

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

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

Note:

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

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

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

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



OCCUPATIONAL SAFETY & HEALTH

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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 | 699 | 498 | 838 | N/A | N/A | N/A |
| No. of training and awareness on safety & health | 374 | 100 | 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 | 2,059,632 | 6,789,412 | 1,401,944 | 6,961,624 | 9,499,524 | N/A |
| Number of work-related fatalities | 1 | 0 | 0 | 0 | 0 | 0 |
| Lost Time Workday Rate (LTWR) | 2,918.48 | 0 | N/A | N/A | N/A | N/A |
| Lost time incident rate (LTIR) | 0.97 | 0 | 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.