TBK & SONS HOLDINGS LIMITED

(incorporated in the Cayman Islands with limited liability)

Stock Code : 1960

2025 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2025

INTRODUCTION

TBK & Sons Holdings Limited (the "Company") and its subsidiaries (the "Group" or "we") are principally engaged in the provision of civil and structural works in Malaysia and the People's Republic of China (the "PRC") and trading of oil and related products in the PRC. The Group is pleased to present the Environmental, Social and Governance Report (the "ESG Report") for the year ended 30 June 2025 (the "Financial Year" or "2025"). This ESG Report discloses the Group's environmental, social and governance ("ESG") initiatives, plans, and performance transparently and demonstrates its ongoing commitment towards sustainable development.

ESG Governance Structure

We consider ESG commitment as a part of our fiduciary duty and we pledge to embed ESG considerations into our decision-making process. To achieve this, we have developed a core governance framework to ensure the alignment of ESG governance with our strategic growth, while advocating ESG integration into our business operations. Our ESG governance structure is divided into two components, namely the board of directors (the "Board") of the Company and an ESG Committee.

Board of Directors	Holds the overall responsibility for the Group's ESG issues and oversees the ESG strategies, direction and policies Holds the overall responsibility for formulating ESG management strategies, setting management objectives, identifying and assessing ESG-related risks and opportunities, considering and making decisions on major ESG matters; establishing internal monitoring mechanisms to ensure effectiveness of ESG risk management and internal control mechanism; reviewing and approving ESG reports and supervising the implementation of policies and their effectiveness.
ESG Committee	ESG Committee is composed of the Chief Executive Officer and management of different departments. ESG Committee is responsible for facilitating the Board's oversight of ESG issues and has the responsibility for collecting and analysing ESG data, monitoring and evaluating the Group's ESG performance, ensuring compliance with ESG-related laws and regulations and preparing ESG reports.

In order to better manage the Group's ESG performance and related issues, the Board discusses and reviews the Group's ESG risks and opportunities, performance, progress, and targets at least once per year with the assistance of the ESG Committee.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2025

REPORTING SCOPE

The reporting scope is determined by senior management of the Group by considering the materiality principle, as well as the Group's core business and main revenue source.

Unless otherwise stated, the ESG Report mainly covers the Group's operations in Malaysia, Hong Kong and the PRC, including (i) provision of civil and structural works in Malaysia and the People's Republic of China (the "PRC") and (ii) trading of oil and related products in the PRC. The ESG key performance indicators ("KPIs") data are gathered only from the operations under the Group's direct operational control.

REPORTING FRAMEWORK

The ESG Report has been prepared in accordance with the Environmental, Social and Governance Reporting Guide (the "ESG Reporting Guide") as set out in Appendix C2 of the Rules Governing the Listing of Securities (the "Listing Rules") on Main Board of The Stock Exchange of Hong Kong Limited (the "Stock Exchange"). Information relating to the Group's corporate governance practices has been set out in the Corporate Governance Report of the Group's 2025 annual report.

During the preparation for this ESG Report, the Group has applied the reporting principles in the aforementioned ESG Reporting Guide as the followings:

Materiality: Materiality assessment was conducted to identify material ESG issues during the Financial Year. The materiality of such issues was reviewed and confirmed by the Board and the ESG Committee. Please refer to the sections headed "STAKEHOLDER ENGAGEMENT" and "MATERIALITY ASSESSMENT" for further details.

Quantitative: The standards and methodologies used in the calculation of relevant data in this ESG Report, as well as the applicable assumptions were disclosed. The KPIs are supplemented with explanatory notes to establish benchmarks where applicable. The Group has set specific environmental targets to mitigate its impacts.

Balance: The ESG Report presents our overall ESG performance during the Financial Year to all stakeholders in an objective and impartial manner.

Consistency: The preparation approach of this ESG Report was substantially consistent with the ESG report of the year ended 30 June 2024 ("2024"), and explanations were provided regarding data with changes in the scope of disclosure and calculation methodologies.

This ESG Report has undergone the internal review process of the Group and was approved by the Board.

REPORTING PERIOD

Unless otherwise specified, this ESG Report covers the period from 1 July 2024 to 30 June 2025.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2025

STAKEHOLDER ENGAGEMENT

We are dedicated to fulfilling stakeholders' expectations by truly understanding all their concerns and integrating such expectations into our ESG practices, with the purpose of maximising the economic output and business value while aligning with our long-term sustainable development goals.

To understand and address the key issues of concern of different stakeholders, we have been facilitating effective communication and maintaining ongoing relationships with them. We have established a comprehensive stakeholder engagement process and we will continue to increase the involvement of stakeholders via constructive conversation to chart long-term prosperity. Stakeholders' expectations have been taken into consideration by utilising diversified engagement methods as shown below:

Stakeholders	Issues of Concern	Engagement Methods
Investors and shareholder	• Business strategies and performances • Investment returns	• Annual general meeting and other shareholder meetings • Financial reports • Press releases and announcements • The Company's website and emails
Clients	• Product and service quality • Delivery times • Work safety	• Client feedback • Phone and email communications
Employees	• Rights and benefits • Remuneration and compensation • Training and development • Working hours • Health and safety • Working environment • Career development	• Meetings and briefings • Training • Internal memos • The Company's activities • The Company's policies • Employee satisfaction surveys
Suppliers and subcontractors	• Payment schedule • Business ethics and reputation • Fair tendering	• Business meetings • Performance evaluation • Quotation and tendering processes • Field visits

Stakeholders	Issues of Concern	Engagement Methods
Government and supervising authorities	• Compliance with rules and laws • Implementation of policies • Prevention of tax evasion	• Written correspondence • Submission of statutory reports • Involvement in public consultation
Community	• Giving back to society • Environmental protection • Social welfare • Health and safety • Employment and community development	• Community services • Press releases • ESG reports • Charitable donations

We aim to collaborate with our stakeholders to improve our ESG performance and create greater value for the wider community continuously.

MATERIALITY ASSESSMENT

Materiality assessment is an essential tool for identifying the most material issues or relevant KPIs of the Group. During the preparation process of the ESG report, the Group invited stakeholders to complete online questionnaires to rate the ESG issues. The procedure of the materiality assessment is outlined as follows:

Identification of Potential ESG Issues

Initial screening of related issues in reference to the ESG Reporting Guide and benchmarking against material ESG issues of comparable peers

↓

Stakeholder Evaluation

Online questionnaires were prepared and sent to internal and external stakeholder, to understand their views on the ESG-related material issues.

↓

Prioritisation

The stakeholders' responses from the ESG questionnaires have been analysed and consolidated to generate the ESG materiality matrix

↓

Validation

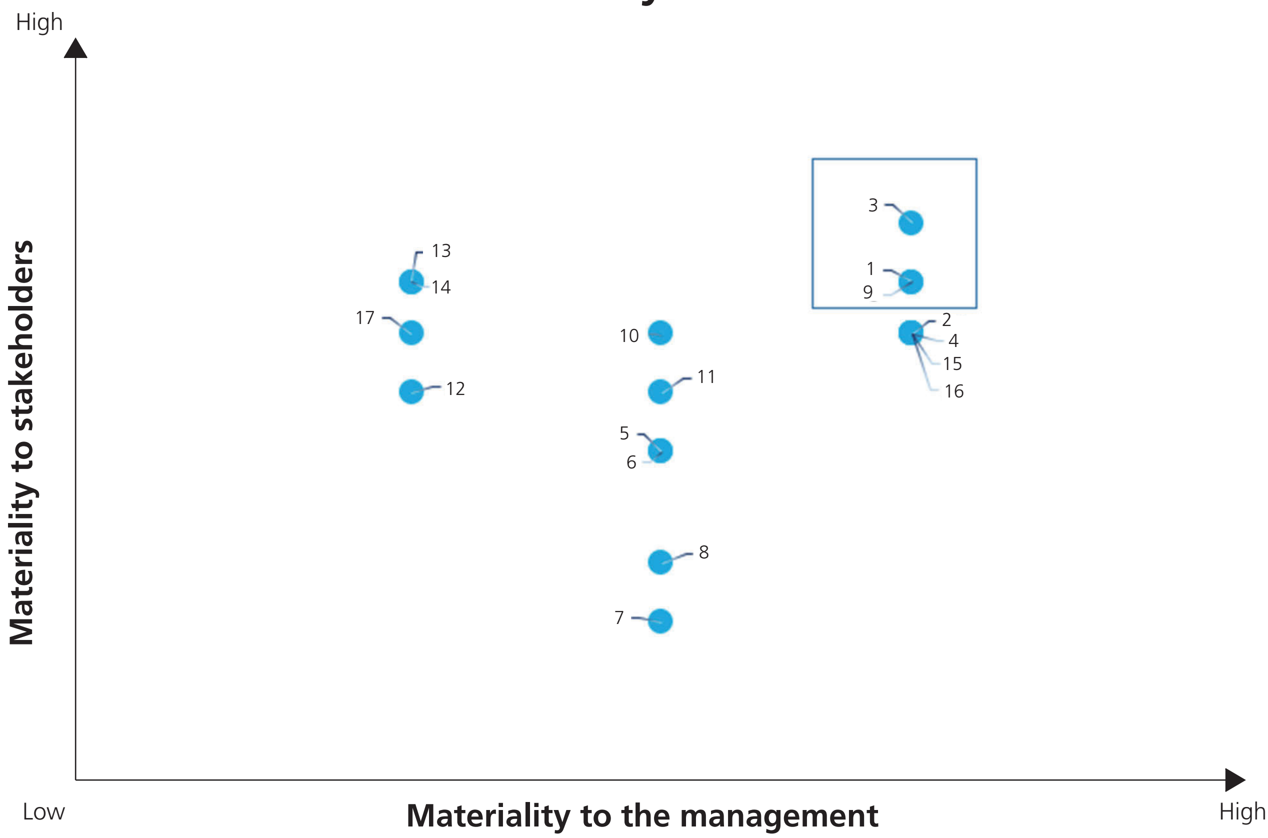
ESG Committee confirmed the relevant material ESG issues, and confirms the issues that require priority handling and highlighted for reporting

The result of the materiality assessment is one of the most important tools for the Group to evaluate and prioritise the ESG issues related to the Group. The Board will then develop strategies according to the result of the materiality assessment with the assistance of the ESG Committee to manage the ESG issues.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2025

The following matrix is a summary of the Group's material ESG issues:

Materiality Matrix



Product and Service Responsibility	Workforce	Environmental	Operating Practices	Community
1. Service quality assurance	4. Diversity, equal opportunities and anti-discrimination	9. Emissions control	14. Sustainable procurement	17. Community investment
2. Customer service	5. Employment practice	10. Waste management	15. Anti-corruption	
3. Privacy protection	6. Occupational safety and health	11. Resources consumption	16. Compliance with laws and regulations	
	7. Training and development	12. Noise management		
	8. Anti-child and forced labour	13. Climate change		

Based on the top-right section of the materiality matrix, the sustainability issues that the Board considers to be most relevant and important to the Group and its stakeholders include privacy protection, service quality assurance and emissions control. The Group's future sustainable development approach will be formulated with reference to the material ESG issues determined.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2025

CONTACT US

For details on our ESG performance, corporate governance as well as financial performance, please visit our website at www.tbkssb.com.my and refer to our annual reports. You may also email your feedback and opinions regarding our sustainable performance to admin@tbkssb.com.my.

A. ENVIRONMENTAL

A1. Emissions

Environmental protection and sustainable development rely on concerted efforts from all industries and society. We aim to reduce the adverse environmental impacts of our business operations to the minimum. We have integrated environmental sustainability into the fundamentals of our business strategy and operational practices, and are committed to creating greater long-term sustainable value for both the Group and the environment.

The Group is wholly committed to mitigating negative environmental impacts linked to its business activities. An incident response team (the "Response Team") has been established in our environmental management system and it was formed to deal with any incidents that will potentially bring adverse implications to the environment. The Response Team manages the incident handling mechanism including incident detection and documentation, detailed investigation and analysis, remedial action plan and incident disclosure. The management system is reviewed by the management on an annual basis to ensure its effectiveness. The environmental management system of Qingdao Xinhongyao Construction Technology Company Limited ("Xinhongyao Construction") is certified to the ISO14001:2015 standard.

We have also formulated related environmental policies and initiatives to promote sustainability within our business. We constantly uphold the principles of emission reduction and resources efficiency in our environmental management approaches by implementing measures that promote energy efficiency, waste reduction, and other green initiatives. The Group is also committed to educating its employees in raising their awareness of environmental protection and complying with relevant environmental laws and regulations. Within our policy framework, we continuously look for opportunities to pursue environmentally friendly measures that enhance our environmental performance by minimising the consumption of energy and other resources.

During the Financial Year, the Group was not aware of any material non-compliance with environmental-related laws and regulations, including but not limited to, the Environmental Quality Act 1974 of Malaysia, Environmental Quality (Clean Air) Regulations 1978 of Malaysia, the Environmental Quality (Sewage and Industrial Effluents) Regulations 1979 of Malaysia, the Air Pollution Control Ordinance of Hong Kong, the Waste Disposal Ordinance of Hong Kong, the Environmental Protection Law of the People's Republic of China, and the Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution that would have a significant impact on the Group.

EMISSIONS CONTROL

Exhaust Gas Emissions

The exhaust gas generated by the Group's operation mainly comes from petrol and diesel consumed by vehicles and machinery. Due to our business nature, the use of vehicles is inevitable. Although heavy-duty vehicles are often considered less fuel-efficient, they are preferable for executing large-scale construction tasks. To control exhaust gas emissions from our business activities, we have adopted a series of preventive and corrective measures:

- Require the project managers to perform efficient planning on deliveries to minimise the number of trips made for transporting goods;
- Arrange regular maintenance and repair services for all vehicles to ensure fuel consumption efficiency and compliance with local emission standards; and
- Switch off the engine when the vehicles are idling.

During the Financial Year, the Group's overall exhaust gas emissions decreased compared to 2024. This decline is attributed to the completion of Project 53 for site preparation works project and there was no new site preparation works project during the Financial Year. Hence, the fuel usage for machinery and exhaust gas emissions has been decreased. The Group will continue its effort in mitigating the exhaust gas emissions by performing emissions control measures.

The table below illustrates the Group's exhaust gas emissions performance:

Indicators	Unit	2025	2024
Nitrogen oxides (NO_x)	kg	**2,412.09**	3,865.40
Sulphur oxides (SO_x)	kg	**14.78**	5.77
Particulate matter (PM)	kg	**138.33**	176.53

GHG Emissions

The principal sources of the Group's GHG emissions are generated from petrol and diesel consumption by vehicles and machinery (Scope 1) as well as purchased electricity (Scope 2). Due to our business nature, the consumption of petrol, diesel and electricity depends greatly on the nature and number of projects.

The Group has set a target of reducing total GHG emissions intensity (tCO_2e/thousand RM revenue) by the year ending 30 June 2028 ("2028") compared to the year ended 30 June 2025 ("2025"). To achieve this target, we continuously promote green practices in our day-to-day operations and have actively adopted environmental protection and energy conservation measures which are described in the section headed "Energy Management" in order to reduce GHG emissions. Besides, the Group advocates environmental protection for employees by posting notices and posters of green information in office areas to raise their awareness and promote best environmental management practices.

The table below illustrates the Group's GHG emissions performance:

Indicators[1]	**Unit**[2]	**2025**	2024
Scope 1 – Direct GHG emissions	tCO_2e	**806.20**	1,012.14
• Fuel consumption – vehicles	tCO_2e	**780.23**	597.74
• Fuel consumption – machinery	tCO_2e	**25.97**	414.40
Scope 2 – Energy indirect GHG emissions	tCO_2e	**207.81**	132.11
• Purchased electricity	tCO_2e	**207.81**	132.11
Total GHG emissions	tCO_2e	**1,014.01**	1,144.25
Total GHG emissions intensity[2]	tCO_2e/thousand RM revenue	**0.010**	0.004

Note(s):

1. For this Financial Year, GHG emissions data is calculated based on, but not limited to, the "2024 Sustainability Report" published by the HK Electric Investments and HK Electric Investments Limited, the "Announcement on the Release of the 2022 Carbon Dioxide Emission Factor for Electricity" published by the Ministry of Ecology and Environment of the PRC, the "Sustainability Report 2024" published by Tenaga Nasiona, "Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standards" issued by the World Resources Institute and the World Business Council for Sustainable Development and the "How to prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" issued by the Stock Exchange.

2. During the Financial Year, the Group recorded a total revenue of approximately RM97,408,000 (2024: approximately RM288,093,000). The data are also used for calculating other intensity data.

WASTE MANAGEMENT

The Group adheres to the waste management principle and strives to properly manage and dispose of waste produced by its business activities. Our waste management practices have complied with relevant laws and regulations relating to environmental protection.

Hazardous Waste

For the hazardous waste generated by civil and structural works, as it would be handled by the customers directly, we do not have access to relevant data for disclosure.

Non-hazardous Waste

The non-hazardous waste we generate is mainly paper. We uphold the 5R principle, namely reduce, refuse, reuse, recycle and repair, as to strive for resources utilisation. The Group has set a target of reducing total non-hazardous waste disposed intensity (kg/thousand RM revenue) by 2028 compared to 2025. In order to minimise the environmental impacts of non-hazardous waste generated from our business operation and achieve the set target, the Group has implemented various waste reduction measures and initiatives and assumed responsibility for the overall waste management:

- Encourage double-sided printing;
- Collect single-side printed paper for reuse;
- Utilise electronic communication where applicable; and
- Reduce the use of single-use disposable items.

The Group will continue to monitor the amount of non-hazardous waste disposed and implement relevant measures, reduce its total non-hazardous waste disposed intensity progressively, and aim to achieve the target of reducing total non-hazardous waste disposed intensity by 2028.

The table below illustrates the Group's non-hazardous waste disposed performance:

Indicators	**Unit**	**2025**	2024
Paper	kg	**1,819.83**	4,093.97
Total non-hazardous waste disposed	kg	**1,607.77**	4,093.97
Total non-hazardous waste recycled	kg	**212.06**	–
Total non-hazardous waste disposed intensity	kg/thousand RM revenue	**0.019**	0.014

SEWAGE DISCHARGES INTO WATER AND LAND

Due to our business nature, our business activities do not discharge a significant amount of sewage into water and land. Similarly, there was no unreasonable amount of sewage discharged during the Financial Year. Used water is discharged to the public wastewater collection sewer and it is processed centrally by the public wastewater treatment system. The Group has formulated relevant water-saving measures, specific measures for reducing sewage generated are described in the section headed "Water Management".

A2. Use of Resources

We are committed to becoming a resources-saving and environmentally friendly enterprise to promote environmental protection. The Group has established relevant policies and procedures governing the use of energy and water to achieve higher efficiency and reduce unnecessary use of resources.

RESOURCES CONSUMPTION

Energy Management

The principal sources of the Group's energy consumption are non-renewable fuels, which include petrol and diesel consumed by vehicles and machinery, as well as purchased energy, which includes electricity. The Group aims to minimise the environmental impacts resulted from its operations by identifying and adopting appropriate measures. Energy-saving policies, measures, and practices have been developed to show our commitment to improving energy efficiency. Owing to its business operation model, the consumption of resources by the Group depends greatly on external factors such as location of projects, number of projects and size of the civil works. In comparison to 2024, there was an increase in purchased electricity consumption, primarily because high-temperature weather lasted for a relatively long period. This resulted in more frequent use of air conditioners by office staff. Furthermore, direct energy consumption decreased compared to 2024. This decline is attributed to the completion of Project 53 for site preparation works project and there was no new site preparation works project during the Financial Year. Hence, the fuel usage for machinery has been decreased.

Although it is relatively difficult for us to control the usage of energy for our business operations, we endeavour to use resources more efficiently in all facets of our operations. The Group has set a target of reducing the total energy consumption intensity (MWh/thousand RM revenue) by 2028 compared to 2025.

The Group regularly reviews its energy consumption target to continuously enhance the Group's energy consumption performance. Unexpected high consumption of energy will be investigated to find out the root cause and corresponding preventative measures will be taken. In order to further reduce energy consumption and achieve the set target, the Group has adopted the following measures and initiatives:

Approaches	Measures and Initiatives
Green initiatives	• Adjust air-conditioning temperature to 25 degree Celsius at offices • Switch off lighting, air-conditioning and office equipment when unattended • Monitor electricity consumption from office operations regularly
Regular maintenance	• Perform regular inspection of physical assets to ensure their durability • Maintain checklist for vehicle maintenance to prevent reduction in fuel efficiency
Employee awareness	• Engage employees by providing regular training on best practices and tips on electricity, water and paper-saving • Convey environmental awareness messages via email and posters

The table below illustrates the Group's energy consumption performance:

Indicators	Unit	2025	2024
Direct energy consumption	MWh	**2,917.51**	4,024.72
• Non-renewable fuels	MWh	**2,917.51**	4,024.72
Indirect energy consumption	MWh	**368.26**	238.45
• Purchased energy	MWh	**368.26**	238.45
Total energy consumption	MWh	**3,285.77**	4,263.17
Total energy consumption intensity	MWh/thousand RM revenue	**0.0337**	0.015

Water Management

The Group's water consumption is mainly from offices and construction sites. Similar to energy consumption, the Group's water consumption depends heavily on the quantity and nature of its projects; therefore the fluctuation of water consumption may not fully reflect the Group's efforts in water saving. Yet, the Group is committed to saving water resources. The Group has set a target of reducing total water consumption intensity (m^3/thousand RM revenue) by 2028 compared to 2025. To achieve the target, the Group actively promotes the importance of water conservation to its employees. Apart from posting reminders next to water taps and on the notice board, the Group also regularly inspects water taps to prevent leakage. Project manager onsite will monitor and investigate the water usage of the project to prevent abnormal water usage.

The table below illustrates the Group's water consumption performance:

Indicators	Unit	2025	2024
Total water consumption	m^3	**21,165.10**	47,623.55
Total water consumption intensity	m^3/thousand RM revenue	**0.22**	0.17

The Group did not encounter any problem in sourcing water that is fit for purpose.

PACKAGING MATERIAL

Due to the Group's business nature, the use of packaging material is not considered as a material ESG issue of the Group.

A3. The Environment and Natural Resources

The Group believes that corporate development should not come at the expense of the environment and natural resources, therefore, the Group recognises the responsibility of minimising the negative environmental impacts of its business operations as an ongoing commitment to good corporate citizenship. The Group remains conscious of its potential environmental impact, therefore, it regularly assesses the environmental risks of its business model, adopts preventive measures to reduce risks, and ensures compliance with relevant laws and regulations.

NOISE CONTROL

As our business activities involve the operation of heavy machinery and equipment, we are fully aware of the noise pollution generated at the construction sites. We are committed to protecting the workers from excessive noise in their working environment, hence we strictly adhere to all the applicable local laws and regulations, including but not limited to, the Factories and Machinery Act 1967 of Malaysia, the Environmental Quality Act 1974 of Malaysia, the Environmental Quality (Motor Vehicle Noise) Regulation 1987 of Malaysia and the Law of the People's Republic of China on Prevention and Control of Environmental Noise Pollution.

The Group has implemented different measures to reduce noise levels and ensure that workers and the surrounding neighbourhood will not be disturbed. Noise tests and controls are performed on a regular basis before the construction work commences and during the construction to ensure that the noise generated is within acceptable parameters as outlined in local laws and regulations. Our project manager performs close scrutiny and onsite inspection to detect and prevent potential violations of laws and regulations.

A4. Climate Change

The Group recognises the importance of the identification and mitigation of significant climate-related issues, therefore, the Group is committed to managing the potential climate-related risks which may impact the Group's business activities. The Group has established Risk Management Policy in identifying and mitigating climate-related risks. The Group assessed the identified risks, employed qualitative and quantitative methods to determine their potential impact and likelihood of materialisation in a specific timeframe. The Group prioritised risks based on their impact or relevance to the Group's strategic objectives, and shall adjust and update the business contingency plan accordingly to improve the business stability.

Through the above method, we identified the material impacts on the Group's business arising from the following risks and opportunities:

Physical Risks

The increased frequency and severity of extreme weather events, such as typhoons, storms, torrential rain, extreme cold or extreme heat, will bring immediate and long-term physical risks to the Group's business. Extreme weather events can disrupt the Group's business activities by damaging power grids and communication infrastructure. They also threaten employees' personal safety, damage the Group's properties and construction site facilities, and lead to the risk of non-performance and delayed performance – ultimately resulting in direct financial losses.

To minimise the potential risks and hazards, the Group has flexible working arrangements and precautionary measures during bad or extreme weather conditions. When extreme weather events occur or will possibly happen, the senior management will timely communicate with the employees about the work arrangements to ensure staff safety and operational continuity.

Transition Risks

To follow the footprint of a global trend on carbon neutrality, the Group expects the evolution of the regulatory, technological and market landscape due to climate change, including the tightening of national policies and listing rules and the emergence of environmentally related taxes. Stricter environmental laws and regulations may expose enterprises to higher compliance costs.

In response to the regulation risk, the Group regularly monitors existing and emerging trends, policies and regulations relevant to climate change and is prepared to alert the top management where necessary to avoid cost increments, non-compliance fines or reputational risks due to delayed responses. In addition, we have set targets to gradually reduce the Group's total energy consumption and GHG emissions intensity.

B. SOCIAL

B1. Employment

Employees are the most important asset to the Group. It is the Group's objective to nurture an inclusive and harmonious working environment. By upholding values of trust, respect and compassion, the Group believes that it will boost employees' sense of belonging and retain top talents.

The Group has established the Employment Policy and the Employee Handbook to govern the entire process of human resources management, which covers recruitment and selection, working hours, rest periods, attendance, performance appraisal and promotion, termination, workplace discipline and other employee benefits and welfare. The Employment Policy is reviewed regularly and updated if required to ensure the applicability of its terms and conditions and compliance with the latest labour laws and regulations.

During the Financial Year, the Group was not aware of any material non-compliance with employment-related laws and regulations, including but not limited to, the Employment (Amendment) Act 2022 of Malaysia, the Industrial Relations (Amendment) Act 2020 of Malaysia, the Employment Provident Fund Act 1991, the Employers' Social Security Act 1969 of Malaysia, the Minimum Wage Order 2012 of Malaysia, the Minimum Retirement Age Act 2012 of Malaysia, the Employment Ordinance of Hong Kong, the Labour Law of the People's Republic of China and the Labour Contract Law of the People's Republic of China that would have a significant impact on the Group.

EMPLOYMENT PRACTICES

Competitive Remuneration Package

Our employees are offered a competitive remuneration package in order to attract and retain talents. The remuneration package is formulated based on the Group's core principles, namely ability, competitiveness and fairness. Employee remuneration is determined on the basis of market levels, profitability of the Group, regulatory requirements, and individual performances assessed through the performance appraisal mechanism. The remuneration package also includes the entitlement of other benefits subject to their position and length of service with the Group. These benefits range from the employer's contribution to Employees Provident Fund, Social Security Organisation and Employment Insurance System in accordance with the Malaysian statutory provisions, employee retirement schemes arranged by government authorities pertained to the PRC's statutory provisions as well as other voluntary provisions including health screening package, medical benefit, annual leave, medical and hospitalisation leave, compassionate leave, maternity leave and marriage leave. In Hong Kong, the Group has participated the Mandatory Provident Fund scheme under the Hong Kong Mandatory Provident Fund Schemes Ordinance, for employees employed under the jurisdiction of the Employment Ordinance of Hong Kong.

Recruitment, Promotion, and Dismissal

The Group adheres to the principles of openness and fairness to adopt a robust recruitment process based on merit selection against the job criteria applied. According to the Code of Conduct, all decision-making processes ranging from recruitment to performance evaluation should be conducted solely based on meritocracies such as individual performances, skills, qualifications and experience. Employees should conform to the Code of Conduct and treat other colleagues with respect and dignity.

The Group offers promotion and development opportunities for outstanding performance employees through an open and fair assessment system. Performance reviews are conducted annually, and the results of performance reviews are used for employees' salary reviews and promotion considerations.

The Group does not tolerate the dismissal of employees on any unreasonable basis. Any termination of the employment contract would be based on reasonable and lawful grounds. Exit interviews will also be conducted with leaving employees to help us better understand the needs of our employees and to improve the overall working environment.

Work-life Balance and Employee Satisfaction

The Group acknowledges the importance of maintaining a proper work-life balance for its employees, as this not only ensures both their physical and mental health but also further improves overall work productivity. To bolster the social bonding within and between colleagues and the management, the Group organises employee gatherings and social activities such as luncheons, annual dinners and festive gatherings during Hari Raya Aidilfitri, Chinese New Year and Deepavali.

Employee satisfaction is the key to improving productivity and quality, therefore the Group makes continuous efforts to create a good working environment and boost employee morale.

Working Hours and Rest Periods

The Employment Policy stipulates that the standard working hour for full-time employees is eight hours per working day. Rest periods are arranged in accordance with relevant employment laws of Malaysia, Hong Kong and the PRC.

DIVERSITY, EQUAL OPPORTUNITIES, AND ANTI-DISCRIMINATION

The Group recognises the value of a diverse and skilled workforce and is committed to creating and maintaining an inclusive and collaborative workplace culture in which all can thrive. The Group advocates the principles of equal employment opportunities and diversity without any forms of discrimination. Discrimination, including unjust or prejudicial treatment of anyone due to certain personal characteristics, such as race, gender, ethnicity, religion, age and marital status, is strictly forbidden.

The Group values racial diversity in the workplace and respects all employees regardless of their race and ethnicity. In respect of each other's religious beliefs, the Group upholds employment policies that support diversity. For example, Muslim male employees are granted extended lunch breaks to fulfil their religious obligation of performing Friday prayers. The Group strives to understand both the social and cultural complexities inherent in embracing differences to promote an equal and fair workplace.

As at 30 June 2025, the Group had a total of 461 (2024: 513) employees which are all full-time employees. The distribution of employees according to gender, age group and geographical region is as follows:

Categories	2025	2024
By Gender		
Male	**427**	477
Female	**34**	36
By Age Group		
18–25 years old	**73**	92
26–35 years old	**178**	213
36–45 years old	**153**	150
46–55 years old	**36**	34
56–65 years old	**16**	18
Over 65 years old	**5**	6
By Geographical Region		
Malaysia	**414**	459
Hong Kong	**13**	14
PRC	**34**	40

During the Financial Year, the Group's overall employee turnover rate[1] was approximately 20.82% (2024: approximately 20.08%). The table below shows the employee turnover rate[2] by gender, age group and geographical region:

Categories	2025	2024
By Gender		
Male	**20.61%**	18.45%
Female	**23.53%**	41.67%
By Age Group		
18–25 years old	**17.81%**	18.48%
26–35 years old	**26.97%**	19.25%
36–45 years old	**16.34%**	20.00%
46–55 years old	**13.89%**	20.59%
56–65 years old	**18.75%**	33.33%
Over 65 years old	**40.00%**	33.33%
By Geographical Region		
Malaysia	**20.77%**	18.95%
Hong Kong	**15.38%**	–
PRC	**23.53%**	40.00%

Note(s):

1. The employee turnover rate = Total number of employees who resigned during the financial year ÷ Total number of employees at the end of the financial year × 100%.

2. The employee turnover rate (by category) = Number of employees who resigned during the financial year (by category) ÷ Number of employees at the end of the financial year (by category) × 100%.

B2. Health and Safety

Occupational health and safety of our employees are of the utmost priority for our business operations. We believe that a safe and healthy workforce is the core to drive future success. To this end, the Group has implemented the Occupational Health & Safety Policy to ensure a safe working environment. All of the Group's workplace and occupational health and safety policies are in compliance with relevant legislation in Malaysia, the PRC and Hong Kong. All projects conducted in Malaysia adhere to the "Guidelines on Occupational Safety and Health Management Systems" issued by the Department of Occupational Safety and Health under the Ministry of Human Resources of Malaysia. Besides, the occupational health and safety management system of Xinhongyao Construction is certified to the ISO45001:2018 standard.

There were no work-related fatalities that occurred in each of the past three years including the Financial Year and there were no records of lost days due to work injury during the Financial Year (2024: Nil). The Group was not aware of any material non-compliance with health and safety-related laws and regulations, including but not limited to, the Construction Industry Development Board Act 1994 of Malaysia, Factories and Machinery Act 1967 of Malaysia, the Occupational Safety and Health Act 1994 of Malaysia, the Occupational Safety and Health Ordinance of Hong Kong, the Labour Law of the People's Republic of China, the Law of the People's Republic of China on the Prevention and Treatment of Occupational Diseases and the Fire Control Law of the People's Republic of China that would have a significant impact on the Group.

WORKPLACE AND OCCUPATIONAL HEALTH AND SAFETY

For each of our engaged projects, the project manager is directly responsible for the individuals assigned to each site in order to oversee the project operations and make prompt responses. The management will be reported on a timely basis in the event of any notifications or alarms of unsettled hazards in the workplace. The Group has established an emergency response team which comprises an on-scene commander, wardens, first aid team, fire rescue team and oil spill team, with ongoing supervision and monitoring by the project manager. The team is formed specifically to handle any project-based emergencies, crisis management and disaster recovery protocols. The team is accountable for responding to emergencies, taking appropriate action in the initial minutes, and minimising threats to the employees and business operations.

All new recruits are required to attend the Operational Health and Safety Induction conducted by the competent trainer or the safety and health officer within the first week of reporting. Upon completion of the induction programme, employees shall undergo on-the-job training based on their responsibilities to learn the proper way of operating relevant machinery and tools before offering services to the Group's clients. Other workplace safety activities such as regular safety training and fire drills are conducted in order to maintain and refresh employees' awareness and knowledge of safety.

Provision of Safe Environment for Employees

Onsite employees are provided with and required to wear necessary personal protective equipment ("PPE"), depending on their work nature. To raise the safety awareness of the Group's employees, the requirements for the use of PPE are highlighted in the Employee Handbook and in every site briefing. Warnings and/or safety notices are displayed on facilities and machinery to make employees aware of the hazards involved. In addition, the Group has implemented a set of workplace safety measures to protect its employees. A formalised incident management mechanism has been established and relevant information is communicated to all the employees. This increases the employees' awareness and familiarity with the handling process and reduces the risk of unorganised controls in the event of an incident. The Group will keep recognising the importance of occupational health and safety and striving to maintain zero-injury workplaces.

Furthermore, periodic risk assessments are performed to identify and mitigate any potential risks arising from the workplace and to cultivate a safe, healthy and conducive working environment for the Group's employees. As part of the occupational health and safety management system, the Group's onsite project management team is responsible for conducting workplace inspections on a daily basis to identify and record hazards. All the observations and corrective action plans are documented in the Unsafe Condition and Unsafe Act Register. The Group will review the related measures regularly to ensure their effectiveness.

B3. Development and Training

Training and continuous development are indispensable for the Group's employees to keep abreast of the ever-changing trend of the industry and to satisfy its customers' evolving needs. The Group holds a firm belief that the provision of training opportunities and continuous career development to its employees could strengthen their professional capabilities and growth and retain high-calibre talent, providing a solid foundation for the Group's continued success. At the same time, the Group also supports the career development of its employees by maintaining the sustainable growth of the business and the Group's competitive edge in the industry.

EMPLOYEE DEVELOPMENT AND TRAINING

To nurture a professional workplace alongside fulfilling our employees' personal development, the Group provides enormous support for its employees in their pursuit of continuous professional training. New recruits are required to attend induction programme, safety training and on-the-job training to encourage their flexibility and adaptability at the workplace.

During the Financial Year, the Group's employees participated in a wide array of training courses ranging from general to technical aspects. The coverage of topics includes regulatory updates, hazardous chemical handling, working at height, as well as other safety-related subjects.

During the Financial Year, approximately 21.48% (2024: approximately 22.61%)[1] of the Group's employees have received training, and the average training hours completed per employee was approximately 3.41 hours (2024: approximately 2.70 hours)[2]. The percentage breakdown of employees trained by gender and employee category[3] is as follows:

Categories	2025	2024
Employees trained by gender		
Male	**73%**	81%
Female	**27%**	19%
Employees trained by category		
Board	**7%**	7%
Senior management	**3%**	8%
Management	**8%**	15%
General employees	**82%**	70%

Note(s):

1. Percentage of employees trained = Total number of employees trained during the financial year ÷ Total number of employees at the end of the financial year × 100%.

2. Average training hours completed per employee = Total training hours during the financial year ÷ Total number of employees at the end of the financial year.

3. The breakdown of employees trained (by category) = Number of employees trained during the financial year (by category) ÷ Total number of employees trained during the financial year × 100%.

The average training hours per employee by gender and employee category are as follow:

	Average training hours per employee (hours)[1]	
Categories	**2025**	**2024**
By Gender		
Male	**2.49**	1.99
Female	**14.91**	12.06
By Employee Category		
Board	**22.44**	3.75
Senior management	**5.88**	13.55
Management	**7.56**	15.00
General employees	**2.80**	1.77

Note(s):

1. Average training hours per employee (by category) = Training hours during the financial year (by category) ÷ Number of employees at the end of the financial year (by category).

B4. Labour Standards

ANTI-CHILD AND FORCED LABOUR

Child and forced labour are strictly prohibited during the recruitment process as defined by laws and regulations. The Group's human resources department is responsible for monitoring and ensuring compliance with the latest and relevant laws and regulations that prohibit child labour and forced labour.

To avoid illegal employment of child labour and underage workers, personal data are collected during the recruitment process to assist the selection of suitable candidates and to verify candidates' identities. Minimum hiring age are clearly stipulated in the Employee Handbook. All of our employees must have reached the statutory age and possess identification documents before the commencement of work. The human resources department also ensures identity documents are carefully screened and checked. Supervisors are also encouraged to monitor and report to the project manager or head of department if any suspected non-compliance instances occur. In circumstances where any individual below the legal working age is hired, corrective actions will be taken immediately to rectify the situation, by terminating the employee and reporting to the relevant governmental authorities. For forced labour, the rights and responsibilities of employees, including the standard working hours, are stipulated clearly in the Employee Handbook for the acknowledgement of employees. In circumstances where any cases of forced labour are found, corrective action including punishing the staff who is responsible for the cause of the case will be taken immediately.

During the Financial Year, the Group was not aware of any material non-compliance with child and forced labour-related laws and regulations, including but not limited to, the Children and Young Persons (Employment) Act 1966 of Malaysia, the Employment Ordinance of Hong Kong, the Employment of Young Persons (Industry) Regulations of Hong Kong and the Labour Law of the People's Republic of China that would have a significant impact on the Group.

B5. Supply Chain Management

The Group recognises the importance of sound supply chain management practices in mitigating environmental and social risks, and therefore has formulated policies and guidelines to manage its supplier engagement and procurement process.

We prioritise the quality of suppliers and subcontractors to sustain top notch standards of our service offerings, and we strive to collaborate and maintain stable partnership with suppliers and subcontractors who possess qualifications or expertise in their respective fields.

The number of suppliers breakdown by geographical region are as follows:

By geographical region	Unit	2025	2024
Malaysia	Number	220	160
PRC	Number	17	72
Total number of suppliers	Number	237	232

SUSTAINABLE PROCUREMENT

In view of green supply chain management, the Group strives to engage suppliers and subcontractors who incorporate the consideration of environmental and social risks into their supply chain management. We value the sustainable commitment of suppliers as a crucial component in our consideration and highly value suppliers that have outstanding performances compared with their peers and enforce controls to minimise adverse implications of operations on society and environment.

The Group operates on the principle of transparency and therefore has established a formal tendering and procurement mechanism to select major suppliers or subcontractors. The management will scrutinise the entire supplier or subcontractor selection process to ensure openness and fairness in the tendering and procurement process. To ensure suppliers and subcontractors have met our requirements and standards, especially in the areas regarding managing environmental risks and providing environmentally preferable products, the Group has implemented stringent procedures and standards in selecting and reviewing suppliers and subcontractors. Factors such as production capacity, quality, performance, risk and environmental impacts are all taken into consideration when selecting new suppliers or in annual supplier review, suppliers who fail to meet our requirements will be delisted.

The Group strives to not rely solely on specific suppliers and maintains more than one supplier for each product or service it provides to ensure supply chain stability. In any procurement process, quotes must be compared, and at least two quotes must be obtained from different suppliers. The Group will continue to monitor and inspect the performance of its supply chain on a regular basis.

Managing Environmental Risks and Promoting Environmentally Preferable Products in Supply Chain

The Group also pays attention to the environmental awareness of its suppliers and promotes sound environmental performance and governance practices amongst its business partners and suppliers. The Group encourages its business partners and suppliers to consider the risks posed to their operations from climate change and to actively mitigate their environmental impacts during supplier conference. Besides, we perform close monitoring of the suppliers' or subcontractors' business practices through onsite inspections. Any observations of non-compliance during the sites visit will be reported immediately to the management. Corrective action plan will be carried out to remediate the identified risks in a timely manner.

B6. Product Responsibility

Achieving and maintaining a high-quality standard for projects is of utmost importance for the sustainable growth of the Group. The Group believes completing work that meets or exceeds our clients' requirements is crucial for job references and future business opportunities. The Group regularly controls and monitors the process of each project to ensure that it delivers high-quality services and sustainable projects.

During the Financial Year, the Group was not aware of any material non-compliance with laws and regulations concerning health and safety, advertising, labelling, and privacy matters relating to products and services provided and methods of redress, including but not limited to, the Personal Data Protection Act 2010 of Malaysia, the Personal Data (Privacy) Ordinance of Hong Kong, the Law of the People's Republic of China on Protection of Consumer Rights, the Advertising Law of the People's Republic of China, and the Patent Law of the People's Republic of China that would have a significant impact on the Group. Moreover, disclosure on the number of products sold or shipped subject to recalls for safety and health reasons was not applicable due to the Group's business nature.

SERVICE QUALITY ASSURANCE

The Group is committed to providing services with high standards of quality and reliability. We have attained the ISO9001:2015 Quality Management System ("QMS") certification, which provides guidelines to our employees to meet the following objectives:

- To provide consistent, reliable and effective services to satisfy the demands and expectations of our clients;
- To comply with all relevant standards, statutory and regulatory requirements;
- To provide appropriate training for employees to enhance skills and knowledge to match with quality requirements of works and services; and
- To monitor and improve the effectiveness of QMS by conducting periodic internal reviews, inspections, feedback collection and enhancement.

In addition, the management constantly invests heavily in aspects such as human resources, health and safety, professional training, infrastructure and equipment to ensure the continuous delivery of high-quality services.

PRIVACY PROTECTION

The Group recognises the protection of confidential information is the key to its success, therefore protecting confidential data and clients' privacy always remains a priority of the Group. As such, a data privacy policy and data protection controls have been implemented by the Group, for which the corresponding guidelines are established in compliance with the Personal Data Protection Act 2010 of Malaysia, the Personal Data (Privacy) Ordinance of Hong Kong and the Personal Information Protect Law of the People's Republic of China.

As stated in the Code of Conduct, the Group strictly prohibits any disclosure and transfer of the Group's internal data to other entities without prior consent from the management. Unauthorised access and misuse of information are also strictly prohibited. Any violations of the Code of Conduct are major misconduct that shall be subjected to disciplinary action including dismissal and judicial proceedings.

Regarding the Group's information system controls, the Group applies sufficient system security to grant access rights to designated personnel according to their job duties and prevent any unauthorised access to its system resources, information and personal data.

CUSTOMER SERVICES

To understand our customers' needs and provide services that meet their expectations and standards, customer satisfaction surveys are distributed for our customers to provide feedback on our service provisions. We have also established the complaints handling mechanism to ensure that a thorough investigation is conducted in a timely manner and appropriate remedial actions are carried out when complaints were received. All complaint cases and details are documented to reduce the possibility of future recurrence.

During the Financial Year, the Group did not receive any cases of product or service-related complaints (2024: Nil).

ADVERTISING AND LABELLING

In order to ensure that the promotion of the Group's product and services conforms to the actual situation, the Group strictly abides by the relevant laws and regulations on advertising marketing. The Group strictly prohibits the use of false and misleading descriptions in advertisements and is committed to ensuring that all advertising contents are clear, real and authentic.

INTELLECTUAL PROPERTY RIGHTS

Despite intellectual property rights not being considered as a material ESG issue due to the Group's business nature, the Group has developed standardized procurement processes to standardize the procurement of office software and hardware, ensuring that only software, hardware and hardware with formal copyrights are used. During the Financial Year, we did not receive any complaints regarding intellectual property infringement.

In addition, we closely monitor the infringement actions in the market to prevent any infringement behaviour, such as counterfeit trademarks. As at 30 June 2025, the Group has registered 3 trademarks in Malaysia, 1 trademark in Hong Kong, and also has two registered domain names in Malaysia and Hong Kong. The Group regularly monitors to ensure that intellectual property rights are not being infringed upon.

B7. Anti-corruption

The Group strives to maintain a corporate culture of high ethical standards and strictly prohibits all forms of corruption, bribery, extortion, money-laundering and other fraudulent activities in relation to its business operations. The Group has formulated an Anti-corruption Policy to ensure that every employee complies with the rules of the Group in daily operations to prevent violation of the law and uphold professional ethics, integrity, and standards when dealing with the Group's finance, products, partnerships and public image.

During the Financial Year, there were no concluded legal cases regarding corrupt practices brought against the Group or its employees (2024: Nil). The Group was also not aware of any material non-compliance with related laws and regulations concerning bribery, extortion, fraud, and money laundering, including but not limited to, the Anti-corruption Commission Act 2009 of Malaysia, the Prevention of Bribery Ordinance of Hong Kong, the Company Law of the People's Republic of China, the Law of the People's Republic of China on Bid Invitation and Bidding, the Criminal Law of the People's Republic of China and the Anti-unfair Competition Law of the People's Republic of China that would have a significant impact on the Group.

ANTI-CORRUPTION AND ANTI-FRAUD

The Group upholds the principles of fairness and honesty in business dealings. Potential conflicts of interest that may increase the risk of bribery and bid-rigging will be constantly monitored. If there is any perceived potential or actual conflict of interest, employees are required to report to the management immediately.

During the Financial Year, the Group circulated anti-corruption training material to the Directors and relevant employees in order to facilitate their understandings of the basic knowledge of anti-corruption laws and maintain high-level integrity

In addition, the Whistle-blowing Policy has been established to provide a confidential channel for employees to raise concerns about wrongdoings, fraudulent and unethical acts, and other malpractices at the earliest opportunity. The Group has assigned an independent investigation team to be responsible for dealing with reported issues and may escalate to relevant regulatory or enforcement authorities whenever necessary. Reports received will be handled in a fair and impartial way and the Group is committed to protecting the identities of whistleblowers and preventing retaliation against them. Relevant practices are reviewed regularly to ensure their effectiveness.

B8. Community Investment

The Group is committed to supporting the public through various means of social participation and contribution as part of its strategic development. The Group strives to nurture corporate culture and practice corporate citizenship in daily work life, and has implemented policies to understand the needs of society and ensure that its activities have taken the society's interests into consideration.

The Group focuses on supporting the socially and economically disadvantaged group in society. During the Financial Year, the Group has distributed a sum of RM75,388 in total to support different community events and the work of charities (2024: RM120,821). The details of the beneficiary are as follows:

	Beneficiary	Focus areas
1.	Unity In Diversity Welfare Association	Community service
2.	Sekolah Menengah Chung Hua	Community service
3.	Pertubuhan Kebajikan Bukit Palong	Community service
4.	Persatuan Kebajikan Yi Yi Kg. Paya	Community activity
5.	Persatuan Tarian Naga dan Singa Long Yi Port Dickson	Community activity
6.	Kelab Sukan dan Rekreasi Port Dickson	Community service
7.	Persatuan Meninggikan Akhlak Che Teck Khor PD	Community service
8.	Kelab Lions Lukut 88	Community activity
9.	SJK (C) Pei Hua Seremban	Community activity
10.	Pertubuhan Penganut Chei Teck Tong	Community activity

Moving forward, we aim to encourage our employees to participate in charitable activities to help the grassroots during their work and spare time as we believe participating in activities that repay society can increase our employees' civic awareness while establishing correct values.

THE ESG REPORTING GUIDE CONTENT INDEX OF THE STOCK EXCHANGE

Subject Areas, Aspects, General Disclosures, and KPIs	Description	Sections
A. Environment		
Aspect A1: Emissions		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to exhaust gas and GHG emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	Emissions
KPI A1.1	The types of emissions and respective emissions data.	Emissions – EMISSIONS CONTROL
KPI A1.2	Direct (Scope 1) and energy indirect (Scope 2) GHG emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Emissions – EMISSIONS CONTROL
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Not applicable – Explained
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Emissions – WASTE MANAGEMENT
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	Emissions – EMISSIONS CONTROL
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Emissions – WASTE MANAGEMENT

Subject Areas, Aspects, General Disclosures, and KPIs	Description	Section/Declaration
Aspect A2: Use of Resources		
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	Use of Resources
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in'000s) and intensity (e.g. per unit of production volume, per facility).	Use of Resources – RESOURCES CONSUMPTION
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	Use of Resources – RESOURCES CONSUMPTION
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	Use of Resources – RESOURCES CONSUMPTION
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Use of Resources – RESOURCES CONSUMPTION
KPI A2.5	Total packaging material used for finished products (in tonnes) and with reference to per unit produced.	Not applicable – Explained
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimizing the issuer's significant impact on the environment and natural resources.	The Environment and Natural Resources
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	The Environment and Natural Resources – NOISE CONTROL

Subject Areas, Aspects, General Disclosures, and KPIs	Description	Section/Declaration
Aspect A4: Climate Change		
General Disclosure	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	Climate Change
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate Change
B. Social Employment and Labor Practices		
Aspect B1: Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Employment
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Employment – DIVERSITY, EQUAL OPPORTUNITIES, AND ANTI-DISCRIMINATION
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Employment – DIVERSITY, EQUAL OPPORTUNITIES, AND ANTI-DISCRIMINATION

Subject Areas, Aspects, General Disclosures, and KPIs	Description	Section/Declaration
Aspect B2: Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Health and Safety
KPI B2.1	Number and rate of work-related fatalities.	Health and Safety
KPI B2.2	Lost days due to work injury.	Health and Safety
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Health and Safety – WORKPLACE AND OCCUPATIONAL HEALTH AND SAFETY
Aspect B3: Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Development and Training
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Development and Training – EMPLOYEE DEVELOPMENT AND TRAINING
KPI B3.2	The average training hours completed per employee by gender and employee category.	Development and Training – EMPLOYEE DEVELOPMENT AND TRAINING
Aspect B4: Labour Standards		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Labour Standards
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Labour Standards – ANTI-CHILD AND FORCED LABOUR
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Labour Standards – ANTI-CHILD AND FORCED LABOUR

Subject Areas, Aspects, General Disclosures, and KPIs	Description	Section/Declaration
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Supply Chain Management
KPI B5.1	Number of suppliers by geographical region.	Supply Chain Management
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Supply Chain Management – SUSTAINABLE PROCUREMENT
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supply Chain Management – SUSTAINABLE PROCUREMENT
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply Chain Management – SUSTAINABLE PROCUREMENT
Aspect B6: Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Product Responsibility
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable – Explained
KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	Product Responsibility – CUSTOMER SERVICES
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Product Responsibility – INTELLECTUAL PROPERTY RIGHTS
KPI B6.4	Description of quality assurance process and recall procedures.	Product Responsibility – SERVICE QUALITY ASSURANCE
KPI B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Product Responsibility – PRIVACY PROTECTION

Subject Areas, Aspects, General Disclosures, and KPIs	Description	Section/Declaration
Aspect B7: Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Anti-corruption
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Anti-corruption
KPI B7.2	Description of preventive measures and whistleblowing procedures, how they are implemented and monitored.	Anti-corruption – ANTI-CORRUPTION AND ANTI-FRAUD
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Anti-corruption – ANTI-CORRUPTION AND ANTI-FRAUD
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Community Investment
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Community Investment
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Community Investment