerial staff	196	132	129	134	137
Total staff at the managerial level	300	202	199	206	211
Percentage of female managerial staff	35%	35%	35%	35%	35%
Percentage of male managerial staff	65%	65%	65%	65%	65%

In FY2024, 35% of managerial positions were held by women within the Group, consistent with the trend observed since FY2020. The number of female managerial staff has increased to 104 in FY2024, compared to 70 in FY2023, reflecting efforts to provide more opportunities for women in leadership.

Despite the industry's traditionally male-dominated landscape, the Group continues to promote fair representation and career advancement for women in managerial roles, reinforcing our commitment to diversity and equal opportunity.

(ii) Board Representation 5-Years comparison of the Board Gender Representation

Category Breakdown	FY2020		FY2021		FY2022		FY2023		FY2024	
	Nos	%								
By Gender										
Male	6	75%	6	75%	5	71%	5	71%	5	71%
Female	2	25%	2	25%	2	29%	2	29%	2	29%
Total	8	100%	8	100%	7	100%	7	100%	7	100%
By Ethnicity										
Malay	2	25%	2	25%	2	29%	2	29%	2	29%
Chinese	6	75%	6	75%	5	71%	5	71%	5	71%
Indian	0	0%	0	0%	0	0%	0	0%	0	0%
Others	0	0%	0	0%	0	0%	0	0%	0	0%
Total	8	100%	8	100%	7	100%	7	100%	7	100%
By Nationality										
Malaysian	8	100%	8	100%	7	100%	7	100%	7	100%
International	0	0%	0	0%	0	0%	0	0%	0	0%
Total	8	100%	8	100%	7	100%	7	100%	7	100%

Female participation on the Board has remained at 29% since FY2022, maintaining a consistent level of gender diversity, while male representation stands at 71%, reflecting the organisation's structure and leadership needs. In terms of ethnicity, the Board is primarily composed of Chinese (71%) and Malay (29%) representatives, with no representation from other ethnic groups, a composition that has remained unchanged in recent years. Additionally, the Board is entirely Malaysian (100%), ensuring that leadership decisions are guided by individuals with deep local expertise and understanding.

The table below presents a comparison of gender pay. Data for FY2022 were not available; however, reporting began in FY2023 and will continue to ensure ongoing transparency and accountability.

3 Years comparison for gender pay			
Gender Pay Ratio (%)	FY2024	FY2023	FY2022
Total Hourly Pay (Male)	RM106,829	RM22,563	N/A
Total Hourly Pay (Female)	RM36,378	RM16,236	N/A
Average Hourly Pay (Male)	RM953	RM256	N/A
Average Hourly Pay (Female)	RM778	RM199	N/A
Pay Difference (Male)	-175	-56	N/A
Pay Difference (Female)	175	56	N/A
Gender Pay Gap	18%	22%	N/A

Note:
 1. Amendments have been made for FY2023, and the data in this report reflects the updated figures based on the latest revisions.
 2. Data for FY2022 were not available as gender pay reporting commenced in FY2023.

As for the gender pay gap, the Group remains committed to ensuring fair and equitable compensation across all employee levels. In FY2024, the average hourly pay for male employees was RM953, while female employees earned RM778, resulting in a gender pay gap of 18%, an improvement from 22% in FY2023.

The total hourly pay for both male and female employees has increased significantly in FY2024 compared to FY2023, reflecting overall salary growth. The narrowing pay gap indicates progress toward more balanced compensation.

However, we continue to monitor and assess gender pay differences to ensure fair remuneration practices.



OCCUPATIONAL SAFETY & HEALTH

Related UNSDGs:

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

Why is this important?

Occupational Safety and Health (OSH) is a non-negotiable priority at Protasco, given the inherent risks associated with our construction and infrastructure activities. In FY2024, we continue to emphasise the critical role that robust OSH practices play in safeguarding not only our workforce but also the communities we serve. The potential repercussions of an OSH incident extend far beyond immediate project delays; they can significantly disrupt our operations, jeopardise project timelines, and impact revenue streams.

Moreover, any breach in safety protocols could tarnish Protasco’s hard-earned reputation, complicating our ability to secure future projects, maintain investor confidence, and meet stringent regulatory requirements. As a responsible corporate entity, we recognise the profound impact that safety performance has on our long-term sustainability. Therefore, we are committed to not only preventing accidents but also fostering a culture of safety that permeates every level of our organisation.

Beyond the construction sites, maintaining a safe and healthy work environment across all our operations is essential for ensuring operational continuity and controlling costs. By prioritising OSH, we are investing in the well-being of our employees and the resilience of our business, ensuring that we can continue to deliver high-quality projects and services without compromise.