



# EMBEDDING SUSTAINABILITY ACROSS OUR BUSINESSES



**As Chairman of the Sustainability Steering Committee at Protasco Berhad, I am proud to present our sustainability strategy and the progress we have made in embedding sustainable practices across our operations. Sustainability is at the core of our business philosophy, and we recognise that our long-term success is closely tied to the well-being of the environment, the communities we serve, and the broader economy.**

This year, we are honoured to have been awarded a 3-star rating in the FTSE4Good Index (December 2024) - a testament to our unwavering commitment to responsible business practices and environmental, social, and governance (ESG) excellence. This achievement reflects the progress we have made in integrating sustainability into our operations, as well as our ongoing efforts to enhance our ESG performance.

Guided by the I Am Protasco 3.0 (IAP 3.0) framework, we continue to push forward with transformative initiatives that strengthen our impact. We have set clear priorities, including continuous talent development, process and service innovation, and reinforcing our alignment with the Sustainable Development Goals (SDGs) and Climate Change. Our efforts extend to fostering eco-efficient communities and environmental conservation while upholding the highest standards of integrity and corporate governance.

Over the past year, we have taken significant strides in embedding sustainability across our businesses. Our road construction and maintenance projects incorporate environmentally responsible practices, while our clean energy initiatives contribute to the transition towards a low-carbon economy. Furthermore, our community engagement programmes remain a key pillar of our commitment to social well-being, particularly in education and empowerment.

While we celebrate our progress, we recognise that sustainability is an evolving journey. This recognition in the FTSE4Good Index further motivates us to raise the bar, drive continuous improvements, and strengthen our ESG leadership. We will continue to innovate, collaborate, and integrate sustainable solutions to ensure a positive, lasting impact for our stakeholders.

Thank you for your continued trust and support as we work together towards a more sustainable future.

Sincerely,

**Dato' Ir Kenny Chong Ther Nen**

Chairman of Sustainability Steering Committee (SSC)  
Protasco Berhad



## ABOUT THIS REPORT

### Introduction

As part of our commitment to transparency and accountability, the Group provides a comprehensive overview of the entities included in our sustainability reporting. This disclosure ensures that stakeholders understand the scope of our reporting and the extent of our sustainability practices.

### Scope of Reporting

Our sustainability report covers data obtained from all the following Business Units (BUs) that are part of the Group.

Business Unit	Entities
<b>Corporate Office</b>	Protasco Berhad
<b>Agriventure</b>	Tenggara Food Industries Sdn Bhd
<b>Clean Energy</b>	I2 Energy Sdn Bhd
	I2 Solarpark One Sdn Bhd
	Solarcap Sdn Bhd
	Ikram Greentech Sdn Bhd
<b>Education</b>	Infrastructure University Kuala Lumpur (IUKL) (Ikram Education Sdn Bhd)
	Ikram Works Sdn Bhd
<b>Engineering &amp; Consultancy Services</b>	Ikram Engineering Services Sdn Bhd
	Ikram QA Services Sdn Bhd
	Ikram Paves Sdn Bhd
	Ikram Engineering Consulting Sdn Bhd
	Ikram Premier Consulting Sdn Bhd
<b>Maintenance</b>	Roadcare (M) Sdn Bhd
	Permint Granite-HCM Sdn Bhd
	DAL HCM Sdn Bhd
	Empayar Indera Sdn Bhd
<b>Property Development &amp; Construction</b>	Protasco Development Sdn Bhd
	DC Resort Homes Sdn Bhd
	KISB Property Management (Kumpulan Ikram Sdn Bhd)
	HCM Engineering Sdn Bhd
	Ikram Skills Academy Sdn Bhd
<b>Trading &amp; Manufacturing</b>	Protasco Trading Sdn Bhd
	QP Industries Sdn Bhd
	QP Trading Sdn Bhd
<b>Hotel &amp; Hospitality</b>	Park Inn by Radisson Putrajaya (Kumpulan Ikram Sdn Bhd)



Data were collected from key operating facilities across Malaysia, including manufacturing plants, solar farms, substations, regional offices, and site offices where BU activities occur, to provide our stakeholders with accurate information through this report.

### Entities Excluded

The current report focuses on specific operational and maintenance aspects relevant to our core business areas. The hotel and hospitality, clean energy (specifically, Solarcap Sdn Bhd, and Ikram Greentech Sdn Bhd) and agriventure divisions have been excluded from some of the materiality assessment, allowing for a more targeted analysis of areas directly aligned with our primary operational goals and objectives. The materiality section will outline the scope covered during the reporting year.

### Reporting Boundaries

The boundaries of our sustainability reporting are defined based on operational control. This means that the report includes:

- 01 Entities where the Group has the authority to govern financial and operating policies.
- 02 Entities where the Group directly manages operations and is responsible for sustainability practices.

## Reporting Period and Frequency

This sustainability report covers the period from 1 January 2024 to 31 December 2024. The data and information presented in this report reflect our sustainability performance and initiatives during this timeframe. The Group publishes its sustainability report on an annual basis. This annual reporting cycle aligns with our commitment to providing regular updates on our progress in sustainability, ensuring that stakeholders are kept informed of our ongoing efforts and achievements.

**01** The previous sustainability report was published in April 2024, covering the period from 1 January 2023 to 31 December 2023.

**02** Our sustainability report is scheduled for release in April 2025, covering the period from 1 January 2024 to 31 December 2024.

## Reporting Frameworks and Standards

This report has been primarily developed with reference to Bursa Malaysia's Listing Requirements, Bursa Malaysia's Sustainability Reporting Guide (3<sup>rd</sup> Edition), Global Reporting Initiative (GRI) Standards, and the Malaysian Code on Corporate Governance (MCCG) 2021. To enhance the depth and comprehensiveness of our disclosures, we have also considered FTSE4Good Bursa Malaysia Index requirements, Task Force on Climate-related Financial Disclosures (TCFD) Recommendations, Sustainability Accounting Standards Board (SASB) Standards, International Sustainability Standards Board (ISSB) Standards, IFRS Sustainability Disclosure Standards (IFRS S1), and the United Nations Sustainable Development Goals (UN SDGs). This approach ensures our reporting remains transparent, structured, and aligned with global best practices.

## Transparency and Accuracy

We strive to provide accurate and complete information in our sustainability reporting. The entities included in this report have been selected based on a thorough review of our control and influence. Any significant changes to the scope or boundaries of our reporting are disclosed in this section.

## Review and Updates

Our reporting scope is reviewed annually to ensure it accurately reflects our operational structure and control. Any updates to the list of included entities or changes in reporting boundaries will be communicated in subsequent reports.

## Limitations and Disclaimers

Protasco recognises the potential for enhancements in both the depth and quality of disclosures related to certain Environment, Social and Governance (ESG) indicators. As we work towards establishing baseline data across various ESG areas, there may be instances where historical comparisons are not feasible. Where data is incomplete or unavailable, explanations have been provided.

We are actively improving our data tracking and collection processes across all business divisions to comprehensively address material ESG issues. These efforts are aimed at strengthening the consistency and accuracy of our reporting while enhancing transparency for our stakeholders.

Additionally, the forward-looking statements in this report, including future plans and targets, are based on reasonable assumptions reflective of the current situation. However, actual outcomes may vary due to changes in the operating environment.

## ESG Content and Data Assurance

The information in this statement has been carefully compiled and structured to meet local and international regulatory requirements, align with stakeholder expectations, and address Protasco's key ESG factors and risks within its operational framework. As a result, the report adheres to GRI principles, ensuring accuracy, balance, clarity, comparability, reliability, and timeliness.

For ease of reading, the data presented in tables under each materiality topic has been rounded to the nearest whole number.

## Contact Information

For any inquiries, feedback, or further information regarding this sustainability report, stakeholders are encouraged to reach out to our Sustainability Reporting Team through the email provided below.

[ccd@protasco.com.my](mailto:ccd@protasco.com.my)



We welcome and value all forms of engagement as we strive to improve our sustainability practices and transparency.



## SUSTAINABILITY AT A GLANCE

### ENVIRONMENTAL RESPONSIBILITY



Number of biodiversity projects	↑	Recycled and reused waste	↑
CO <sub>2</sub> emission avoidance due to consumption of solar energy	↑	Recycled material used in the projects	↑
Non-renewable energy consumption	↓	Carbon footprint	○
Water consumption	↑		

### SOCIAL RESPONSIBILITY



Local suppliers	↑	Fatalities	↑
Local suppliers with ESG practices	○	Employees (more than 5 years)	↑
Community development	↑	Complaints (Human Rights Violation)	→
Female participation (in Board)	→	Customer satisfaction	↑
Female participation (in Management Position)	→	Data loss and cybersecurity	↑

### GOVERNANCE RESPONSIBILITY



Anti-bribery cases	→
Training for employees on anti-corruption	→
Number of case due to non-compliance	↑
Amount of fines due to non-compliance	↑

No changes from previous year    
 Increase from previous year    
 Decrease from previous year    
 Newly monitored

## OUR APPROACH TO SUSTAINABILITY

At Protasco Berhad, our approach to sustainability is driven by key themes that reflect our commitment to creating value while addressing global challenges. These themes guide our strategic initiatives and operational practices, ensuring that we contribute positively to society and the environment.

<p><b>01</b></p> 	<p>Digital transformation is key to enhancing our stakeholder experience. We leverage advanced technologies to improve our processes and services, delivering more efficient and effective solutions. Through digitalisation, we aim to provide a seamless experience for our stakeholders, streamline operations, and drive innovation that aligns with our sustainability goals.</p>	<p><b>03</b></p> 	<p>Preservation and conservation are central to our environmental stewardship efforts. We are dedicated to developing eco-efficient practices and promoting sustainability in all our projects. Our initiatives include reducing resource consumption, minimising waste, and protecting natural habitats. By aligning our practices with the identified SDGs, we work towards preserving the environment for future generations.</p>	<p><b>05</b></p> 
<p><b>HUMAN CAPITAL</b></p>	<p><b>DIGITALISATION FOR BETTER STAKEHOLDER EXPERIENCE</b></p>	<p><b>HUMANITY CARE AND SUPPORT</b></p>	<p><b>PRESERVATION AND CONSERVATION</b></p>	<p><b>COMPLIANCE AND INTEGRITY</b></p>
<p>Our people are our greatest asset. Our focus on human capital involves continuous talent improvement and nurturing. We invest in professional development and training to equip our employees with the skills and knowledge needed to excel in a rapidly evolving industry. By fostering a culture of learning and growth, we aim to attract, retain, and develop top talent, ensuring that our workforce is well-prepared to meet current and future challenges.</p>	<p><b>02</b></p> 	<p>Our commitment to humanity is reflected in our support for community welfare and social responsibility. We engage in initiatives that address societal needs, including health, education, and well-being. By partnering local organisations and supporting charitable causes, we strive to make a positive impact on the lives of individuals and communities, contributing to a more equitable and compassionate society.</p>	<p><b>04</b></p> 	<p>Maintaining the highest standards of compliance and integrity is crucial to our operations. We adhere to all relevant laws and regulations, and our governance framework ensures transparency and accountability. Our commitment to ethical practices and institutional governance underpins our approach, reinforcing our reputation as a responsible and trustworthy organisation.</p>

### Our Strategic Focus Areas

Our sustainability strategy is anchored in a triple bottom line approach that emphasises Prosperity, People, and Planet. We believe that true success is not solely measured by financial performance but by the positive impact we create for society and the environment.

By prioritising the well-being of our people and the health of our planet, underpinned by robust governance and ethical values, we are confident in our ability to achieve sustainable prosperity. This holistic approach ensures that our business growth is aligned with our commitment to social responsibility and environmental stewardship, driving long-term value for all our stakeholders.

Below are the strategic focus areas centred on people and the planet that will be used to bring the Group forward through a sustainable approach.

#### CONTINUOUS TALENT IMPROVEMENT AND NURTURING

##### FOCUS

Investing in our employees' development to enhance skills, performance, and career progression.

##### UNSDG



#### PROCESS AND SERVICE IMPROVEMENT AND INNOVATION

##### FOCUS

Utilising digitalisation to enhance efficiency, effectiveness, and stakeholder satisfaction.

##### UNSDG



#### COMMITMENT TOWARDS IDENTIFIED SDGS

##### FOCUS

Aligning our projects and practices with global sustainability goals to contribute to a sustainable future.

##### UNSDG



#### PARTNERING AND DEVELOPING AN ECO-EFFICIENT COMMUNITY AND ENVIRONMENT

##### FOCUS

Collaborating with stakeholders to promote eco-friendly practices and support environmental conservation.

##### UNSDG



#### PRACTISING INSTITUTIONAL ETHICS AND GOVERNANCE

##### FOCUS

Upholding strong ethical standards and governance practices to ensure transparency and accountability.

##### UNSDG



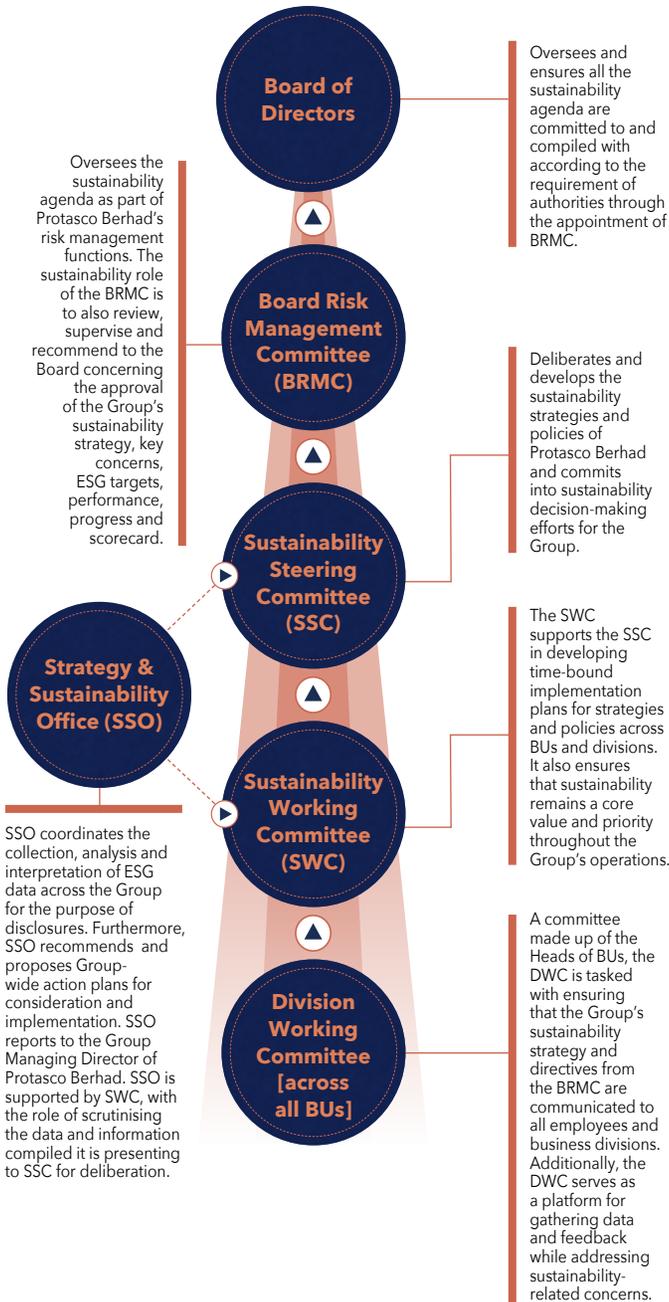
**Our Sustainability Governance**

At Protasco Berhad, the Board Risk Management Committee (BRMC) holds ultimate responsibility for overseeing sustainability-related matters. The BRMC consists of three (3) Directors from the Group’s Board of Directors and meets at least twice a year to discuss and review the Group’s sustainability progress.

The Sustainability Steering Committee (SSC), composed of Senior Management from all BUs, deliberates on key sustainability strategies, issues, and implementation, with the support of the Sustainability Working Committee (SWC).

The Strategy & Sustainability Office (SSO) plays a critical role in ensuring that the Group and the Board fulfil their obligations regarding regulatory requirements on ESG disclosures, maintaining compliance throughout the organisation.

**SUSTAINABILITY GOVERNANCE STRUCTURE**



**GOVERNANCE COMPOSITION**

Sustainability Steering Committee (SSC)	Sustainability Working Committee (SWC)	Division Working Committee (DWC)
<ul style="list-style-type: none"> <li>Protasco Berhad: Group Managing Director</li> <li>Agriventure: Executive Director</li> <li>Clean Energy: Executive Director</li> <li>Corporate Office: Head</li> <li>Education: Executive Director; Vice Chancellor</li> <li>Engineering &amp; Consultancy Services: Chief Executive Officer (CEO)</li> <li>Maintenance: Chief Executive Officer</li> <li>Property Development &amp; Construction: Executive Director</li> <li>Trading &amp; Manufacturing: Executive Director</li> </ul>	<ul style="list-style-type: none"> <li>Head of SSO</li> <li>Head of Corporate Communications Department (CCD)</li> <li>Head of Corporate Advisory Department (CAD)</li> <li>Manager from Human Resource Department (HRD)</li> <li>Head of Group Finance &amp; Treasury (GFT)</li> <li>Head of Kumpulan Ikram Sdn Bhd Property Management</li> <li>Representatives from 8 BUs</li> <li>Representative from Occupational Safety &amp; Health (OSH)</li> </ul>	<ul style="list-style-type: none"> <li>Division Sustainability Officer (DSO)</li> <li>Division Sustainability Manager (DSM)</li> <li>Deputy</li> <li>Coordinator</li> <li>Data Collector</li> <li>Document Controller</li> <li>Division ESG Risk Assessor (DRA)</li> <li>Committee Members</li> </ul> <p><i>(The above are positions set for each committee; a total of 7 DWCs are currently functioning.)</i></p>

## Our Activities

Protasco Berhad being a diversified construction-based company with core operations in road maintenance, road construction, property development, building construction, trading and manufacturing, supports our primary business activities. In addition to our core operations, we have expanded into other value-adding businesses, including clean energy, education, and engineering & consultancy services, which enhance our overall business portfolio. Our integrated approach allows us to deliver comprehensive solutions across these sectors while ensuring efficiency and sustainability.

## Value Chain

Our value chain is designed to maximise efficiency and sustainability across all stages of our operations, from project inception to final delivery. Below is an overview of the key components of our value chain:

### Road Maintenance

01

#### SOURCING AND PROCUREMENT

We source materials such as asphalt, aggregates, and other road maintenance products from trusted suppliers who meet our stringent quality and sustainability criteria.

#### OPERATIONS AND MAINTENANCE

Our road maintenance teams employ state-of-the-art technologies to ensure roads are safe, durable, and environmentally friendly. This includes the use of recycled materials and eco-friendly processes to minimise environmental impact.

#### QUALITY CONTROL AND ASSURANCE

Rigorous quality control measures are implemented at every stage of the maintenance process to ensure the highest standards of road safety and longevity.

### Property Development & Construction

02

#### DESIGN AND PLANNING

Our construction projects begin with meticulous planning and design, incorporating sustainable practices to reduce the environmental footprint of our developments.

#### CONSTRUCTION AND EXECUTION

We leverage our extensive experience in property construction to deliver projects on time and within budget, while prioritising worker safety and environmental stewardship.

#### SALES AND HANDOVER

Upon completion, properties are marketed and sold through a transparent and customer-focused process, with post-handover support to ensure customer satisfaction.

### Trading & Manufacturing

03

#### MATERIAL SUPPLY

Our trading and manufacturing operations support our construction and road maintenance businesses by providing high-quality building materials, machinery, and equipment.

#### MANUFACTURING EXCELLENCE

We operate modern manufacturing facilities that produce essential construction materials, adhering to strict quality control protocols to ensure consistency and reliability.

## Other Value-Adding Businesses

Beyond our core construction-related activities, Protasco Berhad has strategically diversified into sectors that complement our business while reinforcing our vision of delivering value for a better quality of life. These businesses not only drive financial growth but also contribute to our sustainability agenda, ensuring long-term resilience and positive environmental and social impact.

### Clean Energy

01

Recognising the urgent need for climate action, we are committed to advancing clean energy solutions. Our initiatives include solar energy projects and other renewable energy developments aimed at reducing carbon footprint and supporting Malaysia's transition to a low-carbon economy. These efforts align with our ESG targets, creating new revenue streams while fostering energy security and sustainability.

### Education

02

Education has always been a pillar of our corporate responsibility, and through our institutions, we provided quality programmes designed to nurture future leaders. However, to ensure financial sustainability, this BU has since been divested. Despite this, our commitment to education continues through community-driven learning initiatives, scholarships, and capacity-building programmes that empower the next generation.

### Engineering & Consultancy Services

03

Our engineering consultancy division delivers expert services in civil, structural, and environmental engineering, supporting both internal and external clients. With a focus on sustainable infrastructure, we integrate innovative engineering solutions that enhance project efficiency, reduce environmental impact, and ensure long-term structural resilience.

### Hotel & Hospitality

04

The Group's hospitality ventures contribute to the local economy by providing employment opportunities and supporting sustainable tourism practices. We aim to integrate green building principles and energy-efficient operations to enhance the sector's environmental responsibility while delivering quality guest experiences.

### Agriventure

05

The Agriventure business aligns with Protasco Berhad's sustainability commitments by offering premium tropical fruit products while championing responsible agribusiness practices that create value for consumers, communities, and the environment. Through innovative processing techniques, we strive to minimise food waste, optimise resource use, and support the growth of the local agricultural sector, ensuring long-term sustainability and economic contribution.

**Looking Ahead**

As we continue to grow, Protasco Berhad remains committed to responsible business diversification, ensuring that each venture aligns with our business and sustainability goals and contributes to long-term value creation for our stakeholders. By integrating ESG considerations across all our businesses, we aim to build a more resilient, future-ready organisation that balances profitability with environmental and social responsibility.

**Business Relationships**

The Group maintains a broad network of business relationships that support our value chain and contribute to our sustainability efforts:

**01 Strategic Partnerships**  
We collaborate with some of the industry leaders, government agencies, and academic institutions to drive innovation and sustainability across our various sectoral operations.

**02 Supplier & Contractors Engagement**  
Our suppliers and contractors are key partners in our value chain, and we work closely with them to ensure ethical practices and sustainable sourcing.

**03 Client and Community Engagement**  
We engage proactively with our clients and the communities in which we operate, ensuring that our projects meet the needs of stakeholders and contribute positively to society.

**Commitment to Sustainable Business Practices**

Sustainability is a core principle that guides all aspects of our business. From our construction and maintenance activities to our educational and clean energy initiatives, we strive to reduce our environmental impact, enhance social value, and deliver long-term benefits to all stakeholders.

Guided by this direction, our sustainability policies provide a strategic framework that helps us balance economic growth with environmental stewardship, social responsibility, and robust corporate governance.

Below are some of our policies used as the guiding principles.

	<b>List of Policies and Framework</b>	<b>Purpose</b>
01	<b>Integrity and Anti-Corruption Policy</b>	Demonstrates our zero-tolerance approach to corruption, ensuring ethical business conduct and fostering trust among stakeholders.
02	<b>Conflict of Interest Policy</b>	Ensures transparency and fairness by addressing potential conflicts to uphold integrity in decision-making processes.
03	<b>Suppliers Code of Conduct</b>	Establishes ethical, social, and environmental standards for suppliers to ensure responsible sourcing and mutual accountability.
04	<b>Code of Conduct for Contractors</b>	Sets out expectations for contractors to adhere to ethical practices, safety standards, and sustainability objectives.
05	<b>Cybersecurity Policy</b>	Protects data integrity and stakeholder trust by implementing robust measures against cyber threats in a digitalised business landscape.
06	<b>ESG Risk Management Policy Statement</b>	Outlines our commitment to identifying, managing, and mitigating ESG-related risks to enhance long-term resilience.
07	<b>ESG Risk Management Policy and Framework</b>	Provides a structured approach to integrating ESG considerations into decision-making to support sustainable growth.*
08	<b>OSH Policy</b>	Promotes a safe and healthy workplace by mitigating risks and fostering a culture of well-being for all employees.
09	<b>Human Rights Policy</b>	Upholds universal human rights principles, ensuring dignity, equality, and respect across all operations and supply chains.
10	<b>Non-Discrimination Policy</b>	Reinforces our commitment to a diverse and inclusive workplace by prohibiting all forms of discrimination.
11	<b>Net-Zero GHG Transition Plan</b>	Defines our roadmap to achieving net-zero emissions, reflecting our dedication to mitigating climate change.
12	<b>Sustainability Policy</b>	Guides our efforts to balance economic, social, and environmental considerations in all business activities.

	List of Policies and Framework	Purpose
13	<b>Materiality Assessment Guide</b>	Provides a systematic approach to identifying and prioritising sustainability issues that are most impactful to our stakeholders and business.*
14	<b>Group ESG Framework</b>	Aligns our ESG initiatives across the organisation to drive integrated and impactful sustainability practices.*
15	<b>Whistleblowing Policy Statement</b>	Encourages the reporting of unethical behaviour by ensuring confidentiality and protection for whistleblowers.
16	<b>Whistleblowing Policy and Framework</b>	Establishes a structured mechanism for addressing concerns, promoting accountability and transparency.*

\* The above-mentioned documents are intended for internal reference and use.

These policies are not merely about complying with regulatory requirements; they are integral to our long-term strategic vision. By embedding these policies, frameworks, and procedures into our core business practices, we enhance our capacity to innovate, improve operational efficiency, and strengthen our competitive position in the market, all while focusing on ESG considerations. This approach, in turn, supports the creation of long-term value for our shareholders, employees, customers, and other stakeholders.

**Our Future Outlook**

The Group is dedicated to expanding and enhancing our value chain to meet the evolving needs of our industry and the global shift towards sustainability. We will continue to innovate within our core businesses while actively pursuing new opportunities through clean energy, and engineering services, ensuring our position as a leader in responsible and sustainable business practices.

We are committed to strengthening our relationships with current and relevant industry associations. By deepening our engagement, we aim to contribute to the development of industry standards, advocate for sustainable practices, and reinforce our leadership within the sector. Active participation in these associations remains a vital component of our long-term growth and sustainability strategy.



The Road Maintenance Division participated in "Persidangan Pegawai Kanan JKR Malaysia Tahun 2024 (SOC 2024)" which was held on 27-29 May 2024.



Minister of Works visited Dungun to assess road infrastructure development in Terengganu.

**OUR STRENGTH**

**INPUT**



**NATURAL RESOURCES**

- Energy
- Solar Energy
- Water
- Materials



**TECHNOLOGY**

- Process digitalisation
- Stakeholder experiences at each touchpoint



**RELATIONSHIP**

- Engagement
- Partnership
- Support



**HUMAN CAPITAL**

- Motivated staff
- Upskilling and re-skilling
- Diversified staff
- Healthy work environment



**VALUE CHAIN SUPPORT**

- Active and trustworthy suppliers and contractors
- Strong brand support
- Compliance



**FINANCIAL CAPITAL**

- New shareholders' capital
- Savings through cost optimisation

**OUR BUSINESS MODEL & OUTPUT**

**STRATEGIC FOUNDATION**



Result Oriented



Ownership



Customer Focused



Knowledge Driven



Integrity



Teamwork

1

Human Capital Development

2

Digitalisation for Better Stakeholder Experience

3

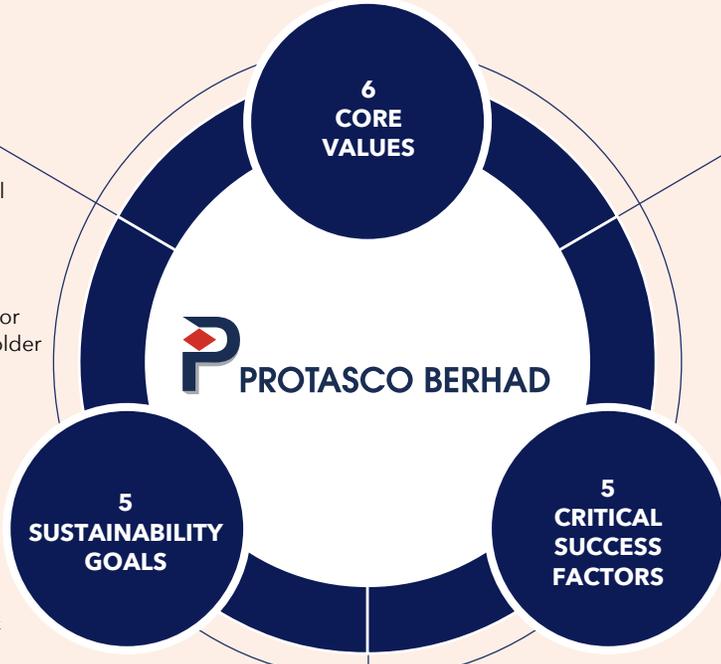
Humanity Care & Support

4

Preservation & Conservation

5

Compliance & Integrity



1

Talent Management

2

Culture Transformation

3

Digitalisation

4

Business Sustainability

5

Business Process Innovation



Maintenance



Property Development



Hotel & Hospitality



Construction



Trading & Manufacturing



Education



Engineering & Consultancy Services



Clean Energy



Agriverture

**BUSINESS ACTIVITY**

OUR VALUE TO STAKEHOLDER

OUTPUT	OUTCOME	UNSDG*	<p><b>IDEAL IMAGE</b></p> <p style="text-align: center;">▼</p> <p>To be an internationally acclaimed conglomerate ensuring growth and delivering value for a better quality of life.</p>
<p><b>PRESERVATION &amp; CONSERVATION</b> Support the development of eco-efficiency community and environment through various initiatives and partnerships.</p>	<ul style="list-style-type: none"> <li>Total <b>non-renewable energy consumption FY2024 is 3,388,374</b> with an increase of 26.12% from last year. (FY2023 was 2,686,665)</li> <li>Total <b>renewable energy consumption FY2024 is 435,952</b> with a decreased by 62.39% from FY2023. (FY2023: 1,159,024)</li> <li><b>CO<sub>2</sub> emission avoidance</b> based on consuming solar energy (tonnes) for <b>FY2024 is 260</b>. (FY2023 was 691).</li> <li><b>35% waste recycled</b> from landfill, non-hazardous waste from landfills: (FY2023: 29%)</li> <li><b>5 user friendly product/material</b>; recycle materials used for projects. (FY2023: 3 materials)</li> <li><b>Budget spent on Biodiversity/conservation efforts / programmes / initiatives/ hydro seeding for FY2024 is RM136,404</b>. (FY2023: RM11,296)</li> </ul>		
<p><b>HUMANITY CARE &amp; SUPPORT</b> Continue to provide care and support to the stakeholders for an excellent experience and quality of life.</p>	<ul style="list-style-type: none"> <li>Customer satisfaction achiever in average for <b>FY2024 is 88%</b>. (FY2023: average about 86%)</li> <li><b>30 Cybersecurity cases</b> received, <b>2 of awareness programme</b> conducted, and <b>1 stakeholder data losses</b>. (FY2023: 17 cases reported; 1 awareness programme with 0 stakeholder data losses)</li> <li>In <b>FY2024 a total of 126 of philanthropic activities</b> were conducted with various stakeholders. (FY2023: 102 philanthropic activities)</li> <li><b>Community investment for FY2024 is RM2,006,061 for 6 beneficiaries</b>. (FY2023: RM425,056 with 6 beneficiaries)</li> </ul>		
<p><b>HUMAN CAPITAL DEVELOPMENT</b> To constantly improve and nurture the Group's diversified talents with an up-to-date skills and provide a healthy and safe work environment.</p>	<ul style="list-style-type: none"> <li><b>RM58,520,000 paid</b> in salaries, bonuses, and benefits. (FY2023: RM70,532,372.)</li> <li>A total of <b>RM808,928 spent for upskilling</b> with a <b>training hour of 27,761</b> (FY2023: RM626,165 spend with a total hour of 20,520)</li> <li><b>84% of employees attended training in FY2024</b> (FY2023: 81% attended training).</li> <li><b>2,059,632 no of total working manhour</b> with <b>1 of fatalities</b>. (FY2023: 1,401,944 working hours with 0 fatalities)</li> <li><b>374 Workplace safety and health awareness activities/programmes</b> were conducted. (FY2023: 39)</li> </ul>		
<p><b>COMPLIANCE &amp; INTEGRITY</b> Continuously ensure businesses within the Group practises the institutional and environmental ethics guided by its core value and governance.</p>	<ul style="list-style-type: none"> <li>Holds <b>9 certifications</b> for the <b>product and services provided</b>. (FY2023: 9 certifications)</li> <li><b>RM41,497 of penalties</b> related to ethics and/or environment. (FY2023: RM0 penalties)</li> <li><b>Zero no of cases</b> were recorded for <b>anti-corruption</b>. (FY2023: 0 cases)</li> <li><b>591 no of staffs trained for integrity</b>. (FY2023: 103 staffs)</li> </ul>		
<p><b>ECONOMIC SUSTAINABILITY</b> Continuous enhancement in the generated and retained economic value, coupled with a robust commitment to community investment, resulting in a Sustainable Compound Annual Growth rate and a thriving business entity.</p>	<ul style="list-style-type: none"> <li><b>RM22.1 million paid</b> for tax. (FY2023: RM8.6 million)</li> <li>Cumulative shareholders return since listing in year 2003: 142% ROI (FY2023: 134% ROI)</li> <li>Total proposed <b>dividend payment for FY2024: RM0</b> (FY2023: RM0)</li> <li><b>Total finance cost FY2024: RM12.4 million</b> (FY2023: RM12.8 million)</li> <li>Economic Value Retained for <b>FY2024: RM55.5 million</b> (FY2023: RM21.1 million)</li> </ul>		

## STAKEHOLDER ENGAGEMENT

### Why it is important?

Our commitment to sustainability is deeply rooted in active and meaningful stakeholder engagement. We are continuously improving our communication with our stakeholders, ensuring their perspectives and needs are integral to our decision-making processes.

### Our Approach

Our approach to stakeholder management is guided by our corporate values, sustainability objectives, and regulatory requirements. We aim to create shared value by progressively aligning our business practices with the needs and expectations of our stakeholders, including employees, customers, investors, suppliers, communities, and regulatory bodies. This alignment ensures that our initiatives are not only responsive but also proactive in addressing key issues that impact both our business and the wider community.

Our stakeholder prioritisation matrix was last reviewed in 2023 and has remained unchanged since. The next review of the matrix is scheduled for 2025.

### PROTASCO BERHAD STAKEHOLDERS PRIORITISATION



### Our Performance

In FY2024, Protasco Berhad strengthened its commitment to stakeholder engagement through targeted initiatives designed to foster open communication and collaboration.

### Stakeholder Engagement

Throughout the year, each BU within the Group conducted a series of engagement sessions with key stakeholder groups, including employees, customers, suppliers, and local communities (refer to the Stakeholder Engagement table). These sessions offered valuable insights that informed our sustainability strategies and ensured our business practices aligned with stakeholder expectations.

	Specific Stakeholder Addressed	Type of Engagement	Frequency	Areas of Interest	Materiality Matters Addressed
<b>Shareholders &amp; Investors</b> 	<ol style="list-style-type: none"> <li>Shareholders</li> </ol>	<ol style="list-style-type: none"> <li>Board Meeting</li> <li>Annual General Meeting</li> </ol>	<ol style="list-style-type: none"> <li>Quarterly</li> <li>Yearly</li> </ol>	<ol style="list-style-type: none"> <li>Business Strategy</li> <li>Financial</li> <li>Operation</li> <li>Risk Management</li> <li>Sustainability Compliance</li> </ol>	<ol style="list-style-type: none"> <li>Economic Performance</li> <li>Diversity - Board Compliance</li> <li>Anti-Corruption</li> <li>Occupational Safety &amp; Health</li> <li>Labour Practices</li> <li>Data Privacy and Cybersecurity</li> <li>Climate Change</li> </ol>
<b>Customers</b> 	<ol style="list-style-type: none"> <li>Project Owners</li> <li>End users of the product and service</li> <li>Students</li> </ol>	<ol style="list-style-type: none"> <li>Meetings</li> <li>Customers Satisfaction Survey</li> <li>Customer Feedback</li> <li>Strategic CSR Event</li> <li>Academic Activities</li> </ol>	<ol style="list-style-type: none"> <li>As and when required</li> <li>Annually</li> <li>As required</li> <li>Ongoing</li> <li>Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>Work Progress</li> <li>Quality of Work</li> <li>Relationship Building</li> <li>Financial Support</li> <li>Compliance</li> </ol>	<ol style="list-style-type: none"> <li>Customer Satisfaction</li> <li>Data Privacy and Cybersecurity</li> <li>Compliance</li> </ol>
<b>Employees</b> 	<ol style="list-style-type: none"> <li>Management Staffs</li> </ol>	<ol style="list-style-type: none"> <li>Survey</li> <li>Meetings</li> <li>Engagement and Events</li> <li>Training</li> </ol>	<ol style="list-style-type: none"> <li>Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>Staff career development</li> <li>Staff Welfare</li> <li>Motivation and Teamwork</li> <li>Health and Well-being</li> </ol>	<ol style="list-style-type: none"> <li>Diversity</li> <li>Labour Practices</li> <li>Anti-corruption</li> <li>Data Privacy and Cybersecurity</li> <li>Compliance</li> <li>Economic Performance</li> </ol>
<b>Suppliers &amp; Contractors</b> 	<ol style="list-style-type: none"> <li>Suppliers</li> <li>Contractors</li> </ol>	<ol style="list-style-type: none"> <li>Meetings and Events</li> </ol>	<ol style="list-style-type: none"> <li>Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>Financial Stability</li> <li>Work Progress</li> <li>Quality of Work</li> <li>Relationship Building</li> </ol>	<ol style="list-style-type: none"> <li>Procurement Practices</li> <li>Occupational Health &amp; Safety</li> <li>Waste Management</li> </ol>

	Specific Stakeholder Addressed	Type of Engagement	Frequency	Areas of Interest	Materiality Matters Addressed
<b>Government &amp; Authorities</b> 	<ol style="list-style-type: none"> <li>1. State Authority</li> <li>2. Local Authorities</li> <li>3. Government Bodies</li> <li>4. Licencing Bodies</li> <li>5. Regulators</li> </ol>	<ol style="list-style-type: none"> <li>1. Meetings and Workshops</li> </ol>	<ol style="list-style-type: none"> <li>1. As and when required</li> </ol>	<ol style="list-style-type: none"> <li>1. Regulatory compliance</li> <li>2. Work in progress</li> <li>3. Builing Relationship</li> <li>4. Quality of Work</li> <li>5. CSR Events</li> </ol>	<ol style="list-style-type: none"> <li>1. Compliance</li> <li>2. Occupational Safety &amp; Health</li> <li>3. Anti-corruption</li> <li>4. Energy Management</li> <li>5. Climate Change</li> <li>6. Waste Management</li> <li>7. Water Management</li> <li>8. Data Privacy and Cybersecurity</li> <li>9. Governance</li> <li>10. Socioeconomic Compliance</li> <li>11. Environmental Compliance</li> <li>12. Supplier Environmental Assessment</li> </ol>
<b>Community</b> 	<ol style="list-style-type: none"> <li>1. Local communities</li> </ol>	<ol style="list-style-type: none"> <li>1. CSR Events Meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Investment into community infrastructure and development</li> </ol>	<ol style="list-style-type: none"> <li>1. Community Investment and Development</li> </ol>
<b>Business Partners</b> 	<ol style="list-style-type: none"> <li>1. Industry Partners</li> <li>2. Franchisees</li> </ol>	<ol style="list-style-type: none"> <li>1. Progress Report</li> <li>2a. Virtual Meetings</li> <li>2b. Performance Audit</li> </ol>	<ol style="list-style-type: none"> <li>1. Based on requirement</li> </ol>	<ol style="list-style-type: none"> <li>1a. Business Strategy</li> <li>1b. Financial</li> <li>2a. Operation</li> <li>2b. Compliance</li> </ol>	<ol style="list-style-type: none"> <li>1. Economic Performance</li> <li>2. Anti-Corruption</li> <li>3. Occupational Safety &amp; Health</li> <li>4. Labour Practices</li> <li>5. Data Privacy and Cybersecurity</li> </ol>
<b>Financial Institutions</b> 	<ol style="list-style-type: none"> <li>1. Financial Provides such as Banks</li> </ol>	<ol style="list-style-type: none"> <li>1. Meeting</li> <li>2. Construction progress [site visit by Financial Institution]</li> </ol>	<ol style="list-style-type: none"> <li>1. Based on requirement</li> </ol>	<ol style="list-style-type: none"> <li>1. Financial Performance Compliance</li> </ol>	<ol style="list-style-type: none"> <li>1. Economic Performance</li> <li>2. Anti-Corruption</li> <li>3. Occupational Safety &amp; Health</li> <li>4. Labour Practices</li> <li>5. Data Privacy and Cybersecurity</li> <li>6. Climate Change</li> <li>7. Compliance</li> </ol>

To identify material issues most significant to both stakeholders and the business, we conducted an online survey.

The feedback gathered through these engagement channels has been instrumental in refining our stakeholder management approach. By incorporating these insights into our decision-making processes, we ensure steadily that our strategies remain responsive to the evolving needs and concerns of those impacted by our operations.

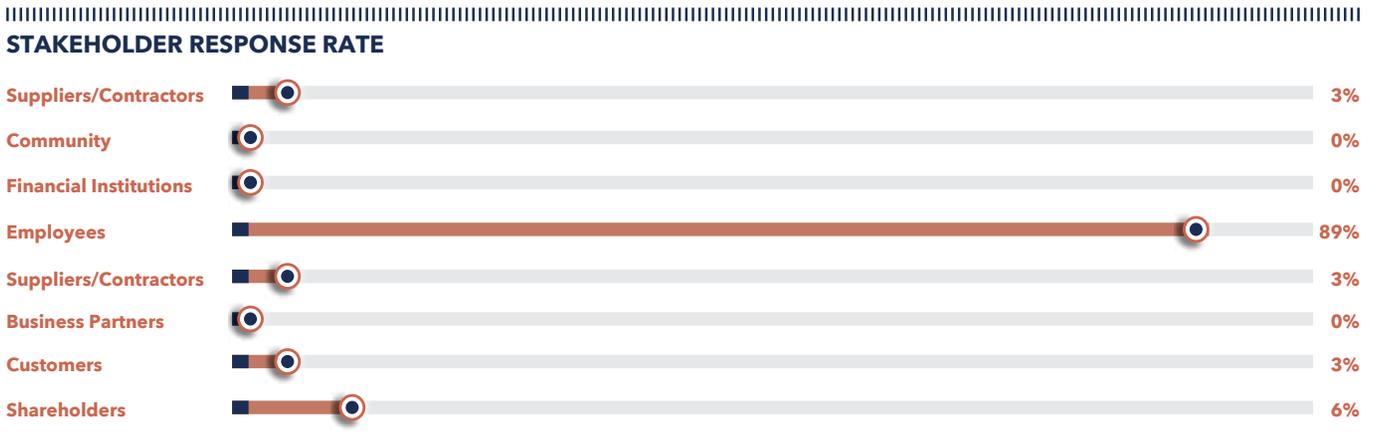
Looking ahead, we remain committed to enhancing our stakeholder engagement processes by broadening the scope to include more stakeholders within each BU, addressing material issues, responding to emerging concerns, and actively engaging with new stakeholder groups.

## ▼ MATERIALITY MATTERS

In our pursuit of sustainable growth, we prioritise materiality matters that align with our stakeholders' concerns and our business objectives. Through rigorous assessment, we identify and focus on the issues that have the most significant impact on our operations and the communities we serve.

### Our stakeholder

Recognising the evolving expectations of our stakeholders, we conducted an online Stakeholder Survey to gather their views and concerns. This shift from a manual to a digital approach has allowed us to engage stakeholders across Malaysia more efficiently while maintaining open feedback channels.



Although the link was shared with all stakeholders to gather feedback on their concerns, the response from the community, financial institutions, and business partners was limited. As a result, this report focuses on incorporating feedback received from employees, customers, and shareholders to ensure a comprehensive and meaningful approach.

Looking ahead, we aim to improve our approach by prioritising accessibility and inclusivity, ensuring that stakeholders at all levels can provide feedback in their preferred language.

The feedback we receive enables us to understand and address stakeholder concerns effectively. By systematically aligning our sustainability strategies with the broader social, environmental, and economic contexts in which we operate, we ensure that our initiatives remain relevant and impactful. This integration underpins our IAP 3.0 efforts, driving meaningful change and reinforcing our commitment to sustainable progress.

**Materiality process**

In 2024, we embarked on a comprehensive materiality assessment to identify the most critical sustainability issues for Protasco Berhad. This assessment was designed to ensure that our sustainability strategy aligns with the expectations of our stakeholders and addresses the challenges and opportunities relevant to our business.

**MATERIALITY PROCESS**



**Defining the scope**

The materiality assessment covers the fiscal year 2024, with an outlook for the next three (3) years. This time frame allows us to address immediate concerns while also preparing for longer-term challenges and opportunities.

We began by mapping out the key environmental, social, governance (ESG), and economic issues that could potentially impact our operations and stakeholders. These topics were selected based on industry trends, regulatory requirements, and internal objectives, ensuring a broad and inclusive perspective.

Given the wide reach of our operations across Malaysia, the materiality assessment focused on our national operations. However, particular attention was given to regions where our activities have a significant environmental or social footprint, allowing us to tailor our strategies to local conditions.

**Identify our stakeholders**

Recognising the importance of diverse perspectives, we defined our stakeholder groups to include employees, customers, investors, suppliers and contractors, regulatory bodies, financial institutions, business partners, and local communities. These stakeholders were identified based on their influence on, and interest in, our business activities.

**Identify potential material issues**

As part of our 2024 materiality assessment, Protasco Berhad undertook a systematic process to identify the sustainability issues that are most relevant to our current businesses and stakeholders. This step is crucial for ensuring that our sustainability strategy focuses on the areas where we can have the greatest impact.

Some of the references used were:

- A** Reviewing reports from industry peers, regulatory guidelines, and global sustainability frameworks such as the Global Reporting Initiative (GRI) and the Task Force on Climate-related Financial Disclosures (TCFD).
- B** Conducting risk assessment to identify operational, financial, and reputational risks related to ESG factors.
- C** Aligning potential material issues and evaluate against our Group’s strategic objectives, particularly in the areas of sustainability, growth, and innovation.

ESG	Nos	Materiality Topics
<b>Environment</b>	1	Biodiversity
	2	Climate Change
	3	Energy Management
	4	Materials
	5	Waste Management
	6	Water Management
<b>Social</b>	7	Community Development
	8	Customer Satisfaction
	9	Data Privacy & Cybersecurity (DPC)
	10	Diversity
	11	Economic Performance
	12	Labour Practices
	13	Occupational Safety & Health (OSH)
<b>Governance</b>	14	Procurement Practices
	15	Training & Development
	16	Anti-Corruption
	17	Compliance

**Stakeholder engagement**

The materiality gathered are presented in a survey with diverse group of stakeholders, including employees, customers, investors, suppliers, regulatory bodies, and local communities.

**Assess priority materiality issues**

The Group has identified a materiality concern scale based on percentages, categorised into different levels of priority as indicated in the Table below.

Percentage Range	Materiality Concern Level	Description
75% - 100%	Very High Priority	Critical issue for stakeholders; must be addressed immediately and incorporated into strategies.
50% - 74%	High Priority	Important issue that significantly impacts stakeholders and requires focused attention.
25% - 49%	Moderate Priority	Relevant concern that warrants consideration but may not require immediate action.
0% - 24%	Low Priority	Minor concern with minimal impact; can be monitored or addressed in the longer term.

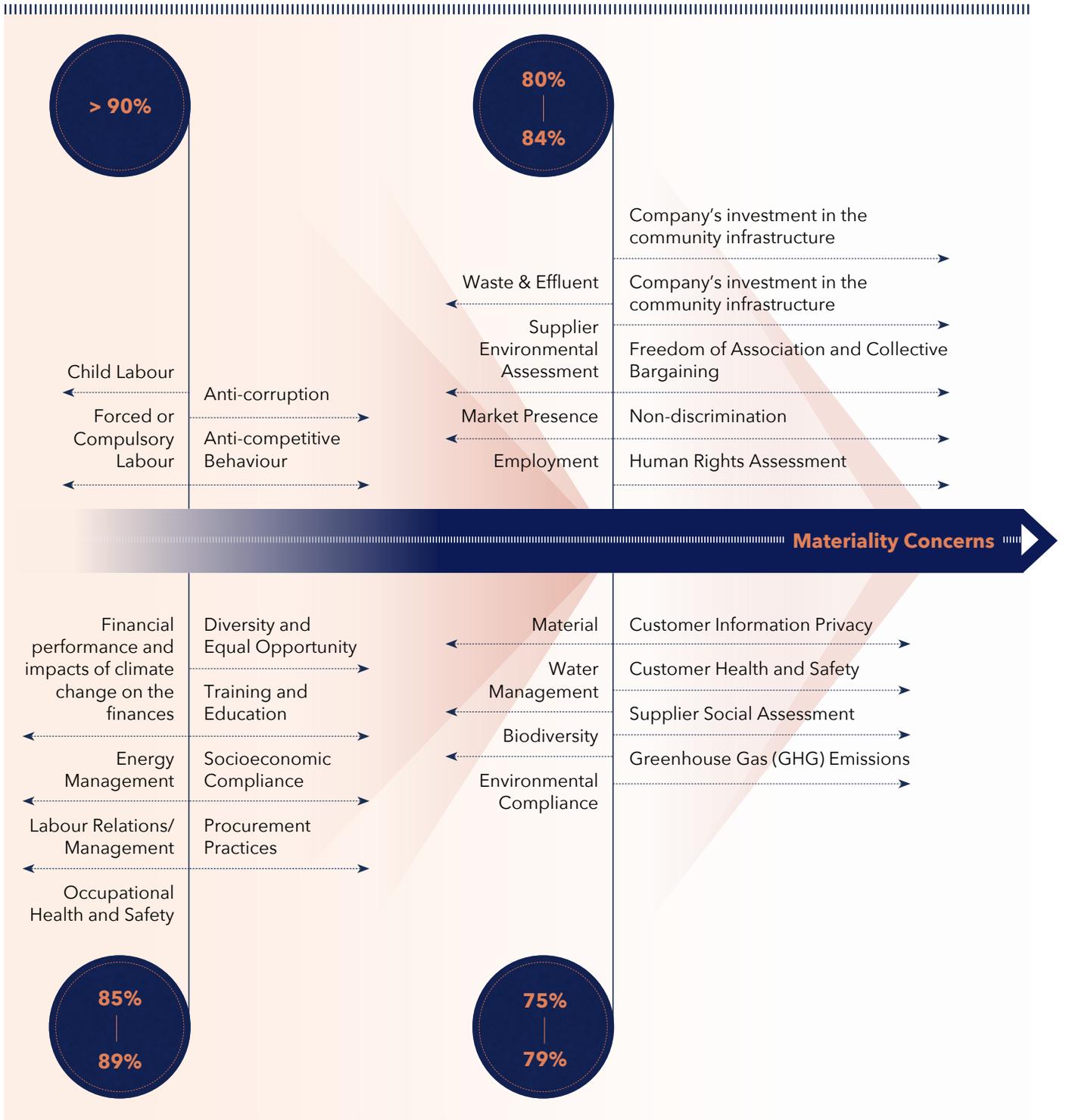
Stakeholder feedback on material concerns revealed that all identified matters were categorised as Very High Priority, emphasising the need for these issues to be addressed and integrated into our business strategies.

Within this category, material concerns scoring 85% and above represent the highest stakeholder priorities, with near-universal agreement on their critical significance. These issues demand urgent and focused action to meet stakeholder expectations and ensure alignment with our organisational objectives.

In comparison, material concerns scoring between 75% and 84%, while slightly lower in consensus than the top band, remain essential. These concerns require prompt attention and progressive integration into our core strategies to maintain stakeholder trust and uphold our commitments.



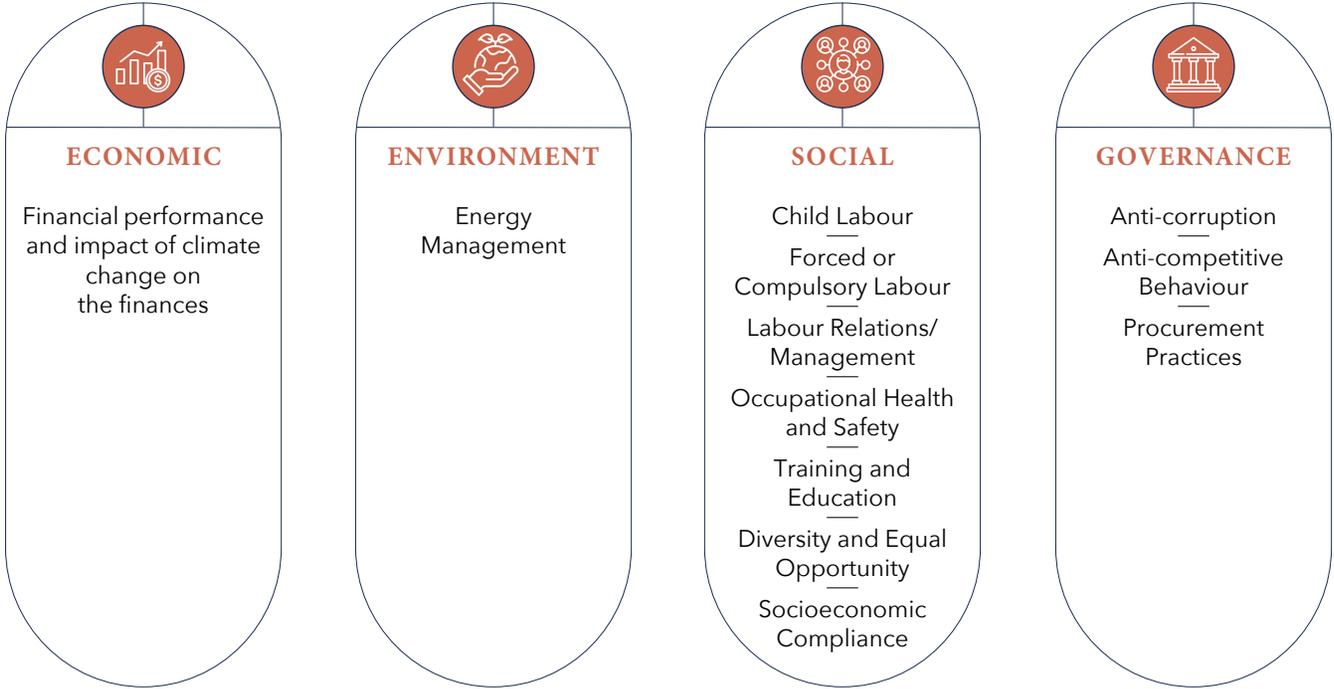
The launch of IAP 3.0 was held on 18 July 2024, focused on sustainability efforts throughout the Group



The figure above summarises the materiality concerns and their respective scores as determined through the stakeholder survey.

Once the potential material issues were identified, they were prioritised based on their importance to stakeholders and their impact on our business operations. This was followed by a comprehensive validation process conducted by the Sustainability Committee and senior management, ensuring that the final list of material issues accurately represents Protasco Berhad's most critical sustainability challenges and opportunities.

**Stakeholder’s Materiality Matters Priority (A Summary)**



The concerns highlighted above are being actively addressed, with continuous enhancements to our initiatives and efforts within all BUs.

Over the next three (3) years, the Group will prioritise not only the highest priority concerns but also other key issues, implementing targeted plans and initiatives to address them comprehensively and drive sustainable growth. These efforts aim to ensure alignment with regulatory expectations and compliance requirements.



The Group priorities addressing material issues scoring 85% and above, while also developing policies, initiatives, and allocating resources for concerns scoring 80% - 84%.

The Group prioritises material concerns scoring 75% and above ensuring alignment with regulatory requirements and compliance standards.

Full implementation of the targeted policies and initiatives for all material concerns scoring 75% and above with measurable outcomes demonstrating progress.

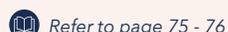
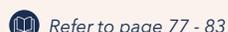
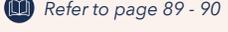
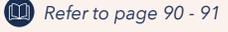
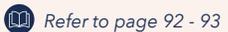
In FY2024, our group has strategically allocated resources across the ESG categories to align with our commitment to sustainable growth and responsible business practices. Our focus reflects the importance we place on addressing environmental challenges, strengthening governance, fostering economic resilience, and supporting social initiatives.

The final list of prioritised material issues will guide our sustainability initiatives and reporting for the coming years. By aligning our focus areas with stakeholder expectations and industry standards, we ensure that our efforts contribute to long-term value creation for both our business and the broader community.

## ESG RISK PERFORMANCE

Our Group’s ESG Risk Strategy outlines a comprehensive approach and framework for identifying, assessing, managing, and monitoring ESG-related risks across the organisation. By proactively managing ESG risks, we aim to create long-term value, enhance our resilience to challenges, and align our business practices with the principles of sustainability.

Nos	ESG Risks	Risk Identification	Opportunities	FY2024 ESG Risk Performance
1	<b>Economic Performance</b>	<ul style="list-style-type: none"> <li>Market volatility impacting revenue streams.</li> <li>Rising operational costs affecting profitability.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening local supply chain integration to support economic sustainability.</li> <li>Diversifying business portfolios to mitigate sector-specific risks.</li> </ul>	<p>Refer to page 52-53</p>
2	<b>Anti-Corruption</b>	<ul style="list-style-type: none"> <li>Non-compliance with anti-bribery laws affecting reputation and stakeholder trust.</li> <li>Potential legal consequences due to lack of awareness and training.</li> <li>Supply chain integrity issues if third-party vendors do not adhere to ethical standards.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening governance by increasing anti-corruption training coverage beyond 50% target.</li> <li>Enhancing whistleblowing framework.</li> <li>Implementing a more robust supplier due diligence framework to prevent corruption risks in procurement.</li> </ul>	<p>Refer to page 54 - 57</p>
3	<b>Compliance</b>	<ul style="list-style-type: none"> <li>Non-compliance with industry standards (e.g., Occupational and Safety &amp; Health Act (OSHA), Department of Environment (DOE), Bursa Malaysia reporting).</li> <li>Regulatory changes requiring rapid adaptation.</li> </ul>	<ul style="list-style-type: none"> <li>Enhancing digital tracking of compliance metrics.</li> <li>Strengthening internal policies to exceed minimum legal requirements.</li> <li>Conducting more compliance training for all BUs.</li> </ul>	<p>Refer to page 57 - 59</p>
4	<b>Procurement Practices</b>	<ul style="list-style-type: none"> <li>Overspending on overseas suppliers can result in higher transportation costs, currency risks, supply chain disruptions, and a diminished ability to support the local economy.</li> <li>Supplier ESG non-compliance affecting overall sustainability targets.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening supplier ESG compliance (target: 70% adoption).</li> <li>Tracking and monitoring procurement practices.</li> <li>Implementing stricter procurement evaluation metrics.</li> </ul>	<p>Refer to page 60 - 62</p>
5	<b>Community Development</b>	<ul style="list-style-type: none"> <li>Failure to meet community expectations may impact corporate reputation.</li> <li>Inadequate outreach leading to weak social license to operate.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening social impact through targeted education and B40 assistance programmes.</li> <li>Expanding employee volunteerism to increase engagement.</li> <li>Aligning projects with sustainable development goals (SDG).</li> </ul>	<p>Refer to page 62 - 65</p>
6	<b>Diversity</b>	<ul style="list-style-type: none"> <li>Low female participation in managerial roles.</li> <li>Challenges in attracting and retaining diverse talent.</li> </ul>	<ul style="list-style-type: none"> <li>Expanding gender diversity initiatives beyond the set target.</li> <li>Introducing mentoring programmes to encourage female leadership.</li> </ul>	<p>Refer to page 65 - 69</p>
7	<b>Occupational Safety &amp; Health (OSH)</b>	<ul style="list-style-type: none"> <li>Workplace incidents affecting employee well-being and business continuity.</li> <li>Non-compliance with ISO 45001 standards leading to penalties.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening safety culture through targeted training.</li> <li>Expanding LTIR tracking for improved safety performance.</li> <li>Enhancing mental health and well-being programmes.</li> </ul>	<p>Refer to page 69 - 71</p>

Nos	ESG Risks	Risk Identification	Opportunities	FY2024 ESG Risk Performance
8	<b>Customer Satisfaction</b>	<ul style="list-style-type: none"> <li>Poor service quality affecting customer trust and retention.</li> <li>Failure to meet evolving customer expectations leading to decreased business growth.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening digitalisation to enhance customer experience.</li> <li>Implementing real-time feedback systems for better service improvement.</li> </ul>	  
9	<b>Data Privacy &amp; Cybersecurity</b>	<ul style="list-style-type: none"> <li>Increasing cyber threats and potential data breaches.</li> <li>Non-compliance with Malaysia's Cybersecurity Act 2024 (Act 854).</li> <li>Loss of stakeholder trust due to inadequate data protection measures.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening cybersecurity policies in line with IAP 3.0 digitalisation strategy.</li> <li>Conducting cybersecurity awareness training across all levels.</li> <li>Implementing threat detection systems.</li> </ul>	   
10	<b>Labour Practices</b>	<ul style="list-style-type: none"> <li>Labour shortages impacting project timelines.</li> <li>Non-compliance with fair labour practices leading to reputational risks.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening upskilling and training programmes.</li> <li>Enhancing employee well-being initiatives to boost retention.</li> <li>Implementing fair employment policies to attract top talent, to act responsibly and contribute positively to society.</li> </ul>	   
11	<b>Water Management</b>	<ul style="list-style-type: none"> <li>Inefficient water usage increasing operational costs.</li> <li>Regulatory penalties for excessive water consumption.</li> </ul>	<ul style="list-style-type: none"> <li>Improving tracking and monitoring of water usage data.</li> </ul>	  
12	<b>Waste Management</b>	<ul style="list-style-type: none"> <li>Lack of a dedicated waste management policy may impact long-term sustainability.</li> <li>Rising waste disposal costs and regulatory compliance pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Expanding waste reduction initiatives (e.g., beach cleaning project).</li> <li>Implementing circular economy principles to minimise waste.</li> <li>Strengthening partnerships for sustainable waste disposal solutions.</li> </ul>	   
13	<b>Material Management</b>	<ul style="list-style-type: none"> <li>Inconsistent sustainable sourcing affecting project certifications.</li> <li>Rising costs of eco-friendly materials.</li> </ul>	<ul style="list-style-type: none"> <li>Achieving Key Performance Indicator (KPI) for sustainable materials adoption.</li> <li>Expanding supplier engagement on responsible sourcing.</li> <li>Enhancing Research &amp; Development (R&amp;D) for cost-effective sustainable material alternatives.</li> </ul>	   
14	<b>Energy Management</b>	<ul style="list-style-type: none"> <li>High energy consumption increasing operational costs.</li> <li>Regulatory pressure for energy efficiency compliance.</li> </ul>	<ul style="list-style-type: none"> <li>Meeting the Building Energy Index (BEI) KPI of 50 kWh/m<sup>2</sup>/year.</li> <li>Implementing energy-efficient systems/initiatives for cost reduction.</li> </ul>	   
15	<b>GHG Emissions (Climate Change)</b>	<ul style="list-style-type: none"> <li>Rising carbon footprint affecting regulatory compliance and investor confidence.</li> <li>Potential penalties for exceeding emissions limits.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening Scope 1 &amp; 2 emission tracking systems.</li> <li>Implementing low-carbon strategies to align with Bursa Malaysia's TCFD reporting requirements.</li> <li>Expanding renewable energy adoption across operations.</li> </ul>	  
16	<b>Biodiversity</b>	<ul style="list-style-type: none"> <li>Environmental degradation impacting project approvals and community acceptance.</li> <li>Loss of local biodiversity due to construction and maintenance activities.</li> <li>Potential regulatory penalties due to stricter environmental policies.</li> </ul>	<ul style="list-style-type: none"> <li>Expanding conservation projects via Non-Governmental Organisation (NGO) partnerships.</li> <li>Enhancing stakeholder engagement through biodiversity impact studies.</li> </ul>	   

## ESG PERFORMANCE SCORECARD

### Environmental

Materiality Matters	Key Performance Indicators (KPI)	
	Target	Actual
<b>Biodiversity</b>	Implement at least 1 biodiversity-positive project compared to the previous year.	There has been 3 projects undertaken under the Group by various BUs compared to previous year. 
<b>GHG Emissions [Scope 2]</b>	Achieve a reduction of 1% in Scope 2 carbon emissions compared to the previous year.	FY2023 the carbon footprint was 2,215 tCO <sub>2</sub> e and FY2024 is 2,983 tCO <sub>2</sub> e. It is an increase of 34.6%. 
<b>Energy Management</b>	Reduce electricity consumption by 1% per square meter compared to the previous year.	Reduction of 0.55% electricity consumption per square meter. 
<b>Materials</b>	Minimum 3 environmentally friendly, or recyclable materials used for projects within the Group.	5 environmentally friendly, or recyclable materials used for projects within the Group. 
<b>Waste Management</b>	Achieve a 3% annual increase in the rate of waste recycled, treated, or diverted from landfill, based on the total waste generated from the company's activities.	35% of waste recycled, treated, or diverted from landfill from the total waste generated. 
<b>Water Management</b>	Reduce water consumption by 1% per square meter of building space compared to the previous year.	An increase of 9.3% was recorded (FY2023 was 0.43sq m <sup>2</sup> and in FY2024 is 0.47sq m <sup>2</sup> ). 

### Social

Materiality Matters	Key Performance Indicators (KPI)	
	Target	Actual
<b>Community Development</b>	Commit a minimum annual investment of RM200,000 in community initiatives, benefiting at least 5 community groups each year.	A total of RM2,006,061 was invested into community development benefiting a group of 6 external beneficiaries. 
<b>Customer satisfaction</b>	To maintain 70% Customer Satisfaction.	The Group has recorded on an average 88% score on its customer satisfaction. 
<b>Data privacy and cybersecurity</b>	To achieve 50% employee participation on cybersecurity awareness programme annually.	38% participated in the cybersecurity awareness programme. 
	Maintain a data loss rate of zero incidents concerning stakeholders annually.	1 data loss related incident has been recorded within the Group classified as low impact. 
<b>Diversity</b>	Maintain a minimum of 5% representation of women in managerial roles across the Group.	35% representation of women in managerial roles across the Group. 
<b>Labour Practices</b>	Ensure that at least 80% of the Group's employees are permanent or contract staff receiving full benefits.	As of FY2024, there are 97% of the Group's employees as permanent and contract workers receiving full benefits. 
	Ensure that at least 50% of the Group's employees receive awareness training on human rights violations.	14% staffs received awareness training on human rights violations. 
	Achieve a minimum of 70% of Group's employees attending at least one (1) skills development training session.	84% of Group's employees attending at least one (1) skills development training session during FY2024. 

Social

Materiality Matters	Key Performance Indicators (KPI)	
	Target	Actual
<b>Occupational Safety &amp; Health</b>	Reduce the number of workplace fatalities to zero or as low as reasonably achievable (ALARA).	1 workplace fatalities has been reported. 
	To ensure Group's Lost Time Incident Rate (LTIR) is less than 1.	Despite the high LTWR due to the fatality, the Lost Time Incident Rate (LTIR) remains low at approximately 0.97. 
	Achieve a minimum of 60% of Group employees attending at least one (1) workplace safety and health awareness training session.	48% employees have been reported to attend safety and health training and awareness programme. 
<b>Procurement Practices</b>	Achieve at least 70% of total supplier spending with local suppliers.	97.62% of the Group's total supplier spending is with local suppliers. 
	Achieve a 100% evaluation rate of all current suppliers' ESG performance.	Less than 50% evaluation are done on supplier's ESG performance. 

Governance

Materiality Matters	Key Performance Indicators (KPI)	
	Target	Actual
<b>Anti-corruption</b>	Achieve zero reported incidents of corruption.	There has been ZERO case incidents reported on anti-corruption within the Group. 
	Assess at least 10% of significant operations for anti-corruption risks.	28% anti-corruption risks are being assessed. 
	Ensure that at least 50% employees should receive training/awareness on anti-corruption policies and procedures annually.	41% staff attended anti-corruption training. 
<b>Compliance</b>	Ensure zero instances of non-compliance, business ethics cases, or penalties imposed by authorities.	5 non-compliances has been recorded across the Group. 

Legend: progress tracking

On track to meeting set targets

Falling short on meeting target for 1 year, review current practices

Falling short on meeting target for more than 2 years, review and revise targets (if necessary)

## MANAGEMENT APPROACH FOR MATERIAL MATTERS



### ECONOMIC PERFORMANCE

Related  
UNSDGs:



#### Why is this important?

At Protasco, economic sustainability is a core element of our business strategy, underpinning our commitment to delivering long-term value to stakeholders. Through consistent financial performance, we drive job creation, support local economic growth, and contribute to national development. Aligned with the United Nations Sustainable Development Goals (UN-SDGs), we focus on enhancing infrastructure and public services, improving the quality of life in the communities we serve, and reinforcing our dedication to responsible and sustainable growth.

#### Our approach

**FINANCIAL STABILITY AND GROWTH**

**TAX**

**RISK MANAGEMENT**

#### FY2024 Economic Performance Approaches

In FY2024, we achieved a 16% increase in revenue, reflecting our continued focus on sustainable and responsible business practices. Our profitability remained strong, with a 4.2% profit margin, driven by effective cost management and strategic investments in high-growth areas.

We remain committed to long-term value creation by prioritising projects that support business resilience and sustainable growth. Through prudent financial management and strategic decision-making, we continue to strengthen our market position while contributing to economic development.

As part of our commitment to sustainable economic performance, we uphold responsible and transparent tax practices that contribute to national and community development. We ensure full compliance with all applicable tax laws, regulations, and public rulings in the jurisdictions where we operate, adhering to legal requirements and industry standards.

In FY2024, we contributed RM22.1 million in taxes, a 156% increase from 2023, reflecting our business growth and sustained financial performance. These contributions support critical public services such as infrastructure development including road maintenance, construction, renewable energy, and hospitality, reinforcing our role in national economic progress.

Through ethical tax practices and strict compliance with relevant laws, we continue to strengthen our economic contributions while maintaining responsible business operations.

Our economic risk management framework is designed to anticipate and mitigate potential risks that could impact our financial performance. We conduct annual risk assessments, evaluating factors such as market fluctuations, geopolitical uncertainties, and ESG-related risks.

The findings from these assessments are presented bi-annually to the Board Risk Management Committee, ensuring proactive oversight and strategic decision-making to address both short-term disruptions and long-term challenges.

**MARKET PRESENCE**



**SUSTAINABLE INVESTMENT**



**SUSTAINABLE GROWTH STRATEGY**



**FY2024 Economic Performance Approaches**

As part of our growth strategy, we have embarked on a new agriventure, expanding into the agriculture industry while also building our international portfolio. This strategic move enhances our market presence and aligns with our commitment to sustainable and responsible business practices.

Our expansion not only supports economic development in emerging regions but also reinforces our competitive positioning. By investing in innovation and customer-centric solutions, we continue to differentiate ourselves in the marketplace, offering products and services that meet the increasing demand for ethical and sustainable business practices.

In FY2024, we did not secure any green financing, compared to FY2019, when we obtained RM26 million from OCBC through Term Financing-i (2) and the Green Technology Financing Scheme for Large Scale Solar (LSSS) PV plant of 9MWdc at Masjid Tanah, Melaka.

Despite this, we remain committed to sustainability and continue to explore green financing opportunities to support environmentally responsible projects.

Our sustainable growth strategy focuses on long-term value creation, balancing financial performance with responsible business practices. In FY2024, we achieved a 21% return on capital employed, reflecting our commitment to efficient resource management and strategic investments that drive sustainable growth.

To support regional economies and reduce our carbon footprint, we have prioritised local sourcing efforts, strengthening partnerships with local suppliers and contributing to economic development in the communities where we operate.

In FY2024, 98% of our procurement was sourced from local suppliers, contributing to economic development in the communities where we operate.

Our long-term economic planning is designed to ensure resilience and adaptability, with diversified revenue streams and flexible business models that can weather economic challenges and seize new opportunities.

With all the above management approaches, our strong ESG performance has yielded significant economic benefits, including cost savings from energy efficiency and enhanced reputation, which have opened up new business avenues. These combined efforts are crucial to maintaining our financial health and securing long-term success.

**Our performance**

In the current fiscal year, the Group achieved a total revenue of RM1,307.6 million, with the predominant share of 89% originating from our Maintenance and Trading & Manufacturing segments at 70% and 19% respectively. Protasco Berhad consistently creates value for our stakeholders, as illustrated in the table provided below.

<b>Economic Details</b>	<b>FY2024 RM'000</b>	<b>FY2023 RM'000</b>
<b>Economic Value Generated</b> <i>[i.e., Revenue and other income]</i>	<b>1,327,085</b>	1,142,663
<b>Economic Value Distributed</b>		
Operating Cost	<b>1,129,696</b>	1,010,113
Employee Wages & Benefits	<b>103,835</b>	84,365
Payment to providers of capital <i>[i.e. Dividend and Financial Cost]</i>	<b>12,389</b>	12,833
Payment to government <i>[i.e. Tax]</i>	<b>23,703</b>	13,854
<b>Community Investment</b>	<b>2,006</b>	425
<b>Economic Value retained</b>	<b>55,456</b>	21,073





## ANTI-CORRUPTION

Related  
UNSDGs:



### Why is this important?

At Protasco Berhad, we are steadfast in upholding the highest standards of business ethics and compliance, guided by our core ROCK-IT values. Adhering to these principles is essential not only for safeguarding our business and stakeholder interests but also for fostering trust and confidence among our stakeholders. Maintaining strict compliance is vital for protecting our reputation, securing our operational licenses, and ensuring our continued presence on the public market. By committing to these standards, we reinforce our role as a responsible and ethical organisation dedicated to sustainable growth.

### Our approach

At Protasco Berhad, our approach to anti-corruption is anchored in a zero-tolerance policy towards bribery, fraud, and any form of unethical conduct. We have implemented a comprehensive framework that ensures our operations are conducted with the highest level of integrity and transparency.

#### POLICIES AND PROCEDURES



#### TRAINING AND AWARENESS



### FY2024 Anti-corruption Approaches

- Our Integrity & Anti-Corruption Policy establishes a robust framework to combat corruption and bribery, clearly defining the standards of ethical conduct expected from all employees, business partners, and third-party associates. This ensures that all stakeholders uphold the principles of integrity in their professional dealings. This policy available on our website.
- Conflict of Interest (COI) Policy been established to address specifically all Directors of Protasco Berhad and Key Senior Management in the Company. This policy require all decisions and actions made by Directors and Senior Managements are made in the best interest of the company. They are required to make an annual declaration of COI or potential COI via the COI Declaration Form.
- A key pillar of this framework is our Discretionary Authority Limits (DAL), which sets out clear guidelines on the levels of authority and approval required for financial and operational decisions. By enforcing stringent oversight on transactions, the DAL minimises the risk of corruption, unauthorised activities, and potential conflicts of interest.
- We are dedicated to building a culture of integrity by providing annual and comprehensive training on anti-corruption behaviour.
- To ensure broad understanding and adherence, we have set a KPI that requires at least 50% of our employees, to receive this anti-corruption related training annually.  
  
This structured approach ensures that our employees at all levels are well-equipped to recognise and prevent unethical behaviour, further strengthening our commitment to anti-corruption.
- On 3 October 2024 an Anti-Corruption Awareness Talk by Puan Zairinhani Binti Zulkifly from Malaysian Anti-Corruption Commission (SPRM) was undertaken. A total of 591 employees attended this.

**WHISTLEBLOWING MECHANISM**



**RISK ASSESSMENT AND DUE DILIGENCE**



**MONITORING AND ENFORCEMENT**



**FY2024 Anti-corruption Approaches**

- Our whistleblowing mechanism remains a key pillar of our anti-corruption strategy, providing a secure and confidential channel for reporting any suspected misconduct or breaches of our policies, including the Discretionary Authority Limits.
- An Internal Audit was conducted to ensure its process and the cases reported.
- In November 2024, we had re-evaluated and enhanced our whistleblowing policy and framework to ensure it remains robust and effective. Communication with all BUs were done in December 2024 on the policy. Our team has rolled out an awareness programme to inform all employees and stakeholders of the changes and reinforce the importance of using this mechanism to uphold our ethical standards.

- We conduct annual risk assessments for anti-corruption across all BUs within the Group.
- These assessments are meticulously planned and executed according to a schedule submitted to the Audit Committee.

This proactive approach enables us to identify potential risks, implement effective mitigation strategies, and ensure that our operations remain compliant with our anti-corruption policies and procedures. The regularity and thoroughness of these assessments are integral to maintaining the integrity of our business practices and safeguarding our reputation.

- As part of our commitment to advancing ESG priorities, we actively collect and monitor anti-corruption data across all BUs. This data is reviewed biannually and presented to the Board through the BRMC, ensuring continuous oversight and alignment with our anti-corruption objectives.
- Our ongoing monitoring guarantees that anti-corruption measures are consistently applied and effective. Data from all BUs is compiled and verified through DWC, SWC, and SSC, undergoing rigorous validation to ensure accuracy and transparency. This diligent approach reinforces our commitment to ethical business conduct and strengthens stakeholder trust and confidence in our governance practices.

**Our performance**

**Whistleblowing Report**

3-Years Summary of Cases via Whistleblowing

Details	FY2024	FY2023	FY2022
No. of cases received	2	0	0
No. of cases resolved internally after investigation	2	0	0
No. of cases not valid after investigation	0	0	0
No. of cases pending in 2024	0	0	0
No. of cases reported to authorities	0	0	0

In 2024, two (2) whistleblowing cases were reported, both of which were classified as disciplinary offences. These cases were thoroughly investigated and successfully resolved. In comparison, there were no reported whistleblowing cases in 2022 and 2023. This reflects our ongoing commitment to transparency and accountability, ensuring that all concerns raised are addressed appropriately in line with our Whistleblowing Policy.

## Corruption risk assessment

In FY2024, each BU has continued to integrate anti-corruption and anti-bribery considerations into their comprehensive risk management frameworks. Our Group has conducted a thorough evaluation of operations with respect to corruption-related risks over the past three (3) years. This assessment reflects our ongoing commitment to strengthening our anti-corruption measures and enhancing our risk management strategies.

Details	FY2024	FY2023	FY2022	FY2021
Total number and percentage of operations assessed for risks related corruption	<b>27</b> <b>[28%]</b>	12 [12%]	16 [16%]	16 [16%]
Number of corruption risk assessments/audits conducted	<b>8 BUs</b>	9 BUs	7 BUs	5 BUs
Significant risks related to corruption identified through the risk assessment	<b>13</b>	10	6	6

## Corruption-related training

To ensure all the employees are well aware and have the relevant knowledge on being ethical and act with integrity, knowledge sharing, and other awareness programmes are being given each year. The board ensures that at least 2 levels of employees attend and understand their responsibilities. Below is the comparison data for the last 3 years.

### No. and Percentage of employees that have received training on anti-corruption by employees (by employee category)

Category of Employees	FY2024	FY2023	FY2022	FY2021
Senior Management	<b>8</b> <b>(1%)</b>	7 (7%)	0 (0%)	0
Middle Management	<b>70</b> <b>(12%)</b>	30 (29%)	21 (25%)	0
Executive	<b>320</b> <b>(54%)</b>	59 (57%)	62 (75%)	0
Non-executive	<b>193</b> <b>(33%)</b>	7 (7%)	0 (0%)	0

### ANTI-CORRUPTION TRAINING (CATEGORY OF EMPLOYEES) 3 YEARS COMPARISON



Corruption incidents

As of FY2024, Protasco Berhad is pleased to report that there have been no political contributions been made by the company. Additionally, there have been no instances of staff being reprimanded or dismissed for non-compliance with the anti-corruption policy, nor have there been any fines, penalties, or settlements related to corruption. This reflects our strong commitment to maintaining the highest standards of integrity and transparency across all our activities. Over the past three (3) years, we have consistently upheld this zero-incident record. Our proactive measures, including rigorous risk assessments, comprehensive training programmes, and robust anti-corruption policies, have been instrumental in preventing any corruption-related issues.

Number of cases recorded for bribery/anti-corruption (by category)

Category of Employees	FY2024	FY2023	FY2022	FY2021
Senior Management	0	0	0	0
Middle Management	0	0	0	1
Executive	0	0	0	0
Non-executive	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>



**COMPLIANCE**

Related  
UNSDGs:




Why is this important?

The Board reiterates the vital importance of strict adherence to regulatory and stakeholder expectations for the Group and its subsidiaries. Ensuring compliance is crucial to delivering high-quality products and services that meet regulatory standards. Failure to comply with these regulations and policies not only risks damaging our reputation but also threatens the sustainability of our business operations. Upholding these standards remains central to our commitment to ethical conduct and operational excellence.

Our approach

At Protasco Berhad, our commitment to compliance is centred around three (3) core areas: authority compliance, product and service compliance, and value-adding compliance. Each area is integral to maintaining our operational integrity and delivering value to our stakeholders.



**AUTHORITY COMPLIANCE**

Our approach to authority compliance focuses on ensuring strict adherence to all relevant local and international regulations. We achieve this through proactive engagement with regulatory bodies, regular internal and external audits, and ongoing updates and training on legal requirements. By maintaining these practices, we ensure that all our operations align with legal standards and anticipate regulatory changes effectively.



**PRODUCT AND SERVICE COMPLIANCE**

Each BUs within the Group is dedicated to providing products and services meet or exceed industry standards. This commitment involves rigorous quality control processes, meticulous documentation, and a focus on customer satisfaction through consistent feedback and continuous improvement. Our approach guarantees that all offerings adhere to regulatory and quality benchmarks, underscoring our dedication to excellence.



**VALUE-ADDING COMPLIANCE**

We prioritise ethical business practices and stakeholder engagement to enhance our operations and community impact. By incorporating feedback, promoting fair trade, and committing to sustainable development goals, we ensure our practices not only meet regulatory requirements but also add value to our stakeholders and society.

## Our performance

### COMPLIANCE METRICS AND KPIs

During the reporting period, we conducted ESG compliance audits across various BUs to ensure our practices align with regulatory and industry standards (refer to the Statement of Assurance in this report). This underscores our commitment to maintaining high standards and achieving necessary compliance. Additionally, employees participated in several compliance training sessions, which improved their understanding and adherence to our policies. Detailed information on relevant training can be found under the various materiality sections of this report.



### ACHIEVEMENTS AND IMPROVEMENTS

We would like to highlight in this report that our recent compliance audit involved a more comprehensive data-capturing process, enabling better monitoring and continuous improvement in our compliance performance. Notably, we successfully completed the audit in October 2024, reaffirming our commitment to stringent quality and regulatory standards. Additionally, several BUs within the Group have made significant enhancements to their compliance processes, aligning them more effectively with our reporting requirements.



### INCIDENTS AND RESOLUTIONS

During the reporting period, the Group recorded FIVE (5) incidents of non-compliance across various business units. These included issues such as late payment penalties on taxes and levies amounting to RM8,555, as well as the use of partial rather than full software licensing penalty of RM 22,492. However, in FY2024, the Group faced a legal summons related to damages incurred by TM Asset Utilities due to an accident involving one (1) of its BUs.

To prevent a recurrence, the Group will enhance its compliance framework through rigorous monitoring, regular audits, and comprehensive training programmes. We remain committed to upholding the highest compliance standards and will continue to proactively identify and mitigate potential risks.



Details	FY2024	FY2023	FY2022
Number of non-compliance in relation to business ethics	5	0	0
Total number of nonmonetary sanctions for noncompliance with laws and regulations	0	0	0
Total cost (RM) of business/operation fines and penalties during financial years	41,497	0	0

In 2022 and 2023, Protasco Berhad recorded zero incidents of non-compliance related to business ethics. This, however, was largely due to the existing practice where only major cases identified at the BU level were reported. Recognising the need for a more structured and transparent compliance framework, the Corporate Office took decisive action in 2024.

Under the IAP 3.0 initiative and the result of an internal audit, SSO introduced a more comprehensive data collection framework. This enhancement improved tracking and reporting accuracy, ensuring that all instances of non-compliance—regardless of severity—were systematically captured and addressed. As a result, FIVE (5) non-compliance were

identified and reported, marking a shift towards greater accountability and governance. Although this led the Group to record an amount of RM41,497 in fines and penalties, the initiative represents a critical step forward.





Non-compliance (in relation to business ethics)	Amount (RM)	Mitigation Action
KPHDN-Penalty WHT 10%	3,891	
Late Renewal of Grant	440	Quarterly monitoring will be undertaken
Penalty for underestimate 2023 Tax	4,224	
Damage on external asset during project	10,450	Any work related to excavation and installation coordination meeting will be undertaken.
Software Licence	22,492	Awareness programme among employees, centralisation of software management and reassessing risk ratings
<b>Total (as of FY2024)</b>	<b>41,497</b>	

*Note: During FY2024, a traffic offence related to speeding was identified during a recent audit, amounting to RM4,680 from 2 vehicles owned by one (1) of the BU. As a Group, we do not condone such violations, and employees are held accountable for their actions. Measures have been taken to reinforce compliance and prevent future occurrences. This was not included in the comparison table.*

Looking ahead, we remain committed to refining our compliance framework, reinforcing ethical business practices, and driving transparency across all levels of the organisation.

### Regulatory Engagement & Compliance

We have actively engaged with regulatory bodies throughout the year, participating in consultations and incorporating feedback into our compliance practices specially on project and business related matters. This proactive approach has ensured that we remain ahead of

regulatory changes and adapt our practices accordingly.

Our Maintenance and Construction teams, responsible for road and property-related projects, strictly adhere to an environmental management approach guided by the ISO 14001 Environmental Management System. This commitment is further strengthened by compliance with the ISO 45001 standard for Occupational Health and Safety. Additionally, we ensure that all projects across the Group comply with relevant national laws and regulations, demonstrating the Board's unwavering commitment to upholding the highest compliance standards.

### Stakeholder Feedback

Feedback from stakeholders has been instrumental in shaping our compliance strategies. We have incorporated valuable insights into our practices, through ongoing dialogue with stakeholders specifically regulators to help us align our compliance efforts with their expectations and needs.

Looking ahead, we are committed to elevating our compliance practices by integrating them seamlessly with our strategic and sustainability goals. This includes broadening our training initiatives, fostering a culture of accountability, and maintaining close engagement with regulatory bodies to stay ahead of industry shifts. Upholding the highest standards of compliance remains a cornerstone of our operations, reinforcing our commitment to responsible and sustainable growth.





## PROCUREMENT PRACTICES

Related  
UNSDGs:



### Why is this important?

As a diversified enterprise engaged in every aspect of the construction and infrastructure value chain, Protasco plays a pivotal role in strengthening the local marketplace through our procurement practices. Our commitment to responsible procurement supports local industries, fosters the transfer of local knowledge, and contributes to the prosperity of the communities we serve.

We build and maintain trust with our external providers. This trust enables us to source competitively priced products and services that meet our specific needs while ensuring that our procurement activities align with our values and objectives. Our approach not only supports local economic development but also enhances our operational efficiency and effectiveness.

### Our approach

The Group adopts various approaches in implementing fair and equitable procurement practices.

#### Responsible Sourcing

Although we have not yet established specific criteria for selecting suppliers based on environmental and social standards, we are actively monitoring the ESG practices of our local and small business contractors and suppliers. Our current focus is on tracking their ESG performance and gathering detailed information. As we develop our criteria for responsible sourcing, we are committed to providing support and assistance to these businesses to help them achieve and maintain ESG compliance. This proactive approach ensures that our supply chain not only meets our future standards but also fosters broader ESG adherence within our local business community.

#### Support for Local Industries

Our procurement strategy supports local economies not only by prioritising local suppliers, but also sub-contractors. This approach helps strengthen the local marketplace and fosters community development, contributing to the growth and resilience of local businesses.

### Fair and Equitable Practices

We prioritise fairness and transparency in our procurement processes by implementing competitive bidding, clear selection criteria, and stringent anti-corruption measures. These practices are governed by our DAL and ISO 9001, particularly in Maintenance and Property Development & Construction projects. Other BUs also adopt these practices for office-related supplies, ensuring integrity and fostering trust with our external providers.

#### Supplier Engagement and Management

We actively engage with suppliers to ensure they meet our compliance and quality standards through regular performance evaluations, feedback mechanisms, and collaborative initiatives to strengthen their capabilities. Recently, we introduced the ESG Survey and Performance assessment to align with the Group's strategic direction, further reinforcing our commitment to responsible sourcing.

#### Knowledge Transfer

We aim to facilitate knowledge and skill transfer through training programmes and collaborative projects with our local suppliers and sub-contractors.

However, in FY2024, this initiative did not materialise, as more than 50% of suppliers and sub-contractors had yet to submit their ESG background information based on the survey. In FY2025, we will adopt a more rigorous approach to enhance supplier engagement, build capacity, and drive mutual growth.

### Compliance and Ethical Standards

We align our procurement practices with regulatory requirements and ethical standards. Our suppliers must adhere to our code of conduct, ensuring operations reflect our commitment to integrity and compliance.

In project-specific procurement, we conduct a detailed examination of safety track records to ensure



adherence to the OSHA and the DOE regulations. This scrutiny is particularly emphasised in the areas of construction handled by Maintenance and Property Development & Construction BUs.

Both the Maintenance and Property Development & Construction BUs uphold stringent procurement standards by adhering to the ISO 9001:2015 Quality Management System for road construction, maintenance, and building and infrastructure materials. Maintenance contractors must source responsibly from entities approved by the Construction Industry Development Board (CIDB), the Standard and Industrial Research Institute of Malaysia (SIRIM), or IKRAM Quality Assurance’s approved material list. Similarly, the Property Development & Construction BU ensures that all sourcing aligns with contract specifications, with certain materials requiring industry standard. Both these BUs being project-focused, commitment to quality assurance reinforces the Group’s dedication to sustainable and responsible procurement practices.

### Monitoring and Reporting

We monitor and report half yearly on the effectiveness of our procurement practices through performance metrics, audits, and regular assessments. This transparency allows us to track progress and implement necessary improvements.



### Our performance

In the reporting period, our procurement practices have effectively supported our strategic objectives while enhancing local economic growth and sustainability. We have made significant strides in implementing and refining our procurement process through the ISO9001, reflecting our commitment to responsible and ethical sourcing.

### Metrics and KPIs

<p><b>(i) Local Supplier Spending</b> We have achieved 97.62 % of total supplier spending with local suppliers, surpassing our target of 70%. This reflects our dedication to supporting local businesses and stimulating the local economy.</p>	<p><b>(ii) ESG Performance Evaluation</b> We manage to evaluate less than 50% of our current suppliers’ ESG performance. This is below our set target. This outcome has alarmed the Group to take more proactive action on our approach to ensure that all our suppliers and contractors align with our environmental and social standards.</p>	<p><b>(iii) ESG Adoption Rate</b> As of FY2024, the Group is unable to provide the rate of ESG adoption. All plans and initiatives will be monitored throughout the Group.</p>
--	---	--

### 4-Years Comparison Data for Procurement Practices

Details	FY2024	FY2023	FY2022	FY2021
Local Procurement Actual (RM)	<b>277,059,071</b>	298,483,994	259,381,475	4,942,232
Foreign Procurement Actual (RM)	<b>6,762,126</b>	3,002,531	818,349	3,020
<b>Total Procurement Actual (RM)</b>	<b>283,821,197</b>	301,486,526	263,199,824	4,945,252
Percentage of Local Procurement Actual	<b>97.62%</b>	99.56%	98.55%	99.93%
Number of Local Suppliers	<b>472</b>	452	428	128
Number of Foreign Suppliers	<b>9</b>	15	14	1
<b>Total Number of Suppliers</b>	<b>481</b>	467	442	129
Percentage of Local Suppliers	<b>98%</b>	97%	97%	99%
Number of suppliers screened / audited for good ESG performance	<b>28</b>	14	N/A	N/A
Number of suppliers removed from procurement list or cautioned for poor ESG performance	<b>N/A</b>	N/A	N/A	N/A
Number of suppliers endorsed anti-bribery anti-corruption policies	<b>N/A</b>	N/A	N/A	N/A

**ESG Tracking and Support**

As of FY2024, progress in monitoring the ESG practices of our contractors and suppliers has been limited, primarily due to low response rates from the ESG Survey. Recognising this gap, we will take more proactive measures in 2025 to drive meaningful engagement. Our initial plan in FY2024 was to assess suppliers’ ESG practices and provide targeted support and guidance to help them enhance their compliance. Moving forward, we remain committed to strengthening our supply chain’s sustainability through a more structured and hands-on approach.

**Incident Reporting and Resolutions**

There were no significant incidents related to procurement practices during this period. Our proactive monitoring and adherence to established standards and regulators requirements have ensured smooth operations and prevented any major issues.

**Training and Capacity Building**

We have not yet conducted training or capacity-building initiatives this year. However, we have developed a Code of Conduct for suppliers and contractors, which will be communicated to all stakeholders in stages. This Code of

Conduct is designed to guide suppliers in meeting our ethical and compliance standards and will form a key part of our future training efforts.

**Regulatory Compliance**

As FY2024, our procurement activities especially from 2 BUs (Property Development & Construction and Maintenance) have continued to comply with all relevant regulations, including the OSHA and DOE standards. Regular audits and reviews have confirmed our adherence to these legal and industry requirements.

Advancing, we will implement stricter measures to enhance supplier participation and accountability by mandating the incorporation of ESG criteria into the supplier selection and payment process, which has so far been adopted by selected BUs. At the same time, we will continue supporting local businesses in achieving compliance. Additionally, annual audits will be conducted to strengthen oversight, drive continuous improvement, and enhance the overall sustainability of our supply chain.



**COMMUNITY DEVELOPMENT**

Related  
UNSDGs:







**Why is this important?**

At Protasco, our commitment to social responsibility drives us to actively invest in the growth and well-being of sustainable and inclusive communities. Our community investment efforts are an integral part of our corporate ethos, reflecting our dedication to creating lasting, positive impact in the areas where we operate.



from left to right

The annual breaking of fast event was held on 27 March 2024, is a joint programme between Masjid IKRAM and Protasco Group of Companies.

Iftar Perdana is an annual event open to all staff and students of IUKL, welcoming them to gather and enjoy a meal together.



### Our approach

Our approach to community investment is centred around enhancing the quality of life for the communities we serve. By engaging in a variety of projects and initiatives, we aim to support and uplift underserved groups, including B40 families, and provide meaningful opportunities for improvement and development.

Key to our efforts is our active involvement in community development and employee volunteerism. Through these initiatives, we strive to deliver tangible benefits that align with our mission of promoting enduring and sustainable progress in society. This includes:

#### Supporting Community Projects and Initiatives

Through sustainability and environmental initiatives, we strive to protect and restore natural ecosystems while fostering awareness and responsible practices among communities. Meanwhile, supporting health and well-being programmes reinforce our belief that thriving communities start with empowered individuals.

#### Supporting Underserved Communities

We participate in and sponsor projects designed to assist B40 families, helping to improve their living conditions and future prospects. Our initiatives include providing essential resources, infrastructure improvements, and targeted support to those in need.

#### Educational Contributions

Leveraging our expertise and resources through our Education division, we provide quality education and training opportunities. This supports our goal of empowering individuals and fostering long-term community development.

#### Employee Engagement

Our employees are encouraged to contribute to community service through volunteer programmes, which not only support local initiatives but also foster a culture of social responsibility within our organisation.

By prioritising these areas, the Group not only fulfils its corporate social responsibility but also aligns its business practices with the broader

goal of creating sustainable, inclusive communities. Through continued investment and engagement, we are committed to driving positive change and making a meaningful impact on society.

### Our performance

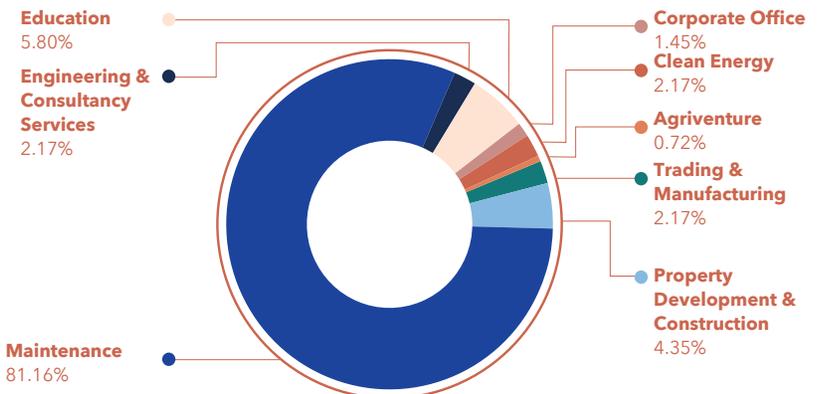
During the reporting period, the Group remained committed to fostering sustainable and inclusive communities. All BUs are encouraged to support community development, despite financial constraints, through targeted initiatives. Our efforts focus on improving community well-being, supporting those in need, and fostering employee engagement. Moving forward, we will strengthen collaboration with local organisations to maximise impact. By integrating sustainability and education, we aim to drive meaningful, long-term improvements.

#### Community Investment Metrics and KPIs

As of FY2024, the Group achieved a total community investment of RM2,006,061, surpassing our target of RM200,000. This reflects our strong commitment to supporting community development. All BUs despite financial challenges are encouraged to contribute through targeted initiatives, employee engagement, and strategic collaborations.

Moving forward, we aim to enhance our impact by strengthening partnerships and integrating sustainability into our community programmes.

#### FY2024 COMMUNITY INVESTMENT (BASED ON BUs)



#### Support for Underserved Communities

Our initiatives extended beyond assisting B40 families to supporting communities in need. Through various programmes, we have made a meaningful impact by providing aid in education, sports, schools near our project sites, flood relief, and community infrastructure development in collaboration with external partners. Notably, Roadcare (M) Sdn Bhd, a division under Maintenance, contributed RM1,000,000 in response to the national call for flood relief efforts in East Malaysia. Additionally, all divisions within the Group have played a vital role in supporting underprivileged communities, reflecting our commitment to social responsibility.



### Educational Contributions

Through our Education BU, the Group awarded 18 types of scholarships to both local and international candidates, benefiting 570 recipients with a total contribution of RM2,508,637. These scholarships support children from B40 families, war-torn countries, and those excelling in sports and academics, reflecting our commitment to providing quality education for a better future. Additionally, all other BUs played a role in supporting schools through various initiatives, ensuring that all students, particularly those from B40 families, have access to quality education, nutritious meals, and improved school facilities.

### Employee Volunteerism

Our employees dedicated 292 volunteer hours to 127 community service projects throughout FY2024, demonstrating our strong commitment to social responsibility and active community engagement.



### Performance based on UN-SDG

 No. of projects: <b>5</b> Amount Spent: <b>RM72,000</b>	 No. of projects: <b>19</b> Amount Spent: <b>RM259,703</b>	 No. of projects: <b>39</b> Amount Spent: <b>RM217,000</b>	 No. of projects: <b>16</b> Amount Spent: <b>RM103,500</b>
 No. of projects: <b>2</b> Amount Spent: <b>RM3,000</b>	 No. of projects: <b>7</b> Amount Spent: <b>RM51,319</b>	 No. of projects: <b>1</b> Amount Spent: <b>RM5,000</b>	 No. of projects: <b>28</b> Amount Spent: <b>RM1,234,985</b>
 No. of projects: <b>4</b> Amount Spent: <b>RM34,125</b>	 No. of projects: <b>3</b> Amount Spent: <b>RM9,270</b>	 No. of projects: <b>1</b> Amount Spent: <b>RM2,000</b>	 No. of projects: <b>1</b> Amount Spent: <b>RM20,000</b>

### 2-years comparison on the Group's Community Development

Details	FY2024	FY2023	FY2022
Total amount invested where the target beneficiaries are external to the Group (RM)	<b>2,119,060</b>	425,056	1,240,915
Total amount of direct cost invested (RM)	<b>2,006,061</b>	425,056	1,240,915
Total amount of indirect cost invested (RM)	<b>112,999</b>	N/A	N/A
Total number of beneficiaries of the investment in communities	<b>6</b>	6	N/A
Total number of programmes undertaken throughout the Group	<b>126</b>	102	46
Number of employee participated in community impact programmes	<b>726</b>	391	N/A
Total hours spent on community impact programmes	<b>292</b>	233	N/A

Note: The number of beneficiaries for FY2023 has been revised from 44 to 6 following a reclassification of beneficiary categories. This adjustment has been made in the table for clearer comparison. Additionally, the number of programmes for FY2023 has now been included, as the row was previously unavailable.

### 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:

5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



#### 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.

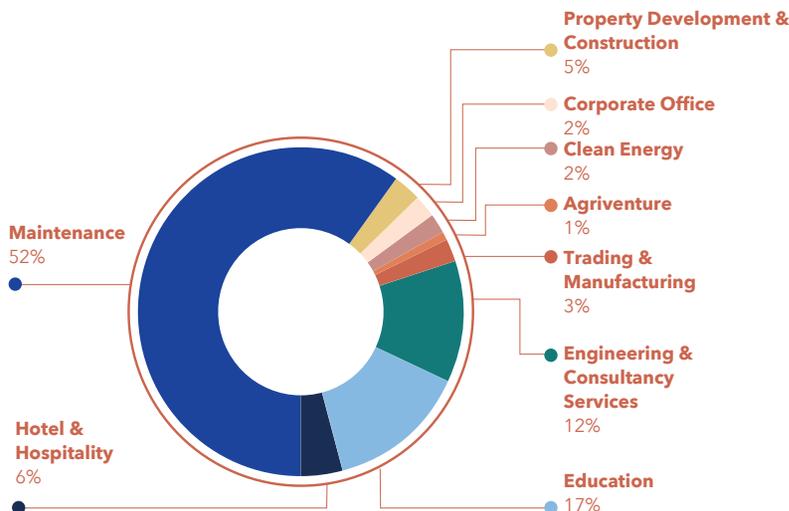
By leveraging the insights gained from our diversity metrics and employee feedback through engagements, we continuously refine and enhance our diversity and inclusion efforts, striving for ongoing improvement and greater inclusivity within our organisation.

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**

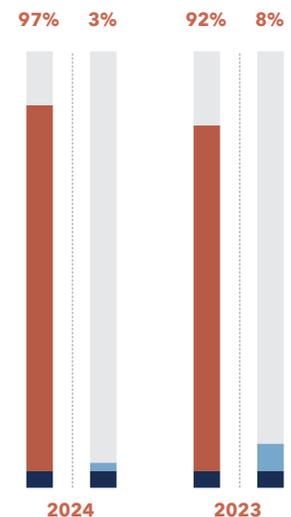
**PROTASCO BERHAD FY2024 TOTAL WORKFORCE**



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

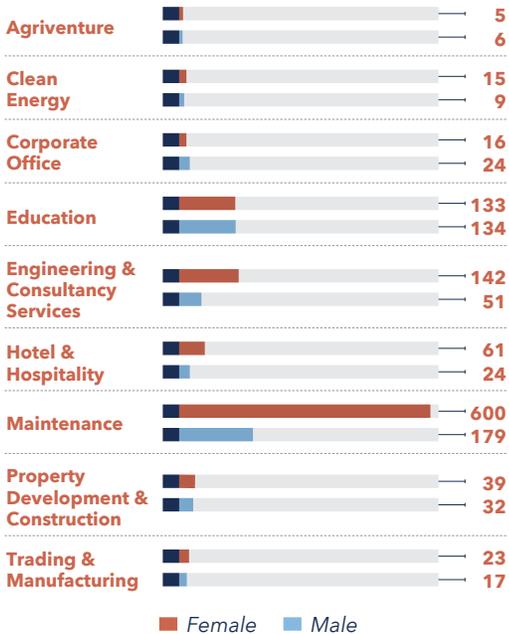
Note: The Group categorises its workforce into two (2) group - employees receiving full benefits and those receiving partial or no benefits. Contract staff are classified as permanent employees since they receive all benefits given under the Group.

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**

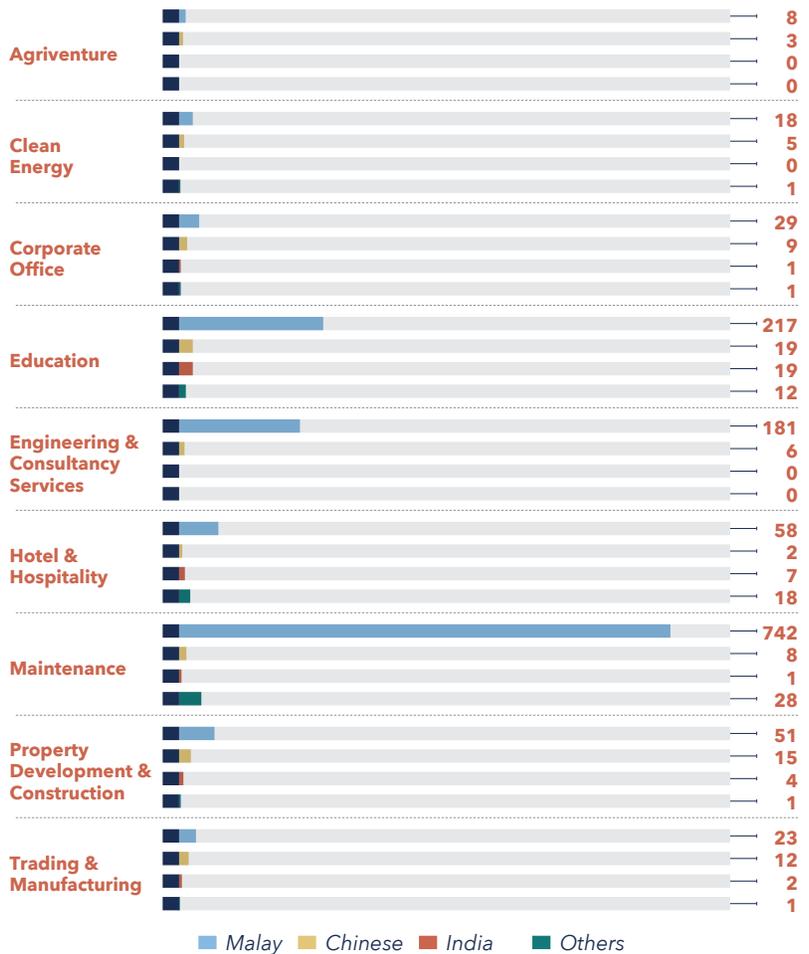
The Group records a total workforce (inclusive of temporary staffs) of 1029 (69%) of male and 473 (31%) female employees. The major female staffs are from Maintenance (106 staffs) and Education (132 staffs).

**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	%								
<b>By Gender</b>										
Male	6	75%	6	75%	5	71%	5	71%	5	71%
Female	2	25%	2	25%	2	29%	2	29%	2	29%
<b>Total</b>	<b>8</b>	<b>100%</b>	<b>8</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>7</b>	<b>100%</b>
<b>By Ethnicity</b>										
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%
<b>Total</b>	<b>8</b>	<b>100%</b>	<b>8</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>7</b>	<b>100%</b>
<b>By Nationality</b>										
Malaysian	8	100%	8	100%	7	100%	7	100%	7	100%
International	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>8</b>	<b>100%</b>	<b>8</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>7</b>	<b>100%</b>

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)	<b>RM106,829</b>	RM22,563	N/A
Total Hourly Pay (Female)	<b>RM36,378</b>	RM16,236	N/A
Average Hourly Pay (Male)	<b>RM953</b>	RM256	N/A
Average Hourly Pay (Female)	<b>RM778</b>	RM199	N/A
Pay Difference (Male)	<b>-175</b>	-56	N/A
Pay Difference (Female)	<b>175</b>	56	N/A
Gender Pay Gap	<b>18%</b>	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.



Protasco sent almost 40 staff to assist with beach cleaning at Pantai Bagan Lalang in Sepang, Selangor on 19 September 2024.



**Our approach**

At Protasco, Occupational Safety and Health (OSH) is not just a priority—it’s a fundamental pillar of our operations, deeply embedded in our company culture. As a Group classified under the construction sector, we recognise the inherent risks in our activities and are committed to implementing robust Health, Safety, and Environment (HSE) practices across all BUs, including Maintenance, and Property & Construction.

**Occupational Health and Safety (OSH) Policy Implementation**

Our OSH Policy, which applies to all employees and third-party workers on-site, is meticulously aligned with the Department of Occupational Safety and Health Malaysia (DOSH) and the Environmental Quality Act of 1974 (EQA). This ensures that every project we undertake is executed with the highest standards of safety, from providing essential training and protective equipment to implementing comprehensive safeguards tailored to each worksite.

Each BU has dedicated HSE committees that convene quarterly to assess the implementation of safety

practices and recommend necessary improvements. The leadership within every BU underscores the importance of HSE, with all matters reported to key executives, ensuring that safety remains a top priority at the highest levels of the organisation.

**Hazard Identification, Risk Assessment, and Risk Control (HIRARC)**

In our Maintenance and Construction units, safety begins with thorough preparation. The Traffic and Safety department conducts detailed HIRARC analysis for each scope of work and site. These assessments guide the development of customised project safety plans, ensuring that all potential risks are identified and mitigated before work commences.

These safety practices are not limited to protecting employees but also extend to the public and environment, adhering to relevant DOE guidelines.

**Compliance and Certification**

Our construction team achieved ISO 45001 certification in 2019, demonstrating our commitment to maintaining the highest standards of occupational safety and health. Since

obtaining this certification, we have consistently upheld and maintained its rigorous requirements, ensuring that our OSH practices continue to meet global standards. This certification underscores our dedication to providing a safe working environment for all employees and stakeholders involved in our construction projects.

The Board of Directors oversees compliance with these standards through Key Performance Indicators (KPIs), ensuring that safety remains a critical focus in our operations.

**Training and Capacity Building**

Comprehensive training is provided to our employees, focusing on safe work execution, use of protective equipment, and adherence to safety protocols. Quarterly audits and evaluations are conducted across all BUs to ensure compliance with the OSH Policy and to reinforce a culture of safety.

**Continuous Improvement and Monitoring**

Our HSE practices are continuously reviewed and improved, with HSE committees within every BU convening quarterly to assess the effectiveness of our safety protocols.

By prioritising OSH through these approaches, the Group not only safeguards its employees and ensures project continuity, but also reinforces its dedication to the broader community and environment, upholding the highest standards of safety in every aspect of its work.

## Our performance

### Health and safety trainings

In 2023, a total of 225 participants received various training sessions on health and safety standards. The table below presents a three-year comparison of the training provided.

No. of Training	FY2024		FY2023		FY2022	
	Employees	Contractors	Employees	Contractors	Employees	Contractors
Trained on health and safety standards	<b>699</b>	<b>498</b>	838	N/A	N/A	N/A
No. of training and awareness on safety & health	<b>374</b>	<b>100</b>	39	N/A	35	N/A

Note:

- (1) Data for FY2022 were unavailable as OSH training reporting commenced in FY2023. However, all business units conducted training and awareness programmes in compliance with DOSH requirements and as part of risk mitigation efforts.
- (2) The FY2023 data for employees includes both employees and contractors, with the figures reflecting a combined total.

### Work-related injuries & Lost Time Incident Rate

In FY2024, we recorded one (1) work-related fatality in Bentong, Pahang within our Maintenance BU. Following the incident, a thorough investigation was conducted in October 2024. The cause was identified as human error, equipment failure, or procedural non-compliance during the maintenance of the machine. Immediate corrective measures were undertaken, including stop work and change of equipment.

As a preventive measure, the respective BU will enhance safety protocols, and provide additional training, to be implemented. Our deepest condolences go out to the family of the affected worker. The BU supported the affected worker's family through compensation, counselling and by assisting in the application for insurance, SOCSO, and CIDB.

### 3-Years OSH Performance

No. of Training	FY2024		FY2023		FY2022	
	Employees	Contractors	Employees	Contractors	Employees	Contractors
Total Hours Worked	<b>2,059,632</b>	<b>6,789,412</b>	1,401,944	6,961,624	9,499,524	N/A
Number of work-related fatalities	<b>1</b>	<b>0</b>	0	0	0	0
Lost Time Workday Rate (LTWR)	<b>2,918.48</b>	<b>0</b>	N/A	N/A	N/A	N/A
Lost time incident rate (LTIR)	<b>0.97</b>	<b>0</b>	N/A	N/A	N/A	N/A

In FY2024, Protasco Berhad recorded a Lost Time Workday Rate (LTWR) of 2,918.48 for employees, primarily due to a single fatality, which accounted for 6,000 lost workdays as per DOSH Malaysia's reporting framework. Excluding this incident, the adjusted LTWR would be significantly lower, reflecting a relatively low occurrence of lost time due to non-fatal workplace injuries. Additionally, the Lost Time Incident Rate (LTIR) stood at 0.97, indicating that the number of reported lost time incidents remained low. No work-related fatalities or lost time incidents were recorded among contractors in FY2024.

Compared to previous years, LTWR and LTIR data for employees and contractors were not available for FY2023 and FY2022, making it difficult to establish a year-on-year trend. However, this year's data provides a baseline for enhanced workplace safety monitoring and future benchmarking. Moving forward, Protasco Berhad will continue to prioritise preventive measures, safety training, and compliance with ISO 45001 and DOSH Malaysia's regulations to reduce workplace risks and ensure a safer working environment for all employees and contractors.

Moving forward, the Group remains steadfast in its commitment to achieving a zero-fatality target and strengthening workplace safety measures to protect all employees and stakeholders.



CUSTOMER SATISFACTION

Related  
UNSDGs:



Why is this important?

At Protasco, customer satisfaction is the cornerstone of our business growth. Our diverse operations, which include agriventure, construction, property development, maintenance, education, clean energy, engineering consultancy services, trading, and manufacturing, are driven by a commitment to delivering exceptional value. The trust and confidence our customers place in us are essential to our continued growth and reputation. By leveraging our integrated ecosystem of services, we enhance the quality, safety, and sustainability of our offerings. Our ability to share expertise and insights across these sectors enables us to deliver superior products and services that meet and exceed customer expectations. Maintaining high levels of customer satisfaction not only strengthens our relationships but also drives innovation and excellence across all areas of our business.

Our approach

At Protasco, customer satisfaction is a cornerstone of our operational excellence and strategic vision. We are committed to delivering superior products and services that not only meet but exceed the expectations of our customers. Our approach to ensuring high levels of customer satisfaction involves several key strategies:

01/ Quality Assurance and Continuous Improvement



We adhere to rigorous quality assurance processes across all our BUs and their operations. Our commitment to continuous improvement involves regular reviews of our Quality Management System (QMS), adherence to industry standards, and incorporation of feedback from customers to enhance our offerings. The list of companies adopting QMS to provide quality through continuous improvement is shown on the right.

Through our QMS, we strive to enhance every aspect of our processes to ensure the delivery of safe, reliable, and high-quality products and services to our customers.

Business Units	Quality Management System	Companies	
<b>Education</b>	ISO9001	Ikram Education Sdn Bhd	
	ISO9001	Ikram Engineering Services Sdn Bhd Ikram Paves Sdn Bhd	
	ISO 17025	Ikram Paves Sdn Bhd Ikram QA Services Sdn Bhd	
	<b>Engineering &amp; Consultancy Services</b>	ISO 17065	Ikram QA Services Sdn Bhd
		CIDB G3/SPKK	Ikram Engineering Services Sdn Bhd
		CIDB G7	Kumpulan Ikram Sdn Bhd
		BEM	Ikram Premier Consulting Sdn Bhd Ikram Engineering Consulting Sdn Bhd
<b>Maintenance</b>	ISO9001	Empayar Indera Sdn Bhd Roadcare (M) Sdn Bhd	
	45001	Roadcare (M) Sdn Bhd	
<b>Construction</b>	ISO9001		
	ISO 14001	HCM Engineering Sdn Bhd	
	ISO 45001		
<b>Trading &amp; Manufacturing</b>	ISO9001	Protasco Trading Sdn Bhd	

**02/ Customer Feedback and Engagement**



We actively solicit and listen to customer feedback through various channels, including surveys, direct communications, and performance reviews. This feedback is systematically analysed to identify areas for improvement and to make data-driven decisions that enhance our service delivery and product offerings.

**03/ Compliance with Regulations and Standards**



We ensure that all products and services comply with relevant regulations and industry standards. By adhering to guidelines set forth by regulatory bodies, we ensure that our customers receive accurate information and high-quality products. Our compliance efforts include thorough checks and adherence to GRI Standards on product and service information and labeling (GRI 417).

**04/ Training and Development**



Our employees receive ongoing training to stay updated on industry best practices, customer service skills, and regulatory requirements. This training empowers our team to provide exceptional service and to handle customer inquiries and issues efficiently and effectively.

**05/ Proactive Issue Resolution**



We maintain a proactive approach to addressing customer issues and concerns. Our dedicated customer service teams from respective BUs are trained to resolve complaints swiftly and to implement corrective actions to prevent recurrence. We prioritise transparent communication and timely resolutions to maintain customer trust and satisfaction. We ensure that all customer responses are attended to within 24 - 48 hours and are resolved based on a case to case basis.

**06/ Regular Performance Monitoring**



We track and monitor key performance indicators related to customer satisfaction, including response times, resolution rates, and customer satisfaction scores. This monitoring helps us to continuously evaluate our performance and to make necessary adjustments to our strategies and processes.

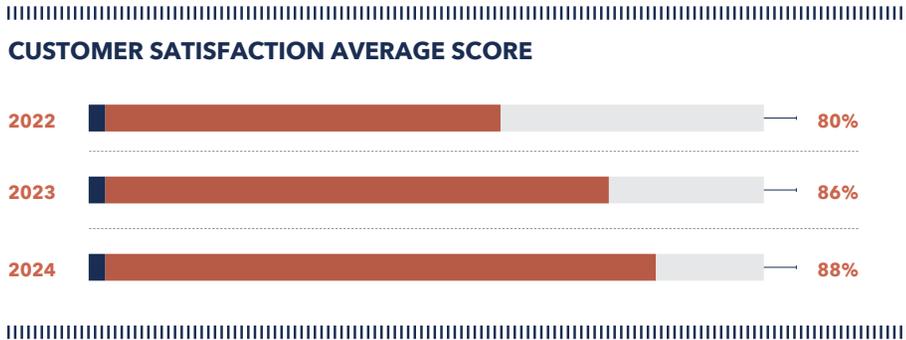
By integrating these practices into our operations, the Group ensures that customer satisfaction remains a central focus of our business strategy, driving our commitment to excellence and fostering long-term relationships with our clients.



A demonstration on flood mitigation system was organised for the Public Works Department on 6 June 2024 in Putrajaya.



## Our performance



In FY2024, our commitment to product and service excellence is reflected in our Customer Satisfaction Average Score, which reached 88%, marking a steady increase from 86% in FY2023 and 80% in FY2022. This continuous improvement underscores our dedication to meeting and exceeding customer expectations through quality, reliability, and service excellence which aligns to the Group’s vision to delivering value for a better quality of life.

Customer Grievances			
Product & Service Responsibility	FY2024	FY2023	FY2022
No. of product/service-related complaints received	5,240	7,457	N/A
No. of complaints that has been dealt (Customer relationship management (grievance mechanism))	5,132	7,412	N/A

In FY2024, the total number of product and service-related complaints decreased significantly to 5,240, marking a 29.7% reduction from 7,457 in FY2023. This decline reflects our ongoing effort to enhance service quality and responsiveness.

Our grievance mechanism remains robust, with 5,132 complaints successfully addressed in FY2024, maintaining a 98% resolution rate, comparable to 99% in FY2023 (7,412 complaints resolved out of 7,457 received).

Additionally, 45 unresolved complaints from FY2023 were successfully resolved within the first half of FY2024. The majority of complaints received were from our Maintenance and Property Development & Construction BUs. These primarily involved road-related issues reported by road users across all roads maintained by the Maintenance BU and defect concerns raised by new homeowners and shop owners in our property development. As of 31 December 2024, corrective action was still ongoing, with completion expected within the first half of FY2025.

## Quality Assessment System within Construction

As part of our commitment to enhancing workmanship quality, our internal Property development and Construction team continuously strives to exceed industry standards for both landed housing and stratified buildings. We conduct thorough quality assessments of each construction unit, identifying and recording defects for rectification before handover to purchasers. This proactive approach has significantly improved construction quality and contributed to a reduction in customer complaints.

## Product and Service Information and Labelling Compliance

During the reporting period, we are pleased to report that there have been no incidents of non-compliance concerning product and service information and labelling (GRI 417-2) or marketing communications (GRI 417-3). Our BUs operate under rigorous adherence to all relevant regulations and standards, ensuring that our practices are transparent, accurate, and ethical.

We maintain stringent oversight to prevent any misleading or deceptive practices in our product labelling and marketing communications. Our commitment to compliance is reflected in our consistent adherence to regulatory requirements and voluntary codes, reinforcing our dedication to upholding high standards of customer information and communication.

Additionally, there has been no reported cases of non-compliance related to customer privacy or data protection (GRI 418-1). The Group is steadfast in its approach to safeguarding stakeholder interests by implementing effective monitoring systems. We continually assess and enhance our performance to ensure that our stakeholders are protected, and our practices remain aligned with the highest standards of integrity and transparency.

We will continue to diligently monitor and review our practices to maintain compliance and address any potential issues promptly, ensuring that our commitment to ethical conduct and regulatory adherence is consistently upheld.

 **DATA PRIVACY & CYBERSECURITY**

Related UNSDGs:



**Why is this important?**

In our mission to harness technology for greater operational efficiency and a competitive edge, the Group is dedicated to advancing stakeholder value through innovative and digital solutions. Digitalisation, a cornerstone of our IAP 2.0 strategy and continued into IAP 3.0, is central to our ongoing progress and success.

With the endorsement of the Cybersecurity Act 2024 (Act 854), which began its implementation in August 2024, we recognise the heightened importance of robust data privacy and cybersecurity measures. Ensuring the protection of our data against breaches and cyber threats is critical to maintaining the integrity of our operations and safeguarding stakeholder trust.

Effective data security is not only essential for operational continuity but also for upholding our reputation. Vulnerabilities or breaches can undermine stakeholder confidence and disrupt our business engagements. By prioritising cybersecurity, we are committed to protecting our stakeholders and maintaining a secure, reliable digital environment.

**Our approach**

Acknowledging its importance, the Group has adopted some of the following approaches.

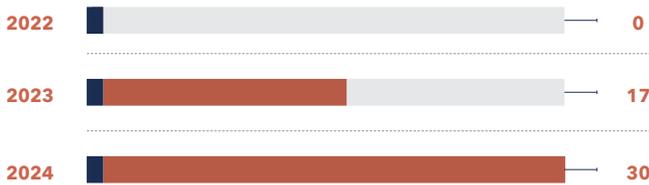
<p><b>01</b></p> <p><b>POLICY AND COMMITMENT</b></p>	<p><b>02</b></p> <p><b>DATA PRIVACY</b></p>	<p><b>03</b></p> <p><b>CYBERSECURITY</b></p>	<p><b>04</b></p> <p><b>TRAINING AND AWARENESS</b></p>	<p><b>05</b></p> <p><b>MONITORING AND CONTINUOUS IMPROVEMENTS</b></p>
<p>The Group remains committed to upholding the highest standards of data privacy and cybersecurity. We have implemented policies to safeguard stakeholder information, secure our digital infrastructure, and ensure compliance with relevant regulations, including the Cybersecurity Act 2024 (Act 854). While these policies provide a strong foundation, we are continuously refining them to address all aspects of cybersecurity and Information Technology (IT), ensuring full alignment with regulatory requirements and industry best practices.</p>	<p>We prioritise the protection of personal and sensitive information through stringent data privacy measures, ensuring full compliance with the Personal Data Protection Act and other relevant regulations. Our practices are designed to uphold our data security, safeguard stakeholder information with robust policies and controls as required by the regulators.</p>	<p>Our Group is progressively looking into the cybersecurity protocols to defend against potential threats and vulnerabilities. This includes deploying security technologies, and ensuring that our IT systems are resilient against cyber-attacks. Cybersecurity is integral to our risk assessment processes, enabling us to identify and mitigate potential risks associated with our digital operations.</p>	<p>We recognise the critical role that employee awareness and training play in maintaining a secure digital environment. We provide ongoing training programmes to ensure that our staff are knowledgeable about data privacy and cybersecurity practices. These programmes are designed to equip our employees with the skills to identify and respond to potential threats, fostering a culture of security within the organisation.</p>	<p>The Group is committed to monitoring our data privacy and cybersecurity practices to ensure their effectiveness. This is achieved by establishing KPIs aligned with the sustainability agenda and collecting relevant data.</p>

Through these measures, the Group aims to ensure that our digital operations are secure and that stakeholder trust is upheld. We remain committed to enhancing our practices in line with evolving threats and regulatory requirements.

**Our performance**

In FY2024, the Group recorded 30 incidents of cyber-attacks throughout its BUs, marking a 76.5% increase from 17 incidents in FY2023. While comparative data for FY2022 is unavailable, this upward trend highlights the growing sophistication of cyber threats and the need for stronger security measures.

**TOTAL NUMBER OF INCIDENTS OF CYBER ATTACKS**



To address these challenges, the Group will centralise cybersecurity monitoring through Information Technology Centre (ITC), a newly developed unit with the support of IT service providers, re-evaluate risk mitigation strategies, and enhance employee awareness programmes. These proactive measures aim to strengthen threat detection, improve response capabilities, and reinforce our digital security framework, ensuring greater resilience against evolving cyber risks.

**Data loss that incurred and its repercussion**

In FY2024, there was one (1) reported incident of data loss, identified by the IT service provider. At the time of the incident, ITC was not in operation, and the breach occurred due to an employee using an outdated system version, making it vulnerable to a cyberattack that led to a system crash. The lost data, belonging to the affected employee,

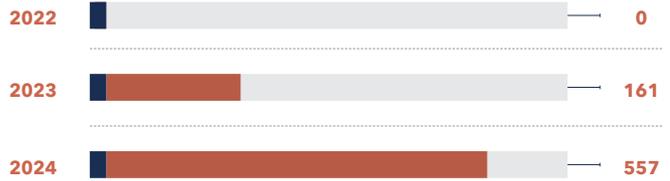
could not be retrieved; however, it was not critical and did not impact the overall operations of the BU. No stakeholders were affected beyond the individual employee.

As a preventive measure, the BU's management has taken immediate corrective actions, including updating all laptops with the latest software and security measures to prevent similar incidents in the future.

**Cybersecurity Awareness Training**

The Group has made significant progress in strengthening cybersecurity awareness among employees. In FY2024, the Group conducted two (2) cybersecurity awareness programmes, doubling the efforts from one (1) session in FY2023. Staff participation also saw a substantial increase, rising from 161 employees in FY2023 to 557 employees in FY2024, reflecting a growing commitment to cybersecurity education.

**STAFF PARTICIPATION IN THE CYBERSECURITY AWARENESS PROGRAMME**



Although comparative data for FY2022 is unavailable, the upward trend underscores our proactive approach to enhancing employee vigilance against cyber threats. Moving forward, we remain committed to expanding awareness initiatives, ensuring that all employees are equipped with the knowledge to safeguard our digital infrastructure.





## LABOUR PRACTICES

Related  
UNSDGs:



### Why is this important?

Fair labour practices with an inclusion of human rights are of paramount importance to the Group. These principles form the foundation of our commitment to ethical business operations and are essential for building trust and credibility with our stakeholders. By upholding these standards, we not only comply with legal and regulatory requirements but also foster a positive work environment that enhances employee well-being and productivity. Moreover, our dedication to human rights and fair labour practices supports the Group’s long-term sustainable growth, ensuring that we remain competitive and respected in the global market.

### Our approach

At Protasco Berhad, we are committed to upholding the labour practices and human rights across all our operations. Our approach is centred around the following key areas:



We have implemented comprehensive policies that underscore our commitment to human rights and fair labour practices. This includes our Human Rights Policy, Non-Discrimination Policy, and Sexual Harassment Policy, which together form the foundation of our ethical framework. These policies are designed to protect the dignity, rights, and well-being of all employees, ensuring a respectful and inclusive work environment.



We are dedicated to providing equal opportunities for all employees, regardless of race, gender, religion, or any other personal characteristics. Our Non-Discrimination Policy ensures that all employment decisions, including hiring, promotion, and compensation, are based solely on merit, performance, and qualifications. This approach fosters a diverse and inclusive workplace where everyone has the opportunity to thrive.



We strive to maintain a safe and respectful workplace, free from harassment and discrimination. Our Sexual Harassment Policy is strictly enforced, and we provide training and awareness programmes to educate employees on recognising and preventing harassment. We are committed to creating a work environment where all employees feel safe, valued, and respected.



We have a grievance mechanism process clearly outlined and practiced. This allows employees to report any concerns or violations of human rights and labour practices within their work setting.

05  
TRAINING AND  
AWARENESS

We conduct regular training sessions and awareness programmes to educate our employees about their rights and responsibilities. These programmes are designed to reinforce our commitment to human rights and fair labour practices, ensuring that all employees are informed and empowered to contribute to a positive work environment.

06  
MONITORING  
AND CONTINUOUS  
IMPROVEMENT

We continuously monitor our labour practices and human rights performance to ensure compliance with local and international standards.

07  
GLOBAL  
STANDARDS  
COMPLIANCE

The Group adheres not only to Malaysian labour law standards but also internationally recognised standards, including those set by the International Labour Organisation (ILO) as required by the regulatory bodies. We ensure that our operations align with these global standards, reinforcing our commitment to ethical labour practices and human rights.

By integrating these practices into our daily operations, the Group demonstrates its unwavering commitment to upholding human rights and ensuring fair labour practices, which are essential for our continued growth and success.

**Our performance**

In the reporting period, the Group has made significant strides in enhancing our labour practices and upholding human rights across all operations. Below are key highlights of our performance:

**Zero Incidents of Discrimination and Harassment**

As of FY2024, we are pleased to report that there have been no recorded incidents of discrimination or harassment within the Group. This reflects the effectiveness of our Non-Discrimination and Sexual Harassment Policies, as well as the ongoing training and awareness programmes aimed at fostering a respectful and inclusive workplace.

**Human Rights and Ethical Labour Practices Training**

In FY2024, 14% of our employees completed training on human rights, non-discrimination, and ethical labour practices, which fall significantly below our 50% target. Recognising this gap, the Group, through Human Resource Department (HRD), has made this training mandatory for all employees in near future. To ensure compliance and continuous improvement, participation in these training sessions has been integrated into the Performance Management System (PMS), reinforcing our commitment to upholding ethical labour practices and fostering an inclusive workplace.

**Incidents on Rights Violations**

There have been no reported violations of human rights within our operations for FY2024. This includes the absence of any labour rights infringements, such as unfair labour practices or forced labour, highlighting the effectiveness of our policies and monitoring mechanisms.

**Details**

**FY2024 FY2023 FY2022 FY2021**

Number of substantiated complaints concerning human rights violations	0	0	0	0
---	---	---	---	---

**Operations Subject to Human Rights Reviews or Impact Assessments (GRI 412-1)**

In line with our commitment to uphold human rights across all our operations, we have taken significant steps to embed these principles into our corporate culture. During the reporting period, we successfully introduced a comprehensive Human Rights Policy, which serves as the foundation for our approach to human rights issues.

To ensure that our employees understand and adhere to these standards, we have initiated a series of awareness training sessions across all BUs. These training sessions are designed to educate our workforce on the importance of human rights, the contents of our policy, and their role in upholding these values within their daily operations.

While we have not yet conducted formal human rights reviews or impact assessments, the introduction of our policy and the awareness training are the first steps in this ongoing process. We are committed to expanding these efforts by integrating systematic human rights assessments into our operations in the near future, with the goal of ensuring full compliance and mitigating any potential human rights risks.

These achievements reflect the Group’s unwavering dedication to upholding human rights and ensuring that our labour practices are ethical, fair, and in full compliance with the highest standards. We will continue to build on this success, striving for continuous improvement and maintaining our commitment to creating a safe, inclusive, and equitable workplace for all our employees.

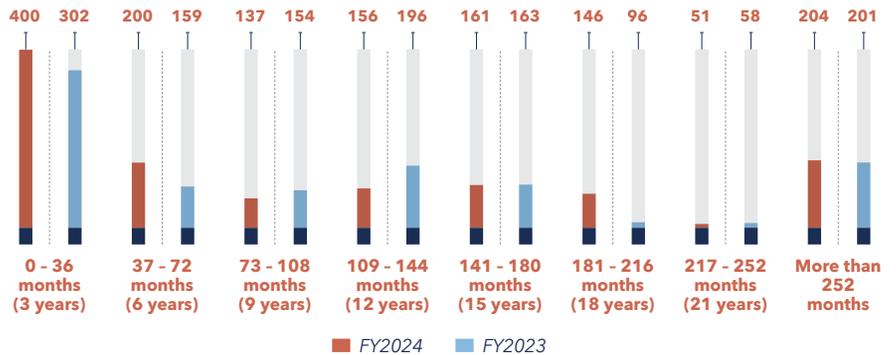


Below are some data to support the Group’s performance related to our labour practices.

**Employee retention and attrition**

The Group takes pride in its deeply committed workforce, a testament to the enduring tenure of our employees. On average, our employees remain with us for approximately more than 10 years. The table below illustrates the distribution of our employees’ tenure.

**PROTASCO BERHAD EMPLOYEES YEARS OF SERVICES [2 YEARS COMPARISON]**

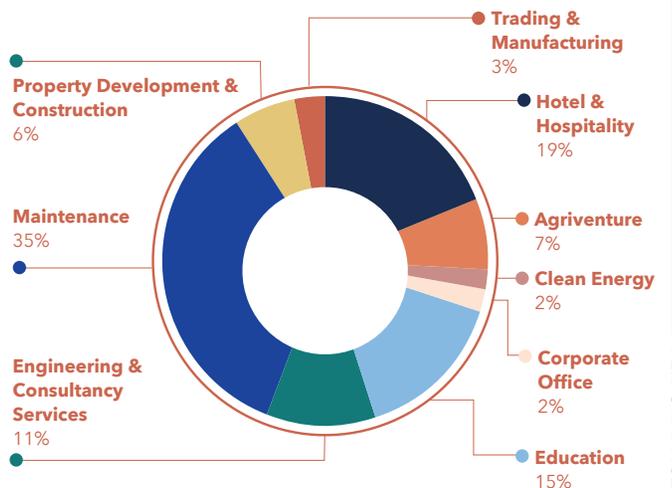


In FY2024, the Group experienced strong recruitment and retention of early-career employees, with a 10.5% increase in employees with 0-3 years of service and a 25.8% rise in those with 4-6 years. However, mid-career attrition (7-12 years) increased, primarily due to career progression shifts and restructuring within certain BUs. Long-tenured employees (15+ years) remained stable, with a significant 52.1% increase in the 15-18 years’ category, highlighting strong workforce loyalty. Moving forward, enhanced engagement initiatives will be prioritised to ensure long-term workforce stability and growth.

**New Hires and Turnover**

The Group welcomed 213 new employees across various departments and BUs, with more than 80% of these hires filling critical roles in construction, maintenance, education, hotel & hospitality and engineering. Our recruitment process continues to prioritise diversity, equity, and inclusion, ensuring that all candidates are assessed based on merit and skills, aligned with our corporate values.

**FY2024 NEW HIRES WITHIN THE GROUP**



In FY2023, the Group's turnover rate was 7%, increasing to 12% in FY2024—a rise of 5 percentage points. This increase was primarily driven by various factors across specific BUs, as outlined in the table below.

Reason	Clarification	Mitigation
<b>Restructuring &amp; Resizing</b>	Significant changes in Property Development & Construction, Engineering & Consultancy Services, and Trading & Manufacturing led to higher turnover.	Where feasible, employees affected by restructuring are relocated within the Group to alternative business divisions. Group HRD plays a key role in identifying suitable placements to retain talent and minimise disruptions.
<b>Retirement &amp; Job Transitions</b>	Normal workforce movement across various BUs contributed to turnover.	Group HRD plays a key role in identifying suitable placements to retain talent and minimise disruptions.
<b>Industry-Specific Factors</b>	Agriventure and Hotel & Hospitality reported high turnover rates, influenced by seasonal workforce patterns and industry dynamics.	Strengthening employee engagement, career development, and upskilling initiatives to reduce voluntary attrition.

Business Unit	AGRIVENTURE	CLEAN ENERGY	CORPORATE OFFICE	EDUCATION	ENGINEERING & CONSULTANCY SERVICES
<b>FY2024</b>	64%	3%	17%	8%	13%
<b>FY2023</b>	N/A	0%	13%	19%	1%
<b>Changes &amp; Key Factors</b>	New reporting data for FY2024.	Minimal change; turnover primarily due to job changes.	Slight increase, mainly due to retirement and job changes.	Significant improvement in retention, likely due to enhanced stability in the division.	Noticeable increase, mainly due to restructuring and job changes.

Business Unit	MAINTENANCE	PROPERTY DEVELOPMENT & CONSTRUCTION	TRADING & MANUFACTURING	HOTEL & HOSPITALITY
<b>FY2024</b>	7%	26%	13%	60%
<b>FY2023</b>	4%	0%	0%	N/A
<b>Changes &amp; Key Factors</b>	Moderate increase, influenced by role transitions and job changes.	Substantial rise due to restructuring and resizing.	Increase due to workforce adjustments.	New reporting data for FY2024; turnover linked to industry-specific workforce movement.

*Note: During our review of employee turnover data, we identified a minor formula error in the reported turnover rate for FY2023. This issue has been rectified, and the corrected figures have been reflected. Moving forward, we are enhancing our data verification processes by adopting dedicated software to ensure accuracy and consistency in workforce reporting, preventing similar discrepancies in the future.*

## Employee Benefits

The Group offers a competitive benefits package that includes health insurance, retirement plans, paid time off, and wellness programmes.

Employee Benefits	FY2024 (RM)	FY2023 (RM)
Total payments made to employees in terms of salaries, bonuses, and benefits	<b>71,292,932</b>	70,532,372
Total statutory payments made for employees' retirement benefits (EPF)	<b>8,263,483</b>	7,748,507
Total payments in medical insurance (SOCSCO) for employees	<b>944,612</b>	900,836
Payments made for life insurance, including death and disability	<b>1,858,110</b>	1,281,517
Staff Training	<b>800,795</b>	626,165
<b>Total</b>	<b>83,159,932</b>	<b>81,089,397</b>

In FY2024, a total of 48 employees were entitled to parental leave, with 27 employees utilising paternity leave and 21 employees taking maternity leave. This reflects the Group’s commitment to supporting employees in balancing work and family responsibilities.

Parental Leave	FY2024	FY2023
Employees Who Took Paternity Leave	27	17
Employees Who Took Maternity Leave	21	14
Total employees who tool parental leave	48	31

Below, we highlight additional benefits beyond those previously mentioned. These benefits, particularly leave entitlements, are calculated in monetary value based on days of operation.

As of FY2024		
List of Benefits	Amount (RM)	Nos of Staffs Benefitted
Medical Outpatient	2,371,345	1,455
Insurance - GHS	900,880	108
Insurance -GTL/GPA	272,657	3
Marriage Leave	4,433	20
Exam Leave	1,267	11
Compassionate Leave	83,858	61
Hajj Leave	10,018	4
Festive Leave	173,795	1,362
Special Leave (Natural Disaster Leave)	34 877	10
Company Declared Leave	86,928	1,362
<b>Total</b>	<b>3,940,058</b>	

In FY2024, the Group invested RM 3.94 million in employee benefits, ensuring well-being and work-life balance. Medical Outpatient assistance was the highest allocated benefit at RM 2.37 million, supporting 1,455 employees, while insurance coverage for hospitalisation, surgical, and personal accident protection benefited 111 employees. Various leave entitlements, including Marriage, Exam, Compassionate, Hajj, Festive, Special (Natural Disaster), and Company-Declared Leave, provided essential support, with Festive and Company-Declared Leave benefiting 1,362 employees. This commitment reflects the Group’s dedication to employee welfare, financial security, and a supportive work environment.



▲ IKRAM Works Sdn Bhd held a Townhall on 16 December 2024. The event was attended by Dato’ Ir Kenny Chong Ther Nen, the Group Managing Director of Protasco Berhad.



▲ A talk on Stress Management and Mental Health was organised to discuss key aspects of mental well-being and effective stress management at the workplace.



## TRAINING & DEVELOPMENT

Related  
UNSDGs:



### Why is this important?

Protasco Berhad understands that continuous training and development are essential to maintaining a workforce that is not only proficient in their roles but also aligned with the Group's sustainability goals. Our Talent Management Programme plays a critical role in equipping employees with the skills and knowledge necessary to navigate the complexities of sustainability in a rapidly changing business environment.

This focus on training and development enhances employee satisfaction and engagement, reinforcing the Group's reputation as an employer of choice for those who value continuous professional growth. By investing in our people, we ensure that the Group and its BUs remains agile, responsible, and well-prepared to face future challenges, thereby driving long-term sustainable success.

### Our approach

The Group has always emphasised the importance of upskilling as a strategic imperative for achieving our sustainability objectives. By keeping our employees informed about the latest developments in sustainability practices, technologies, and industry trends, we empower each BU to meet evolving environmental and social expectations effectively.

Our approach to training and development is structured around the following key initiatives:

#### TALENT MANAGEMENT



We are committed to talent development by identifying employee training needs and provides learning opportunities. This initiative helps enhance both technical and soft skills, ensuring our workforce remains adaptable in a changing business environment.

01

#### INTEGRATION WITH SUSTAINABILITY GOALS



Training and development at Protasco are closely aligned with our sustainability agenda. We prioritise upskilling in areas related to sustainability, such as environmental management, social responsibility, and governance practices. This ensures that our employees are not only proficient in their roles but also contribute to the Group's overarching sustainability objectives.

02

#### USE OF DIGITAL PLATFORMS



By leveraging digital platforms, we make training resources accessible to all employees, enabling them to learn at their own pace and convenience. This approach is particularly beneficial given the geographical spread of our workforce across Malaysia.

03

#### FOCUS ON CONTINUOUS IMPROVEMENT



We regularly assess the effectiveness of our training programmes through feedback and performance evaluations. This allows us to continuously refine our approach, ensuring that our training initiatives remain relevant and impactful.

04

#### ENCOURAGEMENT OF LIFELONG LEARNING



We promote a culture of lifelong learning, encouraging employees to pursue ongoing education and professional development. This commitment to continuous learning not only enhances individual career growth but also strengthens the overall capabilities of the organisation.

05

Through these initiatives, Protasco Berhad ensures that our employees are well-prepared to contribute to our sustainability efforts, driving innovation, efficiency, and responsible growth across all areas of our business.

**Our performance**

**Employee training hours**

In 2024, we spent 27,761 hours on training, investing RM808,928 in internal and external learning and development programmes. Below we present a Table indication on our 3 years' performance.

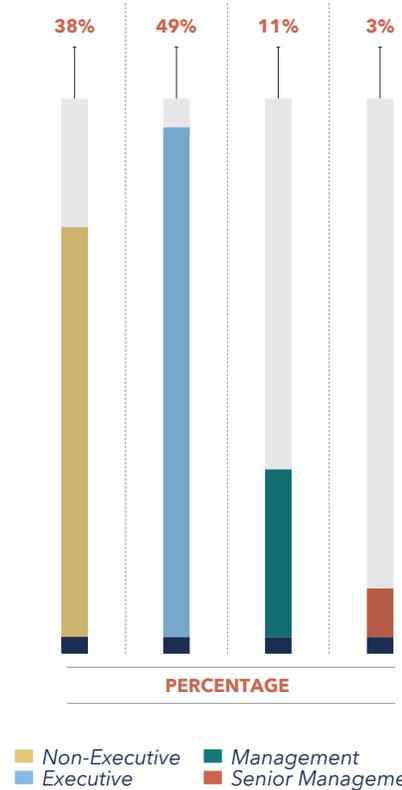
Details	FY2024	FY2023	FY2022
Total training hours as a company	<b>27,761</b>	20,520	24,827
Total training spends as a company (RM)	<b>808,928</b>	626,165	778,277
Total training hours per BU	<b>3,084</b>	2,931	3,010
Total training spends per BU (RM)	<b>89,881</b>	89,452	97,285
Average training hours per employee	<b>19.08</b>	14.80	17.6
Average training days per employee	<b>3.17</b>	2.035	13.88
Average training spend per employee	<b>RM556</b>	RM451	RM552

In FY2024, the Group significantly strengthened its training initiatives, with total training hours increasing by 35.3% year on year (YoY) and total training spend rising by 29.2% YoY, demonstrating the Group's strong commitment to employee development. In addition, training hours per BU grew by 5.2% YoY, while spending per unit remained stable, which marks our focus cost efficiency.

Employees received 28.9% more training hours and 55.8% more training days YoY; however, the lower training days compared to FY2022 reflect a shift towards shorter, high-impact sessions tailored for the employees' current tasks. As we continue investing in employee growth, we are actively measuring training effectiveness to ensure all programmes attended by our employees, drive meaningful skill development and business impact.

The Group is committed to fostering self-improvement and the continuous enhancement of skills across all employment levels. We offer both executives and non-executives opportunities to upskill and reskill, enabling them to refine existing abilities or acquire new ones.

**FY2024 TRAINING & DEVELOPMENT [BASED ON EMPLOYMENT LEVEL]**



The Emergency Response Team (ERT) Committee under Protasco Maintenance Division participated in a team-building programme from 26 June 2024 to 28 June 2024, at Kem Permata Resort in Alor Gajah, Melaka.





**WATER MANAGEMENT**

Related  
UNSDGs:



**Why is this important?**

Protasco Berhad recognises the critical role water plays in our operations and the environment. We are committed to responsible water use and conservation. Effective water management not only mitigates risks associated with resource scarcity and regulatory compliance, but also enhances our operational efficiency and reduces costs.



**Our approach**

Although our operations are not classified as water-intensive, the Group is deeply committed to responsible water management as part of our broader sustainability agenda. In FY2024, we established a baseline to drive sustainable water practices, setting the foundation for long-term conservation efforts. Our proactive approach includes ambitious targets for reducing water consumption, enhancing efficiency, and aligning with environmental objectives. By evaluating water usage in cubic meters and tracking progress through defined KPIs, we gain valuable insights into the Group and individual BU's consumption patterns, enabling cost-saving measures and operational improvements.

Moving forward, we will implement targeted conservation initiatives, and strengthen our role in environmental stewardship progressively.

**Our performance**

Details	FY2024	FY2023	FY2022
Total volume of water used (m <sup>3</sup> )	<b>47,537</b>	43,559	38,655
Amount paid for the volume used (RM)	<b>124,289</b>	108,588	89,207
Recycled water (m <sup>3</sup> )	<b>0</b>	0	6,000
Building Occupancy (square meter)	<b>101,364</b>	101,364	N/A
Water intensity (total megalitres per square foot or metres)	<b>0.47</b>	0.43	N/A

In FY2024, our total water consumption increased by 9%, from 43,559 m<sup>3</sup> in FY2023 to 47,537 m<sup>3</sup>. This rise, along with sustained building occupancy, resulted in a 14.4% increase in water expenditure, reaching RM124,289. Additionally, our water intensity rose from 0.43 ML/m<sup>2</sup> to 0.47 ML/m<sup>2</sup>, providing us with a clearer understanding of our consumption patterns.

Over the past two (2) years, our focus has been on establishing reliable data collection and a baseline. With this foundation now in place, we will gradually implement measures to optimise water use, including conservation initiatives and potential recycling strategies. While immediate reductions may not be feasible, our long-term effort will be directed towards improving efficiency, managing costs, and ensuring sustainable resource utilisation.



## WASTE MANAGEMENT

Related  
UNSDGs:



### Why is this important?

The Group recognises waste management as a critical aspect of sustainability, helping to minimise environmental impact, conserve natural resources, and reduce pollution. Effective waste management strengthens our commitment to environmental stewardship, improves operational efficiency, and ensures compliance with regulatory requirements.

### Our approach

At Protasco, we are committed to managing waste in a manner that complies with all relevant regulatory requirements. While we do not have a specific waste management policy, we ensure rigorous adherence to regulatory standards to minimise our environmental impact and promote responsible waste management practices.

In FY2024, we have intensified our efforts in waste management through a range of initiatives. We have enhanced our waste management practices by improving data monitoring, which enables us to track and report waste-related metrics more effectively.

To launch several projects focused on waste reduction and recycling. These initiatives aim to foster a culture of sustainability within the Group and among our stakeholders.

To further our commitment, we are actively raising awareness about waste management practices among our employees and partners. This progressive approach underscores our dedication to reducing waste and enhancing our overall environmental performance.

### Our performance

In FY2024, Protasco has made significant strides in waste management, focusing on compliance, awareness, and practical initiatives. Here's an overview of our performance in this area:

### Regulatory Compliance

We continue to uphold stringent adherence to all regulatory requirements on waste management. Our commitment to legal compliance ensures that we meet or exceed industry standards, reducing our environmental footprint and mitigating potential risks.

An Independent Environmental Consultant is engaged to conduct an Environmental Impact Assessment (EIA) before the commencement of new projects. As of FY2024, the property construction division has ensured that its projects adhere to this requirement.

### Data Monitoring and Reporting

Project-related BUs have strengthened their waste data capturing and monitoring capabilities, enhancing our ability to track, report, and analyse waste management metrics. This improved data visibility enables informed decision-making and helps identify areas for further improvement. The data presented below reflect the summary from our data capturing.

Details	FY2024	FY2023	FY2022	FY2021
Total Waste Generated (tonnes)	<b>14</b>	12	23	N/A
Waste Directed to Disposal	<b>9</b>	8	16	N/A
Re-used waste (tonnes)	<b>0</b>	0	5	N/A
Recycled waste (tonnes)	<b>5</b>	3	1	N/A
Percentage of recycled & reused waste	<b>35%</b>	29%	29%	N/A



▲ Beach cleaning programme at Bagan Lalang, Sepang on 19 September 2024

In FY2024, total waste generation increased to approximately 14 tonnes, a 12% rise from FY2023, though significantly lower than 23 tonnes in FY2022. Waste directed to disposal saw a slight increase to 9 tonnes, while reused waste remained at zero, similar to the previous year. However, recycling efforts improved significantly, with 5 tonnes recycled in FY2024—approximately 35% increase from FY2023 and four (4) times higher than FY2022. This progress raised the percentage of recycled and reused waste to 35%, compared to 29% in both FY2023 and FY2022.

Moving forward, the group will strengthen its waste management efforts, particularly as most waste is handled by contractors. Enhancing collaboration with contractors will be key to ensuring responsible waste disposal and increasing recycling rates. Future initiatives will focus on improving waste tracking, promoting reuse, and further minimising disposal volumes, reinforcing the company’s commitment to sustainability.

### Waste Reduction and Recycling Initiatives

This year, we have undertaken several projects aimed at reducing waste generation and increasing recycling rates. These projects include:

- (a) Two (2) of the BUs, Maintenance and Property Development & Construction, have implemented a comprehensive recycling programme across its operational workspace, focusing on materials such as paper, plastics, and metals. While the initiative has yet to make a significant impact at the Group level, it is a commendable effort. Moving forward, a more structured and integrated approach will be adopted across the Group to enhance recycling efforts.
- (b) Two (2) beach cleaning projects were conducted to align with our broader goals of waste reduction and environmental conservation.

In 2024, we took small but meaningful steps toward strengthening our environmental and recycling efforts.

As part of our commitment to sustainability, we organised two (2) beach cleaning initiatives to promote waste reduction and responsible waste management.

On 4 September 2024, Roadcare (M) Sdn Bhd, through its Biodiversity Corporate Social Responsibility Programme, led a “gotong-royong” beach cleaning activity at Teluk Mak Nik, Kemaman, Terengganu, with the participation of 90 employees, including management. Similarly, on 19 September 2024, the Corporate Office, in collaboration with all BUs within the Group and in partnership with Majlis Sepang, carried out another beach cleaning programme at Pantai Bagan Lalang, engaging 45 employees.

While these initiatives primarily focused on waste collection, they also served as a starting point for greater awareness and action on recycling and environmental conservation within the Group. Moving forward, we aim to build on these efforts by integrating structured recycling programmes, enhancing waste management practices, and fostering long-term environmental responsibility across our operations.

### Total Material Waste (nos - kg)

Nos	Business Unit	Papers												Total
		Tins	Bottle	Papers Shredded			Metal	Oil	Plastics	Chemicals	Box	Clothes	Others	
				Normal	(Coloured)	Papers								
1	Maintenance	13	0	113	115	14	0	0	46	0	19	0	6	325
2	Property Development & Construction	0	0	4,675	0	0	35	0	0	0	0	0	0	4,710
<b>Total</b>		<b>13</b>	<b>0</b>	<b>4,788</b>	<b>115</b>	<b>14</b>	<b>35</b>	<b>0</b>	<b>46</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>6</b>	<b>5,035</b>

In FY2024, the Group generated 5,035 kg of material waste, with Property Development & Construction contributing the most (4,710 kg), primarily from paper waste. Maintenance generated 325 kg, including paper, plastics, tins, and boxes.

With paper waste making up the majority, future efforts will focus on enhancing recycling initiatives and improving waste management practices across operations.



## MATERIALS

Related  
UNSDGs:





### Why is this important?

Materials are crucial to sustainability as their selection impacts environmental footprint, resource efficiency, and regulatory compliance. By prioritising sustainable materials, we minimise resource depletion, reduce waste, and align with stakeholder expectations. This approach supports long-term project viability, fosters innovation, and provides a competitive edge. Moreover, it reflects our commitment to social responsibility and can lead to financial benefits through cost savings and regulatory incentives, ensuring both environmental and economic sustainability.

### Our approach

At Protasco, we recognise that the materials used in road maintenance are key to advancing our sustainability agenda. In line with our commitment to environmental stewardship, we are actively exploring and integrating environmentally friendly materials into our operations. This approach not only supports our sustainability goals but also contributes to a circular economy by promoting resource efficiency and reducing environmental impact.

### 01/ Sourcing and Procurement of Materials

We prioritise sourcing materials from suppliers who demonstrate environmental responsibility and comply with quality standards set by relevant regulatory bodies, such as the Construction Industry Development Board Malaysia (CIDB).

### 02/ Environmental Friendly and Waste Reduction Focused

While cost and other challenges may influence the extent of environmentally friendly material procurement, we remain committed to optimising material use, minimising waste, and enhancing resource efficiency across our operations. We actively explore and incorporate innovative materials in our road projects, leveraging advanced solutions that enhance sustainability, reduce landfill waste, and improve durability. Below are some of the materials used and the waste material contents.

Details	Waste Material Content	Description
<b>Crumb Rubber Modified Gap Graded Asphalt (CRMA)</b>	0% (not a recycled material, but a renewable natural product)	Unprocessed latex from rubber trees (Cuplump) is a renewable and biodegradable material that, when incorporated into asphalt, reduces reliance on synthetic polymers and fossil fuels. It enhances road flexibility and durability, lowering maintenance needs and material consumption
<b>Petronas Plastic Modified Binder (PMB)</b>	15% - 22%	Utilises recycled rubber from waste tyres, reducing landfill waste and pollution.
<b>Fibre Mastic Asphalt (FMA)</b>	5% - 15%	Incorporates recycled plastics, reducing plastic waste. Improves road longevity, lowering the need for frequent resurfacing and material use.
<b>MacRebur 6 (MR6)</b>	0.3% to 0.6%	Uses recycled plastic waste, reducing reliance on virgin materials. This material not only strengthens roads, but lowers maintenance frequency and carbon footprint. The material Reduces landfill waste and potential plastic pollution.
<b>Polymer Modified Cementitious Binder-RHAzyme</b>	6% - 10%	Contains Rice Husk Ash (RHA), an agricultural by-product that reduces waste, enhances soil stabilisation, lowers cement usage, and improves infrastructure durability and sustainability.

By seamlessly integrating these materials, we reinforce our dedication to environmental and social responsibility.

03/ Monitoring and Reporting

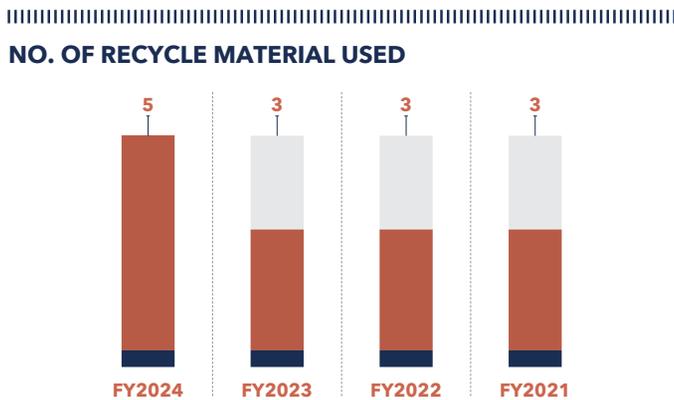


In this report, we provide detailed insights into our material usage over the past two (2) years, focusing on the 15 most essential materials used in our projects. Our approach prioritises sustainable and innovative materials to enhance durability, reduce environmental impact, and minimise waste. The table below highlights our material consumption for FY2024 and FY2023, reflecting our ongoing commitment to responsible resource management.

Details	FY2024	FY2023
Cement (tonnes)	5,478	1,969
Crusher run	20,505	4,030
(Asphalt Concrete 28mm)- AC28	34,579	15,677
(Asphalt Concrete 14mm) - AC14	33,377	32,870
Crumb Rubber Modified Bitumen (CRMB)	NIL	8,688
Cuplump Modified Bitument (CMB)	NIL	10,796
Polymer Modified Bitumen (PG76)	NIL	208
Cuplump Modified Asphalt (CMA)	NIL	20,864
Crumb Rubber Modified Gap Graded Asphalt (CRMA)	83,738	109,943
Petronas Plastic Modified Binder (PMB)	2,107	-
Fibre Mastic Asphalt (FMA)	18,262	-
MacRebur 6 (MR6)	74,380	-
Polymer Modified Cementitious Binder-RHAzyme	16,897	-

By consistently monitoring and optimising our material usage, we aim to drive efficiency while aligning with our sustainability goals.

Performance Data:



Over the past four (4) financial years, we have consistently utilised recycled materials in our operations, demonstrating our commitment to sustainable practices. From FY2021 to FY2023, the number of recycled materials used remained steady at three (3). However, in FY2024, we successfully increased this to five (5), marking a significant step forward in our efforts to integrate more sustainable materials into our projects. This increase reflects our proactive approach to optimising resource efficiency, reducing landfill waste, and enhancing environmental responsibility across our value chain.



▲ All our CSR projects are identified by the #Protascoprihatin which reflects our concern for a sustainable future.



## ENERGY MANAGEMENT

Related  
UNSDGs:



### Why is this important?

Energy consumption is an integral aspect of our operations across various facilities and construction sites, contributing to carbon emissions that impact climate change. Recognising this, we understand that effective energy management is vital for minimising our environmental impact and advancing our climate change agenda.

### Our approach

Over the past three (3) years, the Group has systematically monitored energy consumption to establish a reliable baseline for setting precise targets and aligning strategic plans. By FY2024, this foundational effort has provided valuable insights into energy usage across our operations.

### Energy Efficiency Initiatives

As part of our Energy Efficiency Initiatives, we have taken initial steps by incorporating renewable energy sources in De Centrum City and Park Inn (Hotel & Hospitality). While our energy efficiency journey is still in its early stages, we recognise the need to expand our efforts to achieve greater impact.

To further strengthen our energy management strategy, we will explore energy performance benchmarking, staff training on energy conservation, and collaborations with industry partners to adopt innovative solutions. Our commitment remains steadfast in driving energy efficiency improvements while reducing environmental impact.

### Data Monitoring and Analysis

This plays a crucial role in our energy management efforts. We track and analyse energy consumption across our facilities to inform our strategies and identify areas for improvement. Assessments done annually ensure that our energy use remains optimised.

In line with our commitment to transparency, we report our energy performance annually, providing stakeholders with clear insights into our progress and achievements. Through these efforts, we continue to strengthen our approach to sustainable energy management, driving operational efficiency while reducing environmental impact.

### Continuous Improvement

Energy management is a continuous improvement process for the Group. We regularly review and enhance our strategies by analysing performance data, incorporating stakeholder feedback, and adapting to emerging trends. This commitment ensures sustained progress in our sustainability efforts.

### Our performance

In FY2024, the Group has continued to advance its sustainability agenda, reflecting our commitment to environmental stewardship, social responsibility, and governance excellence. This section provides an overview of our performance across key sustainability metrics, demonstrating our progress and areas of focus.

Parental Leave	FY2024	FY2023	FY2022
Total energy consumption (kWh/MWh) from non-renewable sources	<b>3,388,374</b>	2,686,665	2,602,049
Total energy consumption (kWh/MWh) from renewable sources	<b>435,952</b>	1,159,025	436,814
Total energy consumption (kWh/MWh) from renewable and non-renewable sources	<b>3,824,326</b>	3,845,689	3,038,864
Amount of reduction in energy consumption achieved as a result of conservation and efficiency initiatives.	<b>RM154,687</b>	RM118,702	N/A
CO <sub>2</sub> emission avoidance based on consuming solar energy (tonnes)	<b>260</b>	691	260
Building Occupancy	<b>101,364</b>	101,364	N/A
Energy Use Intensity (EUI) [Total Energy Consumption (kWh)/Total Occupied Space (m <sup>2</sup> )	<b>38</b>	38	N/A

In FY2024, Protasco Berhad experienced a shift in its energy consumption strategy following the discontinuation of the Green Electricity Tariff (GET) purchased from TNB Renewable Energy in previous years. As a result, total renewable energy consumption declined significantly from 1.16 million kWh in FY2023 to 435,952 kWh in FY2024. This shift contributed to a lower CO<sub>2</sub> emission avoidance from solar energy, which dropped from 691 tonnes in FY2023 to 260 tonnes in FY2024. Despite

this, the Group remains committed to sustainability, focusing on self-generated renewable energy through its installed solar panels.

At the same time, non-renewable energy consumption increased to 3.39 million kWh in FY2024, up from 2.69 million kWh in FY2023. However, overall energy efficiency remained stable, with the Energy Use Intensity (EUI) improving slightly from 37.94 kWh/m<sup>2</sup> in FY2023 to 37.73 kWh/m<sup>2</sup> in FY2024. Additionally, energy

conservation and efficiency initiatives resulted in cost savings of RM154,687 exceeding the RM118,702 achieved in FY2023.

Going forward, the Group will continue to enhance its renewable energy strategy by maximising solar energy generation while exploring further energy efficiency measures. These efforts will help maintain sustainability commitments and ensure long-term energy cost optimisation.

 **CLIMATE CHANGE** Related UNSDGs:  

**Why is this important?**

Addressing climate change is a regulatory and economic necessity for Protasco, ensuring compliance with evolving standards while mitigating environmental risks and enhancing economic resilience. By optimising resource efficiency and implementing sustainable practices, the company reduces operational costs, meets stakeholder expectations, and strengthens its commitment to corporate responsibility. This approach not only supports global sustainability efforts but also secures long-term business continuity, positioning Protasco for sustained growth in a rapidly changing regulatory and environmental landscape.

**Our approach**

At Protasco, we have adopted a comprehensive approach that encompasses the following key areas:

**Climate Risk Assessment and Management**  01

We have taken steps to identify and evaluate climate-related risks and opportunities. This helps us develop robust strategies to mitigate potential impacts and capitalise on emerging opportunities in our operations.

**Emission Reduction Initiatives**  02

We are committed to reducing our greenhouse gas (GHG) emissions through continuous improvement and strategic initiatives. While implementing targeted reduction efforts, we are also enhancing our processes and data capture across BUs to ensure more accurate tracking and impactful outcomes. As we have recently started this journey, we are in the process of establishing a baseline by obtaining comprehensive data, which will enable us to set appropriate and achievable reduction targets. Our approach aligns with national climate goals, reinforcing our dedication to sustainability and regulatory compliance while driving long-term operational efficiency.

**Compliance and Reporting**  03

We ensure compliance with relevant climate-related regulations and standards, including disclosures under frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD). Our reporting practices are transparent and aim to provide stakeholders with clear insights into our climate-related performance and progress.



### Our performance

In FY2024, Protasco has made significant strides in addressing climate change and enhancing our sustainability practices.

GHG Scope 1	
Details	FY2024 (tCO <sub>2</sub> e)
Mobile Combustion	3,829
Stationary Combustion	3
LPG Gas	0*
Fugitive Emissions	11,054
Process Emissions	N/A
<b>Total Scope 1 Carbon Footprint</b>	<b>14,886</b>

\* Available data with insignificant figure.

In FY2024, Protasco Berhad's total Scope 1 carbon footprint amounted to 14,886 tCO<sub>2</sub>e, with fugitive emissions as the largest contributor at 11,054 tCO<sub>2</sub>e. However, only two (2) divisions have reported fugitive emissions, as the Group is still in the process of educating all BUs on data collection. Currently, the focus has been on capturing emissions from mobile combustion (3,829 tCO<sub>2</sub>e), stationary combustion (3 tCO<sub>2</sub>e), and LPG gas usage (0.08 tCO<sub>2</sub>e). Moving forward, fugitive emissions will be systematically recorded across all BUs to ensure a more comprehensive assessment. Given the nature of Protasco's businesses, there are no reported process emissions. This ongoing effort aligns with our commitment to refining data accuracy and enhancing emission reduction strategies across the Group.

### GHG Scope 2

In FY2024, the Group's Scope 2 carbon footprint is 2,983 tCO<sub>2</sub>e, entirely from energy consumption. The Group does not account for emissions from steam or heating, as these are not part of our operational energy sources. Our focus remains on optimising energy efficiency and transitioning towards cleaner energy alternatives to minimise our indirect emissions impact.

### GHG Scope 3

Details	FY2024 (tCO <sub>2</sub> e)
Business Travel	0.00
Employee Commute	0.00
Waste (tonnes)	3
Transportation by suppliers or contractors for our business purposes	0.00
<b>Total Scope 3 Carbon Footprint</b>	<b>3</b>

The Group is in the early stages of Scope 3 data collection, with current efforts prioritising data accuracy for Scope 1 and 2. In FY2024, the reported Scope 3 emissions stood at 3 tCO<sub>2</sub>e, attributed solely to waste, as data for business travel, employee commute, and supplier/contractor transportation is still being refined. Moving forward, the Group is adopting software that will enhance data collection and accuracy, making comprehensive Scope 3 reporting possible, in line with our sustainability commitments.

### Performance Data

Protasco Berhad has enhanced its emissions reporting by establishing a more comprehensive GHG inventory, particularly for Scope 1 and Scope 3 emissions, which were not previously recorded. In FY2024, total GHG emissions amounted to 17,872.51 tCO<sub>2</sub>e, comprising Scope 1 (14,886 tCO<sub>2</sub>e), Scope 2 (2,983 tCO<sub>2</sub>e), and Scope 3 (3 tCO<sub>2</sub>e). The increase in reported emissions reflects improved data collection processes rather than an actual surge in emissions.

### 3-years Group GHG Emissions (tCO<sub>2</sub>e)

Details	FY2024 (tCO <sub>2</sub> e)	FY2023 (tCO <sub>2</sub> e)	FY2022 (tCO <sub>2</sub> e)
Scope 1	14,886	N/A	N/A
Scope 2	2,983	2,215	2,030
Scope 3	3	N/A	N/A
<b>Total GHG Emissions</b>	<b>17,872</b>	2,215	2,030

Moving forward, the Group will continue refining data accuracy and expanding its Scope 3 reporting capabilities through system enhancements to ensure transparent and comprehensive emissions tracking.



## BIODIVERSITY

Related  
UNSDGs:



### Why is this important?

Biodiversity is essential for sustainability and the Group as it underpins ecosystem health, ensuring vital processes like pollination, water purification, and soil fertility that support our operations. It also aids in regulatory compliance, safeguarding against legal issues and enhancing our reputation by demonstrating environmental stewardship. Supporting biodiversity mitigates risks associated with resource availability and environmental changes, while aligning with global sustainability goals. By integrating biodiversity into our strategy, we protect the natural resources crucial for our operations, meet regulatory and societal expectations, and contribute positively to global environmental conservation efforts.

### Our approach

At Protasco, our approach to biodiversity is centred on integrating conservation efforts into our operational practices and strategic objectives. We actively engage in the following practices:

#### Impact Assessments



01

We conduct comprehensive environmental impact assessments across all projects to identify, mitigate, and manage potential effects on local ecosystems and wildlife. This proactive approach ensures that our operations align with conservation objectives and regulatory requirements.

To minimise our ecological footprint, we implement sustainable practices, including reducing habitat disruption, eliminating harmful substances, and promoting responsible land use and resource management. These measures reinforce our commitment to environmental stewardship and long-term sustainability.

#### Conservation Initiatives



02

We support and participate in conservation projects aimed at protecting and restoring natural habitats. Our initiatives include partnerships with environmental organisations and participation in local biodiversity conservation efforts.

#### Monitoring and Reporting



03

We continuously monitor and report on the impact of our activities on biodiversity by tracking key conservation metrics and updating stakeholders on our progress, aligning these efforts with our GHG reduction initiatives, while embedding biodiversity considerations into our operations and decision-making to contribute positively to environmental conservation and ensure long-term business sustainability.





**Our Performance**

In FY2024, Protasco has made significant strides in integrating biodiversity considerations into our operations and practices. Here’s a summary of our performance:

**Environmental Impact Assessments (EIAs)**

The Property Development & Construction BU, with the support of its consultant, successfully conducted two (2) comprehensive environmental monitoring assessments in January and May 2024 for a housing development project in Tampin, Negeri Sembilan. The assessments evaluated surface water quality, discharge water quality, ambient air quality, boundary noise levels, and vibration levels at the project site, ensuring adherence to environmental standards and regulatory requirements.

**Conservation Projects**

As of FY2024, the Group has not undertaken any conservation projects due to the cost and commitment required for such initiatives. While conservation remains a priority and is included in our long-term sustainability plans, no projects were implemented during this reporting period. Moving forward, the Group will explore opportunities to integrate conservation efforts into our sustainability strategy as resources and feasibility allow.

**Sustainable Practices**

DAL HCM Sdn Bhd under the Maintenance BU, participated in the Sarawak Greening Campaign by planting 500 high-value native trees, including belian, meranti, and selangan, at the Sabal Forest Reserve in Simunjan. The initiative, conducted in collaboration with the Sarawak Forestry Department (SFD) and local communities, involved 80 representatives from DAL HCM Sdn Bhd and SFD. This effort aligns with Sarawak’s goal of maintaining 62% forest coverage and aims to educate the community on the importance of forest sustainability, raising awareness of the positive impact of forest restoration on biodiversity and ecosystem balance. The tree planting activity is part of the Sarawak Forest Landscape Restoration (FLR) programme, led by the SFD, reinforcing the commitment to long-term environmental conservation.

The Group collaborated with Majlis Sepang to plant Casuarina equisetifolia along Bagan Lalang Beach as part of an erosion prevention initiative.

**Monitoring and Reporting**

We enhanced our monitoring processes by developing a new set of biodiversity metrics. This year, we successfully tracked and reported on key biodiversity indicators.

**3-years comparison on Biodiversity Performance**

Items	FY2024	FY2023	FY2022
Number of Trees Planted (Tree Planting programme)	<b>1,816</b>	0	N/A
Number of Tree Tagging Activities	<b>166</b>	0	N/A
Budget spent on Biodiversity and conservation efforts / programmes / initiatives (RM)	<b>136,404</b>	11,296	3,200
Identification of International Union for Conservation of Nature (IUCN) Red List of Threatened Species on owned sites	<b>0</b>	0	0
Number of biodiversity assessments undertaken on new sites	<b>0</b>	0	1
Number of biodiversity audits undertaken on existing sites	<b>7</b>	0	0

In FY2024, the Group enhanced its biodiversity and conservation efforts, planting 1,816 trees through various tree-planting programmes, a significant step forward from previous years. Additionally, 166 tree tagging activities were conducted under the Property Division to support biodiversity monitoring and conservation. The budget for these initiatives increased substantially to RM136,404, compared to RM11,296 in FY2023 and RM3,200 in FY2022. While no IUCN Red List species were identified on owned sites and no operations were conducted within or adjacent to high-biodiversity areas, the Group remained committed to monitoring and assessment. Seven (7) biodiversity audits were undertaken on existing sites, reinforcing its focus on environmental responsibility. Moving forward, the Group aims to further integrate biodiversity considerations into its sustainability strategy.

## Performance Data Table

Indicator	Measurement Unit	2024
<b>Bursa (Anti-corruption)</b>		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Senior Management	Percentage	1
Middle Management	Percentage	12
Executive	Percentage	54
Non-Executive	Percentage	33
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	28
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
<b>Bursa (Supply chain management)</b>		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	97.62
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	2,119,060
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	6
<b>Bursa (Diversity)</b>		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Senior Management Under 30	Percentage	0
Senior Management Between 30-50	Percentage	45
Senior Management Above 50	Percentage	55
Middle Management Under 30	Percentage	1
Middle Management Between 30-50	Percentage	68
Middle Management Above 50	Percentage	31
Executive Under 30	Percentage	28
Executive Between 30-50	Percentage	63
Executive Above 50	Percentage	9
Non-Executive Under 30	Percentage	26
Non-Executive Between 30-50	Percentage	61
Non-Executive Above 50	Percentage	13
Gender Group by Employee Category		
Senior Management Male	Percentage	71
Senior Management Female	Percentage	29
Middle Management Male	Percentage	64
Middle Management Female	Percentage	36
Executive Male	Percentage	59
Executive Female	Percentage	41
Non-Executive Male	Percentage	82
Non-Executive Female	Percentage	18
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	71
Female	Percentage	29
Under 30	Percentage	0
Between 30-50	Percentage	29
Above 50	Percentage	71

Internal assurance	External assurance	No assurance	(*)Restated
--------------------	--------------------	--------------	-------------



Indicator	Measurement Unit	2024
<b>Bursa (Health and safety)</b>		
Bursa C5(a) Number of work-related fatalities	Number	1
Bursa C5(b) Lost time incident rate (LTIR)	Rate	0.97
Bursa C5(c) Number of employees trained on health and safety standards	Number	699
<b>Bursa (Data privacy and security)</b>		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	1
<b>Bursa (Labour practices and standards)</b>		
Bursa C6(a) Total hours of training by employee category		
Senior Management	Hours	605
Middle Management	Hours	5,057
Executive	Hours	14,585
Non-Executive	Hours	6,952
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	3
<b>Bursa C6(c) Total number of employee turnover by employee category</b>		
Senior Management	Number	7
Middle Management	Number	19
Executive	Number	91
Non-Executive	Number	63
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
<b>Bursa (Water)</b>		
Bursa C9(a) Total volume of water used	Megalitres	47,537.33
<b>Bursa (Waste management)</b>		
Bursa C10(a) Total waste generated	Metric tonnes	13.73
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	5.06
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	8.93
<b>Bursa (Energy management)</b>		
Bursa C4(a) Total energy consumption	Megawatt	3,824,325.51
<b>Bursa (Emissions management)</b>		
Bursa C11(a) Scope 1 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	14,886.70
Bursa C11(b) Scope 2 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	2,982.98
Bursa C11(c) Scope 3 emissions in tonnes of CO <sub>2</sub> e (at least for the categories of business travel and employee commuting)	Metric tonnes	0

Internal assurance	External assurance	No assurance	(*)Restated
--------------------	--------------------	--------------	-------------

### Statement of Assurance

In strengthening the credibility of the Sustainability Statement, selected aspects of this Sustainability Statement have been subjected to an internal review by the company's internal auditors and have been approved by the Company's Audit Committee.

### Subject Matter

The subject matter covered by the internal review included the following indicators:

Common Indicator	Sub Indicator	Sustainability Statement
<b>Anti-Corruption</b>	C1 (a)	Percentage of employees who have received training on anticorruption by employee category.  In total 591 employees received training on anti-corruption for FY2024.  The percentage of employees trained, by employee categories, is as follows: <ul style="list-style-type: none"> <li>• 1% of senior management</li> <li>• 12% of middle management</li> <li>• 54% of executive</li> <li>• 33% of non-executive</li> </ul>
	C1 (c)	Confirmed incidents of corruption and action taken.  There were no confirmed incidents of corruption reported in FY2024.
<b>Diversity</b>	C3 (a)	Percentage of employees by gender and age group, for each employee category.  Women leaders in senior and managerial positions comprise 35% of total management positions.
<b>Emissions Management</b>	C11 (a)	Scope 1 emissions in tonnes of CO <sub>2</sub> e.  In FY2024, Scope 1 GHG emissions totalled 3,832.20 metric tonnes of CO <sub>2</sub> e, with 3,828.83 metric tonnes from mobile combustion and 3.37 metric tonnes from stationary combustion.
<b>Health and Safety</b>	C5 (a)	Number of work-related fatalities.  The Group reported 1 work-related fatality in FY2024.
	C5 (b)	Lost time incident rate.  For FY2024, the Lost Time Incident Rate (LTIR) was recorded at 0.97.
	C5 (c)	Number of employees trained on health and safety standards.  A total of 374 safety training sessions were conducted, engaging 699 participants from Groups.

### Scope

The internal audit review covered Protasco Group operations within Peninsular Malaysia, applying a sampling methodology to assess reasonableness.



## GRI Materiality Content Index

GRI Standard	Disclosure	Page Numbers
<b>General Disclosures</b>		
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	1 - 9; 17 - 25
	2-2 Entities included in the organisation's sustainability reporting	
	2-3 Reporting period, frequency and contact point	29 - 30
	2-4 Restatements of information	
	2-5 External assurance (Statement of Assurance)	96
	2-6 Activities, value chain and other business relationships	32 - 39
	2-7 Employees	65 - 69; 77 - 81
	2-8 Workers who are not employees	
	2-9 Governance structure and composition	
	2-10 Nomination and selection of the highest governance body	
	2-11 Chair of the highest governance body	
	2-12 Role of the highest governance body in overseeing the management of impacts	
	2-13 Delegation of responsibility for managing impacts	
	2-14 Role of the highest governance body in sustainability reporting	34; 102 - 110
	2-15 Conflicts of interest	122 - 131;
	2-16 Communication of critical concerns	
	2-17 Collective knowledge of the highest governance body	
	2-18 Evaluation of the performance of the highest governance body	
	2-19 Remuneration policies	
	2-20 Process to determine remuneration	
	2-21 Annual total compensation ratio	
	2-22 Statement on sustainable development strategy	12; 28; 32 - 33
	2-23 Policy commitments	36 - 37
	2-24 Embedding policy commitments	
	2-25 Processes to remediate negative impacts	54 - 59
	2-26 Mechanisms for seeking advice and raising concerns	
	2-27 Compliance with laws and regulations	36 - 37
	2-28 Membership associations	
	2-29 Approach to stakeholder engagement	40 - 47

GRI Standard	Disclosure	Page Numbers
<b>Economic Performance</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	52 - 53
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	
<b>Anti-corruption</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	54 - 57
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	
	205-2 Communication and training about anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and actions taken	
<b>Compliance</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	57 - 59
<b>GRI 307: Environmental Compliance</b>	307-1 Non-compliance with environmental laws and regulations	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	
<b>GRI 417: Marketing &amp; Labelling</b>	417-2 Incidents of non-compliance concerning product and service information and labeling	
	417-3 Incidents of non-compliance concerning marketing	
<b>GRI 419: Socioeconomic Compliance</b>	419-1 Non-compliance with laws and regulations in the social and economic area	
<b>Supply Chain Management</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	60 - 62
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	
<b>GRI 409: Forced or Compulsory Labour 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	

GRI Standard	Disclosure	Page Numbers
<b>Community Investment</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	62 - 65
<b>GRI 413: Local Communities</b>	413-1 Operations with local community engagement, impact assessments, and development programmes	
<b>Diversity</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	65 - 69
<b>Occupational Safety &amp; Health</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	69 - 71
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-9 Work-related injuries	
<b>Customer Satisfaction</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 416: Customer Health and Safety</b>	416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	72 - 74
<b>GRI 417: Marketing and Labeling</b>	417-2: Incidents of non-compliance concerning product and service information and labeling	
	417-3: Incidents of non-compliance concerning marketing communications	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	
<b>Data Privacy &amp; Cybersecurity</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	75 - 76

GRI Standard	Disclosure	Page Numbers
<b>Labour Practices</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	
	401-3 Parental leave	
<b>GRI 404: Training and Education 2016</b>	3-3 Management of material topics	
	404-1 Average hours of training per year per employee	77 - 83
	404-2 Programmes for upgrading employee skills and transition assistance programmes	
<b>GRI 409: Forced or Compulsory Labour 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	
<b>GRI 412: Human Rights Assessment 2016</b>	412-1 Operations that have been subject to human rights reviews or impact assessments	
	412-2 Employees training on human rights policies or procedures	
<b>Water Management</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 303: Water and Effluents 2018</b>	303-5 Water consumption	84
<b>Waste Management</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 306: Waste 2020</b>	306-3 Waste generated	85 - 86
	306-4 Waste diverted from disposal	
	306-5 Waste directed to disposal	
<b>Materials</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	87 - 88
	301-2 Recycled input materials used	



GRI Standard	Disclosure	Page Numbers
<b>Energy Management</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	89 - 90
	302-4 Reduction of energy consumption	
<b>Climate Change</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	90 - 91
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-5 Reduction of GHG emissions	
<b>Biodiversity</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	
<b>GRI 304: Biodiversity</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	92 - 93
	304-3 Habitats protected or restored	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	