



Nurturing
Our
Community

SUSTAINABILITY REVIEW

Empowering Our People and Supporting Our Communities

MATERIAL MATTERS

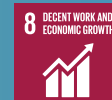
Occupational
Safety & Health

Employee
Engagement &
Well-Being

Community
Investment &
Development

Talent
Management

Human Rights &
Labour Relations



Our Performance

OCCUPATIONAL SAFETY & HEALTH

Why It Is Important

We are committed to protecting the health and safety of all stakeholders, including our employees, contractors, workers and the communities in areas where we operate. Our business thrives on robust safety measures designed to protect our people and assets. Our endeavours in occupational safety and health (OSH) enable us to achieve our sustainability objectives and help us to meet the requirements and needs of our customers. This, in turn, builds trust with partners, suppliers, communities, investors and the government. To this end, we continue to invest efforts to improve safety, protect everyone within our premises, sustain business growth, and gain support and confidence of our stakeholders.

Our Approach

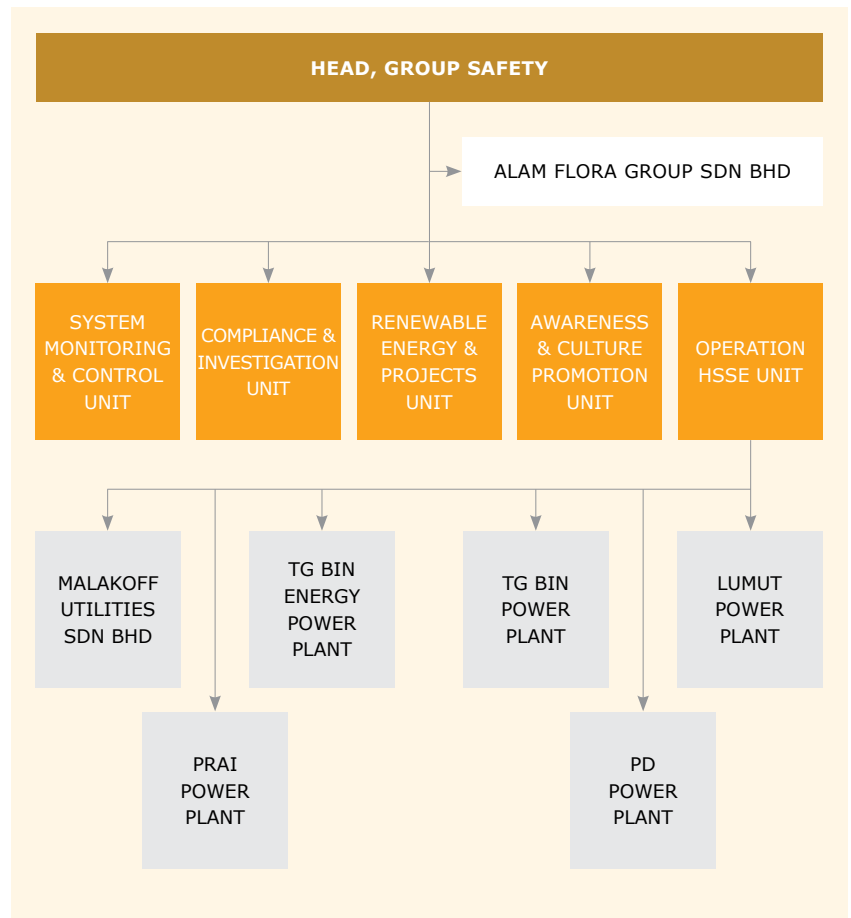
Our management of OSH is guided by the Occupational Safety and Health Act 1994 (Act 514) and the Occupational Safety and Health (Amendment) Act 2022. As we are accredited with the ISO 45001:2018 Occupational Health and Safety Management System, we continue to ensure that our operations conform to these standards. This framework enables us to enhance our OSH performance, prevent work-related injuries and provide a safe workplace for employees, workers and contractors.

OSH Management System

We have in place an OSH management system that adheres to the Occupational Safety and Health Act 1994 (Act 514) and the Occupational Safety and Health (Amendment) Act 2022. Our implementation and management of Health, Safety, Sustainability and Environment (HSSE) are based on Hazard Identification, Risk Assessment and Risk Control (HIRARC) and ISO 45001:2018 OHSMS requirements.

Our OSH management system covers all staff and contractors, in line with Part IV of the Occupational Safety and Health Act 1994 (section 24), which emphasises that our employees are 'to take reasonable care for safety and health for oneself and others'. The ISO 45001:2018 also features clause 5.3 on Organisational Roles and Responsibilities, which requires companies to develop an organisational chart with clearly defined authorities, roles and responsibilities, along with processes and procedures to manage health and safety, and communication strategies to enhance safety awareness.

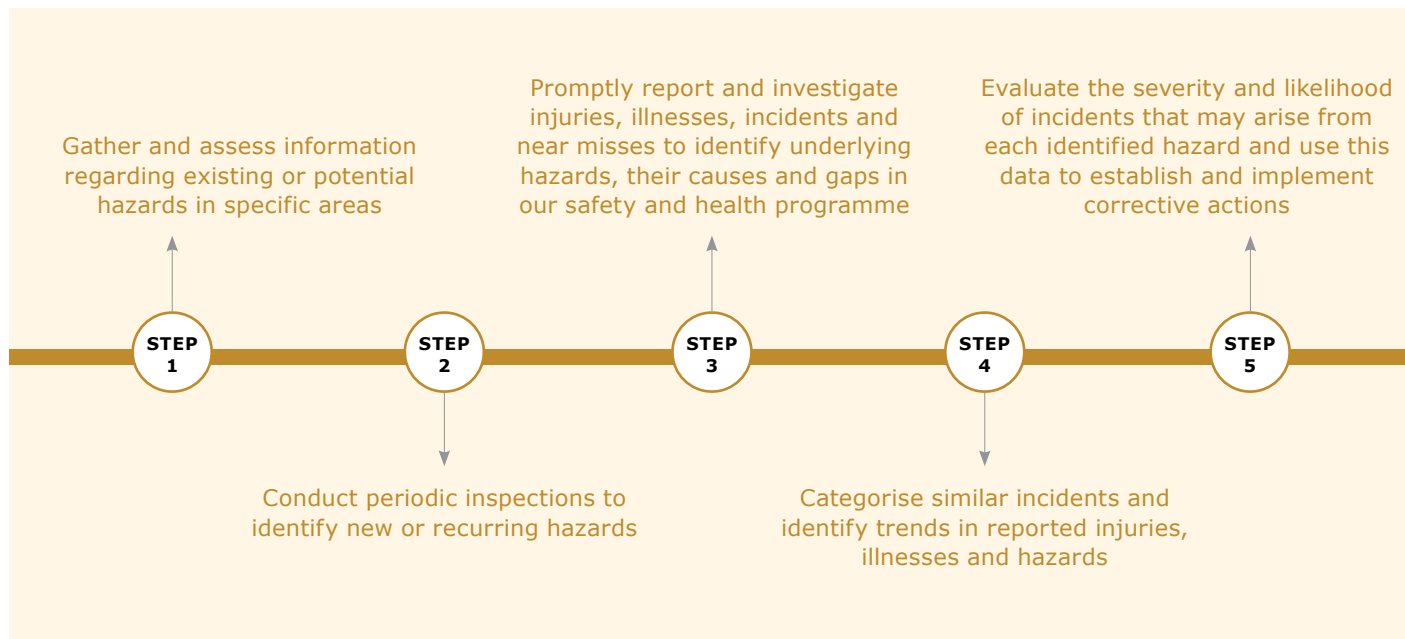
Our safety committee consists of management and non-management representatives who convene quarterly to discuss safety issues.



Hazard Identification, Risk Assessment and Risk Control

All health and safety activities begin with the identification of specific processes and relevant hazards. This is followed by implementing HIRARC, encompassing elimination, substitution, implementation of engineering controls and adopting the use of personal protective equipment. Special precautions are taken particularly for activities involving working at heights and heavy lifting.

In the event of a work-related safety incident, an investigation committee will be established to investigate the likely root cause of the incident. This committee will conduct a comprehensive root cause analysis, engaging in brainstorming sessions to identify all potential corrective actions and improvements that need to be implemented. To identify and evaluate hazards in our operations, the operations team and HSSE will undertake these steps:



To ensure that these processes are implemented effectively, the Corporate HSSE Department conducts inspections and audits. Training is also continuously provided to staff conducting HIRARC to ensure that they remain competent. Additionally, internal controls are implemented to ensure the efficacy of our HIRARC measures, which include incident investigations, safety and health committee meetings, and conducting continuous safety audits and inspections throughout our entire operations. Additionally, HIRARC review workshops

are conducted periodically to evaluate the effectiveness of measures taken and to improve hazard control measures.

We also have in place a HOPE card system which serves as a platform for workers, employees and contractors to provide feedback on safety concerns, especially those related to identified hazards. This system categorises input into leading indicators or positive reporting, which represent the proactive measures taken by both contractors and staff.

Our Performance

OCCUPATIONAL SAFETY & HEALTH

In the event of an incident that could lead to injury or ill health, our management is guided by the Safety and Health Policy which commits to the following:

Providing a safe and healthy working environment, focusing on preventing injuries and illnesses resulting from exposure to hazards	Mitigating hazards and risks associated with our operations and maintenance activities
Establishing OSH objectives, defining targets and implementing relevant programmes	Complying to all relevant regulatory requirements on OSH and electrical safety, adopting the best industry practices when feasible
Fostering awareness on OSH, enhancing employee knowledge through diverse activities, training and educational programmes	Prioritising employee participation in OSH programmes and activities
Ensuring the continuous improvement of processes and practices related to OSH management and performance	Embracing a caring organisational ethos to all stakeholders including communities in areas where we operate
	Contributing to nation-building

This policy is embedded in our company’s work culture and upheld by every member of our organisation, underscoring our commitment to societal well-being.

Our Initiatives

During the year under review, we implemented the following initiatives:

<p>HSSE Implementation Units</p> <p>In 2023, the Corporate Group Safety office established five distinct implementation units to ensure the effective implementation of our OSH management throughout our operational sites. Each Group Safety implementation unit is dedicated to addressing specific key areas such as System Monitoring and Control, Compliance and Investigation, Communication and Promotion, Operations HSSE and Security Management.</p>	<p>Medical Health Surveillance Programmes</p> <p>To prevent and mitigate OSH impacts, we also conducted Medical Health Surveillance Programmes at our Tanjung Bin Power Plant (TBP) and Tanjung Bin Energy Power Plant (TBE), which included audiometric tests, urine tests and continuous programmes to enhance workers’ health and safety.</p>	<p>HSSE Programmes</p> <ul style="list-style-type: none"> • Wellness Centre Open Day • Preserve Nature for Future • Mental Health Day • Health Surveillance Test • Malakoff Safety Passport Training for In-House Contractors • Toolbox Talk • Ergonomic Assessment and Awareness • HIRARC Refresher Training • Management Walkdown • AESP Refresher and New Training • Contractors’ Forum • HSSE Week Day • Hazard Hunt (Safety Campaign)
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41st Malaysian Society for Occupational Safety and Health (MSOSH) Award 2023

In November 2023, we were awarded the following:



Gold 1 Class Award:
TBEPP



Gold 2 Class Award:
Belenggu Halt Sanitary
Landfill



Recognition for Alam Flora
Environmental Solutions
(AFES) for outstanding
performance

OSH Training

As we believe that safety is a collective responsibility, we strive to foster a culture where each employee takes ownership of their own safety and those around them. To achieve this, we actively collaborate with our partners to organise training and awareness sessions for our employees and third-party workers engaged in our site operations.

We also conduct internal and external audits and inspections to ensure that our operations adhere to safety principles. In 2023, we conducted external training sessions for over 120 employees, workers and contractors, encompassing ERT training, ASEP training, Basic First Aid and CPR, HIRARC training, and Fire and Safety awareness.

Training Programmes	No. of Participants
Authorised Entrant and Standby Person (AESP) for Confined Space	5
Authorised Entrant and Standby Person (AESPR) for Confined Space Refresher	1
Authorised Gas Tester and Entry Supervisor for Confined Space Refresher (AGTESR)	6
Authorised Gas Tester and Entry Supervisor for Confined Space (AGTES)	7
Basic Safe Handling of Forklift Truck Training	1
Plant Safety Training (PST)	18
Emergency Response Team (ERT) Training	33
Fire Safety Training	1
HIRARC and Ergonomics Safety Training	58
Emergency Response Planning	1
Safety and Health Committee Training	18
Basic Occupational First Aid, CPR & AED Training	19
Seminars	
Noise Hazards at the Workplace Seminar	2
Guidelines on Medical Surveillance Programme at the Workplace Seminar	1

Our Performance

OCCUPATIONAL SAFETY & HEALTH

Health & Safety Performance

The majority of our work-related hazards are associated with working at heights, heavy lifting operations and coal-handling. To manage these hazards, we gathered input based on reported incidents and conducted safety and health committee meetings, inspections and audits. We aim to establish proper method statements, HIRARC, Permit to Work (PTW) and implement on-site internal controls to mitigate these hazards at our operating sites. Additionally, we will organise safety awareness and improvement programmes to eliminate other work-related hazards and ensure the safety of our personnel.

In the year under review, there was one non-employee fatality which was recorded as a result of a work-related injury. This was due to an unsafe act by a contractor. Immediate control measures were taken, including enhancement of communication, revision of SOP and Hazard Identification, Risk Assessment and Risk Control documents. Furthermore, a total of 14 work-related injuries were recorded among

both employees and non-employees due to incidents caused by unsafe acts. In 2023, our employees collectively worked 6,983,212 hours, resulting in a Lost Time Incident Rate (LTIR) of 0.73.

In relation to work-related ill health, no fatalities were reported among employees. We continually pursue our health promotion programmes through our regular medical surveillance, health bulletins and physical awareness programmes such as mental health talks, health clinical checks, and promotions by medical professionals. In order to ensure, as far as practicable, the optimum safety and health performance for the company, we continue to apply HIRARC controls, including elimination and substitution of risks, implementation of engineering and administrative controls, and the enforcement of the use of PPEs.

All employees and contractors are covered by our OHS (Occupational Health and Safety) management system, as well as all workers whose work is controlled by the organisation but who are not employees.

Work-Related Injuries

Malakoff

Safety Performance Indicators	2022	2023
Total Manhours Worked	7,130,563	6,983,212
Number of Incidents Recorded	9	35¹
Number of LTI Cases (Operations)	2	4
Number of LTI Cases (Projects)	0	0
Lost Time Injury Frequency Rate (LTIFR) – Operations	0.29	0.73
Lost Time Injury Frequency Rate (LTIFR) – Projects	0.00	0.00
Legal Compliance	0	2²

¹ Includes near miss incidents

² Notice of prohibition and notice of improvement for fatality incident on 18 October 2023 at Tanjung Bin Energy Power Plant

Alam Flora

Safety Performance Indicators	2022	2023
Total Manhours Worked	36,822,718 ¹	46,466,129
Lost Time Injury Frequency Rate (LTIFR)	0.68	0.86

¹ Figures have been restated to reflect data up to December 2022.

AFES

Safety Performance Indicators	2022	2023
Total Manhours Worked	1,626,521	12,048,476
Lost Time Injury Frequency Rate (LTIFR)	1.84	0.50

▶▶ Going Forward

We are committed to continuously enhancing our OSH management and we will actively encourage participation from all stakeholders to optimise our safety performance.

EMPLOYEE ENGAGEMENT & WELL-BEING

Why It Is Important

The commitment of our employees and their overall well-being are fundamental to the triumphs of Malakoff, as they have a substantial influence on the levels of productivity, innovative capabilities and the general efficacy of the organisation. An energised and healthy workforce is the bedrock of a thriving corporate culture and the linchpin of enduring business prosperity.

Employees who are both engaged and in good health are typically more industrious, creative and dedicated. Such employees are the driving force behind a constructive work atmosphere and the collective achievements of the organisation.

In recognition of our employees' value and to boost their performance, we are dedicated to creating a work environment that is engaging, stimulating and inclusive. This environment is designed to enable our employees to unleash their full potential.

Our Approach

For Malakoff, our dedication is unwavering when it comes to ensuring employees can effectively balance their professional and personal lives. We prioritise robust health and safety protocols, actively provide support for mental well-being, and offer ongoing opportunities for professional training and development. Such commitments are integral to our corporate values.

These priorities are deeply integrated into the objectives and performance indicators of our People Division. It plays a crucial role in the operationalisation of these significant matters, reflecting our holistic approach to employee welfare and our strategic focus on nurturing a supportive and progressive workplace.

Our Initiatives

At Malakoff, our engagement initiatives are designed to support the holistic well-being and professional growth of our employees. These initiatives encompass wellness programmes that cater to both physical and mental health, adaptable work schedules to ensure a better work-life balance and a range of professional development opportunities that encourage continuous learning and skill enhancement.

We have established various channels for employee feedback, such as the Employee Engagement Survey (EES), town hall meetings and our HR2U Day to maintain open lines of communication and address employee concerns promptly. Cultural and community-building events, like the Hari Raya gathering reinforces our commitment to inclusivity and diversity within the workplace. Recognition of service is celebrated through our Long Service Award, honouring the dedication of our long-standing team members.

To raise awareness and provide support for mental health, we run targeted campaigns and offer comprehensive health insurance plans to ensure our employees have access to the necessary healthcare services. Furthermore, we engage our workforce with quarterly activities aimed at strengthening team cohesion and we host an Annual Wellness Programme to promote health and fitness across the company.



Our Performance

EMPLOYEE ENGAGEMENT & WELL-BEING

Employee Welfare

To secure the best talent, we go beyond the provision of competitive remuneration and benefits. Our approach encompasses a comprehensive employee value proposition that nurtures their physical, emotional and mental well-being. Our direction in this endeavour is steered by our Employee Welfare Procedures, which align with industry-leading best practices.

Medical (Outpatient & Inpatient) - covers dependants	Maternity Benefits & Maternity Leave	Paternity Leave
Compassionate Leave due to Death of family member, Marriage Leave and Natural Disaster Leave	Group Personal Accident and Term Life Insurance	Training and Development
Haj/Umrah Benefits	Welfare Benefits (Newborn & Get Well Gifts)	Dental Benefits

In 2023, Human Resources launched a revised salary framework and conducted a comprehensive salary reassessment throughout the Group, effective 1 January 2023, to ensure competitive standing within the industry. Additionally, we now offer 98 days of maternity leave to female employees, facilitating adequate recovery time post-childbirth, bonding with the infant and acclimation to the new responsibilities of motherhood. Furthermore, male employees are granted seven days of paternity leave, enabling fathers to play an active role in the initial phase of their child's life, share caregiving duties and foster a nurturing family setting.

►► Going Forward

At Malakoff, our commitment to excellence and employee satisfaction is ever ongoing. We consistently evaluate and enhance our policies to remain in step with the latest and most effective industry practices. Our aim is to ensure that our operational standards reflect contemporary benchmarks of excellence.

Understanding the critical importance of employee well-being, we are dedicated to broadening the scope of our wellness programmes. This includes comprehensive mental health support, recognising that a healthy workforce is vital to our company's success.

Investment in our employees' professional journeys is a cornerstone of our strategy. We are focused on providing substantial opportunities for development and career progression, ensuring that our team members have the pathways and resources to grow within Malakoff.

Furthermore, we are proactive in seeking and valuing our employees' perspectives through regular surveys. This feedback is crucial, enabling us to tailor our strategies to meet their needs and expectations better. By adjusting our approach based on direct input from our staff, we reinforce a culture of mutual respect and continuous improvement.

Our Performance

COMMUNITY INVESTMENT & DEVELOPMENT

Malakoff's Community Enrichment Programmes

- "Jom Kitar Semula" Collection Day, Mukim Serkat
- Ceramah Perdana Segari by Ustaz Harryanto Rizal Rokman
- Majlis Berbuka Puasa & Penyerahan Zakat Asnaf Mukim Serkat
- Majlis Berbuka Puasa & Penyerahan Zakat Asnaf Kampung Segari
- Iftar with JPKK Mukim Serkat
- Majlis Penyerahan Lembu Korban Aidiladha 2023 (Prai)
- Majlis Penyerahan Lembu Korban Aidiladha 2023 (Mukim Serkat)
- Majlis Penyerahan Lembu Korban Aidiladha 2023 (Segari)
- Financial Aid for Accident Victim (Adik Rayyan)
- Jemputan Majlis Maulidur Rasul 1445H/2023M Masjid Al-Amin Kampung Sungai Dinar, Mukim Serkat, Pontian
- Majlis Sambutan Maulidur Rasul & Ceramah Perdana Mukim Serkat
- Sports Carnival Mukim Serkat
- Community Engagement Programme with Kampung Semangat Residents Association, Segari, Perak
- Sports Carnival Segari



Alam Flora's Educational Programmes

- Recycling Awareness Exhibition & Recycling Collection at DECTAR Universiti Kebangsaan Malaysia (Climate Action Festival @ UKM YSD)
- Recycling Awareness Talk at SMK Seri Hartamas
- Recycling Awareness Talk and booth exhibition at IIUM Gombak
- Recycling Awareness Exhibition Booth at British International School KL.
- Upcycle Activity - FIKS Visit by the Japanese School of Kuala Lumpur
- Recycling Awareness Talk at SJKC Foon Yew 2
- Recycling Awareness Talk at SMK Putri Titiwangsa
- Recycling Awareness Talk at SK Seri Pandan
- Pameran di Karnival Minggu Sains Negara dan Malaysia Techlympics 2023
- Recycling Awareness Talk at Kiaramas Kuala Lumpur
- Recycling Awareness Talk with Politeknik Ungku Omar
- Recycling Awareness Talk with SMK Raja Perempuan, Ipoh
- Recycling Awareness Talk with UNITEN
- Recycling Awareness Talk with Ican College Kuala Lumpur



Alam Flora's Community Enrichment Programmes

Program Perasmian dan Penyampaian Hadiah Grand 1 Skim 1 Transformasi 1S1T

Opening Ceremony of the Drive-Thru Recycling Centre (DTRC) by the SWCorp Wilayah Persekutuan Director

Majlis Pelancaran Bawa Pulang Sampah Anda oleh Naib Presiden Perkhidmatan Bandar, Perbadanan Putrajaya

Agihan Bubur Lambuk oleh Naib Presiden Perkhidmatan Bandar, Perbadanan Putrajaya

Sustainability Hunt Programme 2023

Soft Launch of Housing Bin by YBr. Dr. Mohd Helmi Bin Abdul Hamid, Director of Environmental Health Putrajaya

Programme Cyber Eco Hunt 2023

Karnival Saya Sayang Bumi 2023

Waste is Amazing Hunt 2023



During the year, Malakoff organised two key community development programmes:

Inspiring Young Minds Through Malakoff's Motivational Camp

Malakoff held a three-day motivational camp at D'Bemban Camp and Eco Resort in Kulai, Johor, from 7 to 9 December 2023. The camp engaged with 140 students and 14 teachers from seven adopted primary schools in Mukim Serkat. While promoting academic awareness and responsibility, the camp also strengthened relationships among participants to nurture a love for nature. The programme included an exciting lineup of activities, such as teamwork workshops, survival training, cultural performances and an exploratory race, emphasising skills development and camaraderie. This initiative is aligned with Malakoff's CSR focus on community enrichment, which underscores the company's commitment to fostering relationships and giving back to society.

Community Fun with 'Karnival Sukan Rakyat'

As part of its ongoing commitment to local communities, Malakoff hosted a 'Karnival Sukan Rakyat' on 19 November 2023 at Kompleks Penghulu Mukim Serkat in Pontian and on 2 December 2023 at Sekolah Kebangsaan Segari in Lumut. The event aims to enhance community engagement by bringing Malakoff and the communities closer together in an informal event. Aside from the competition in sports activities, we also take the opportunity to raise awareness with information booths on health and environmental awareness for participants.

At Alam Flora, CEPA programmes were conducted in FY2023 to increase public awareness of our recycling and waste diversion initiatives, strengthening our efforts to promote a circular economy. An example is organising and hosting educational and awareness visits at our Fasiliti Inovasi Kitar Semula (FIKS), the country's first integrated recycling and awareness facility. Since its opening in 2020, FIKS has received over 11,000 visitors of all ages and backgrounds.

▶▶ Going Forward

We will explore other meaningful ways of improving our engagement with communities in areas where we operate. In our commitment to driving community development, we strive to create lasting changes that positively impact lives and ensure our communities thrive sustainably.

Our Performance

TALENT MANAGEMENT

Why It Is Important

Our workforce is our most valuable asset. They are the key drivers of our daily operations and are essential in achieving Malakoff's corporate goals. Now, more than ever, it's crucial that our employees are aligned with our vision of transforming Malakoff into a company centred on ESG principles, with a focus on clean/renewable energy and environmental solutions.

Our Approach

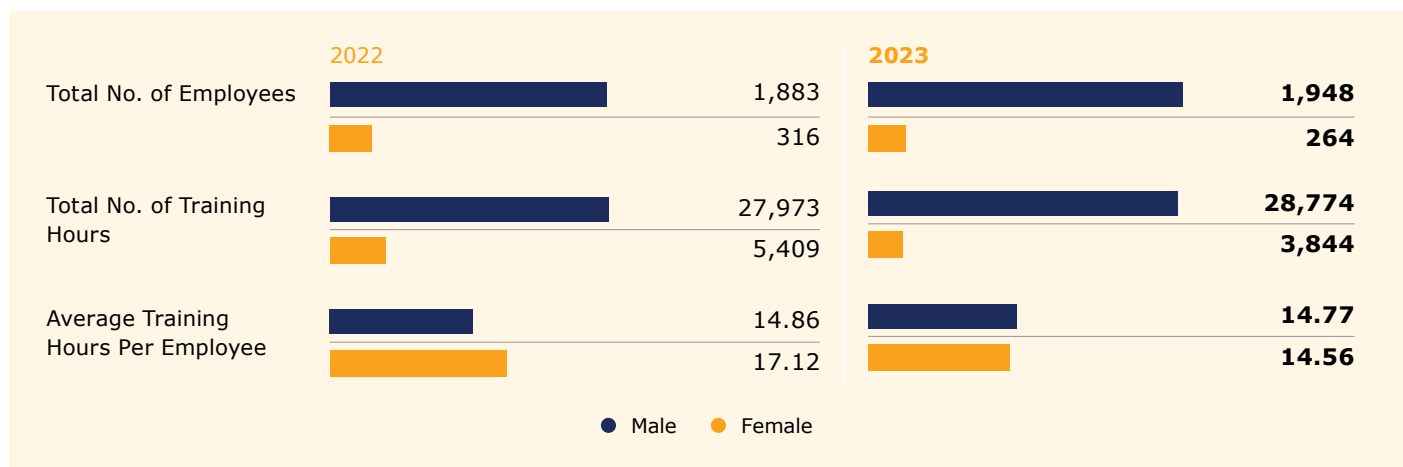
Integral to this is our approach to talent management, which is crucial for Malakoff's success. It encompasses acquiring, developing and retaining skilled and motivated employees. Talent management influences our capacity to innovate, remain competitive, and achieve sustainability objectives. By investing in our employees' growth, we enhance their abilities and ensure the continued progress and success of Malakoff as a whole.

Our Initiatives

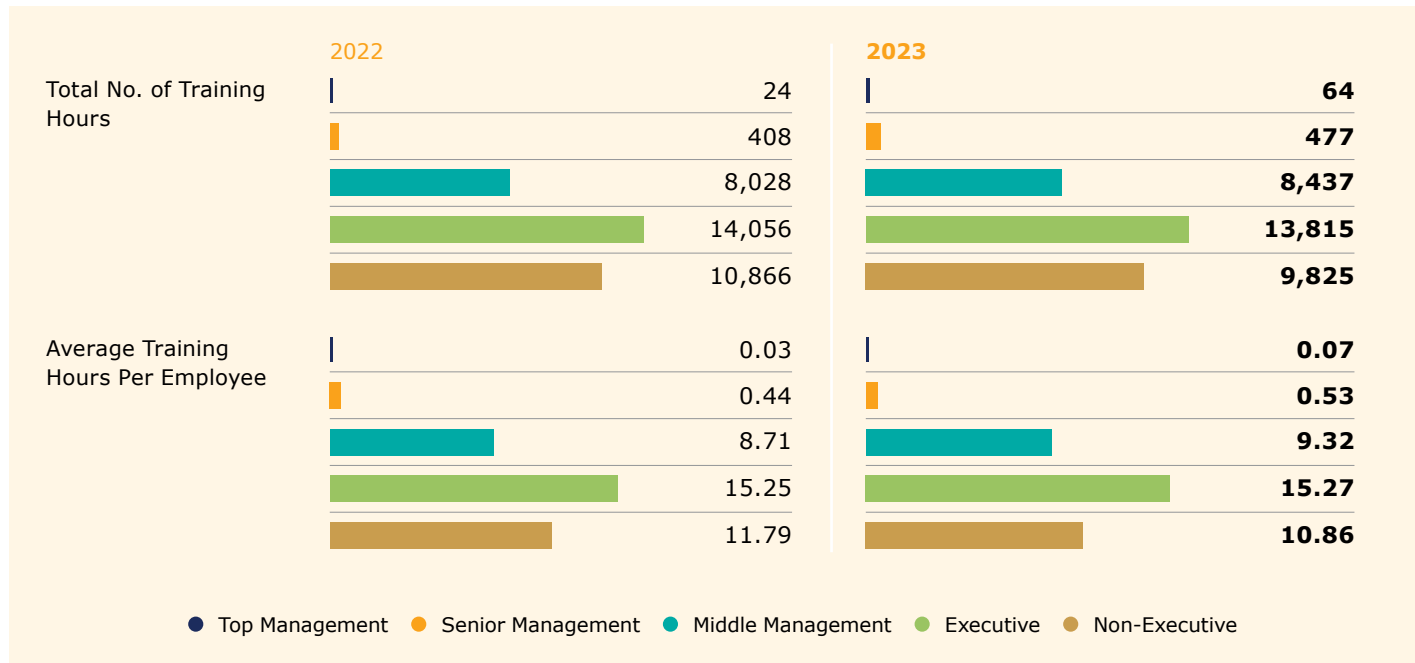
Training and Development

We invest in continuous training and development to empower our workforce and enable them to reach their full potential. Our goal is to ensure our employees are adaptable in rapidly changing industries. The People Division identifies skill gaps within the Group. It organises tailored training programmes to address these gaps, encompassing both soft skills and technical capabilities. We invested RM1.46 million in employee training programmes in the year under review, providing 32,468 training hours.

Total Training Hours by Gender and Age Group



Total Training Hours by Employee Category



Malakoff has launched various initiatives, including the establishment of a structured leadership development programme for its future leaders and talents, alongside encouraging ongoing learning for its employees through in-person and online training platforms, such as "EDGILE".

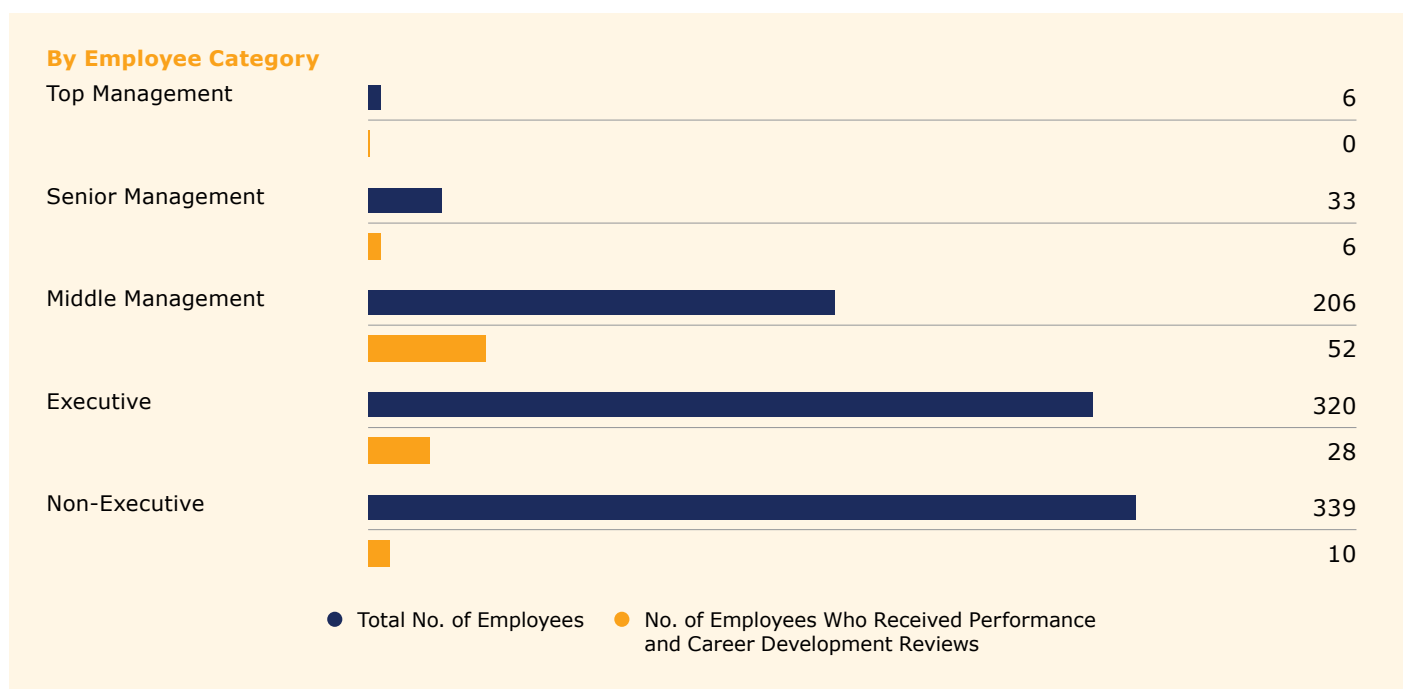
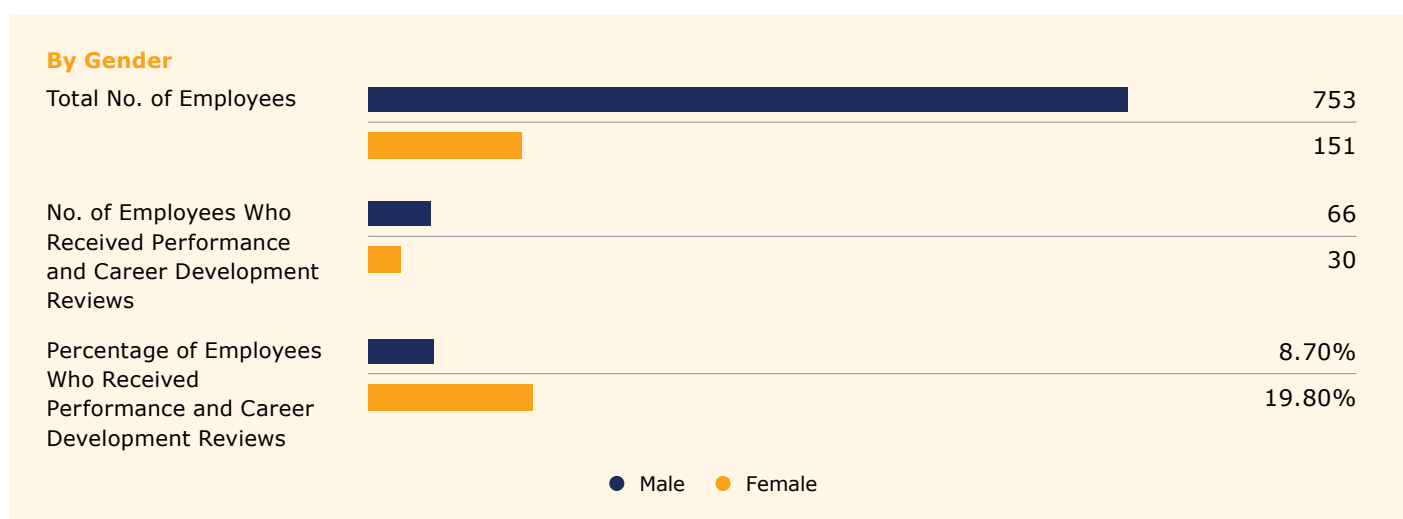
Name of Programme	Objective	No. of Participants
Training Workshop	Facilitate the development and enhancement of specialised technical, interpersonal or leadership competencies needed for employees' specific roles	1,498
EDGILE Online Learning	Motivate Malakoff employees to undertake and complete essential monthly courses, demonstrating their dedication to lifelong learning	529
Leadership Development Programme for Managers (six months programme)	Provide Malakoff's emerging talents with the essential skills and knowledge required for effective leadership within the organisation	25
Leadership Development Programme for Executives (six months programme)	Offer Malakoff's executives the requisite skills and understanding needed to steer the organisation successfully	25
Leadership Development Programme for Malakoff's Successor	Prepare Malakoff's future leaders with the critical skills, capabilities, and insight necessary for assuming senior positions within the organisation	17 successors

Our Performance

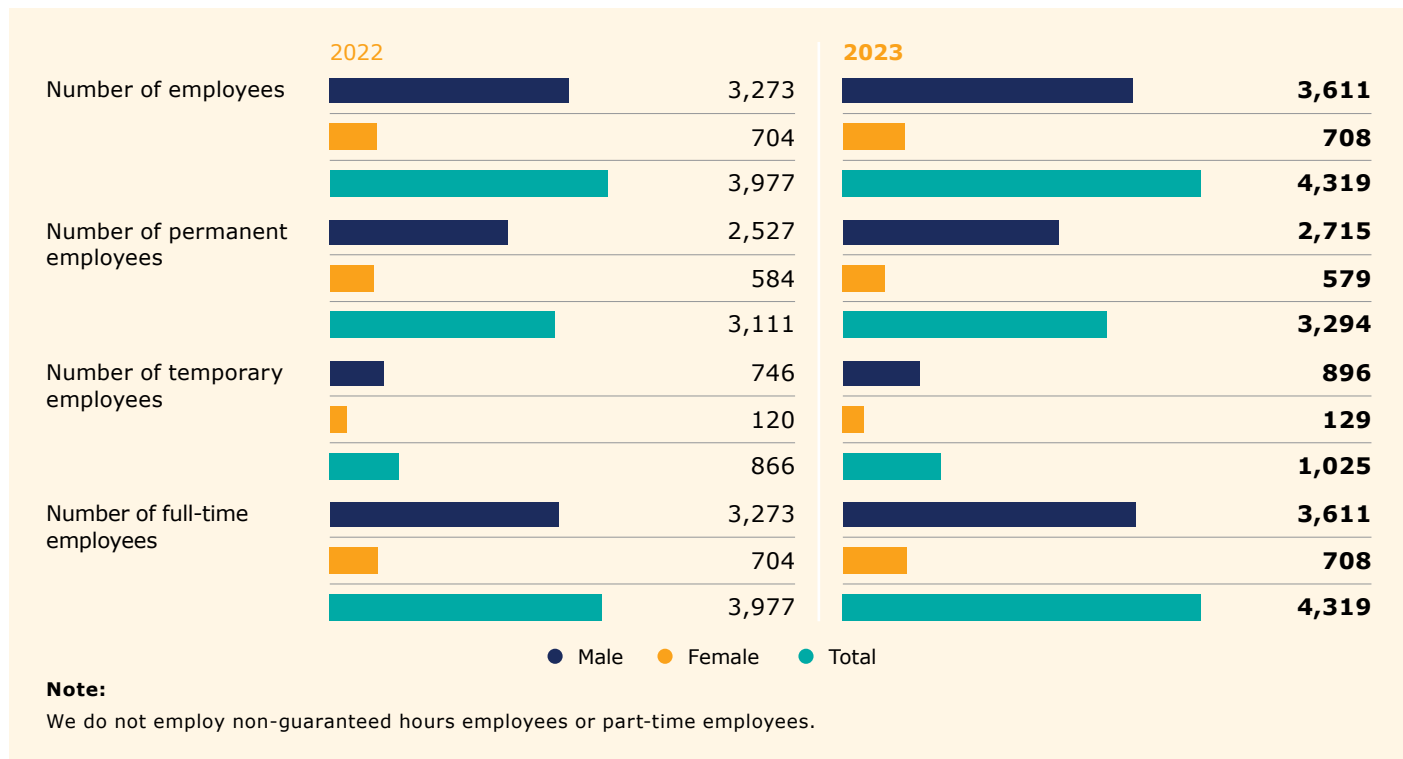
TALENT MANAGEMENT

We acknowledge the significance of employees being aware of what is expected from them. Concurrently, we need to grasp their career ambitions to assist their professional development. These conversations typically occur in the annual appraisal sessions conducted for all staff members. These appraisals involve private discussions between employees and their direct supervisors, where they openly discuss performance and career objectives. In 2023, 28.5% of our employees underwent performance and career development reviews.

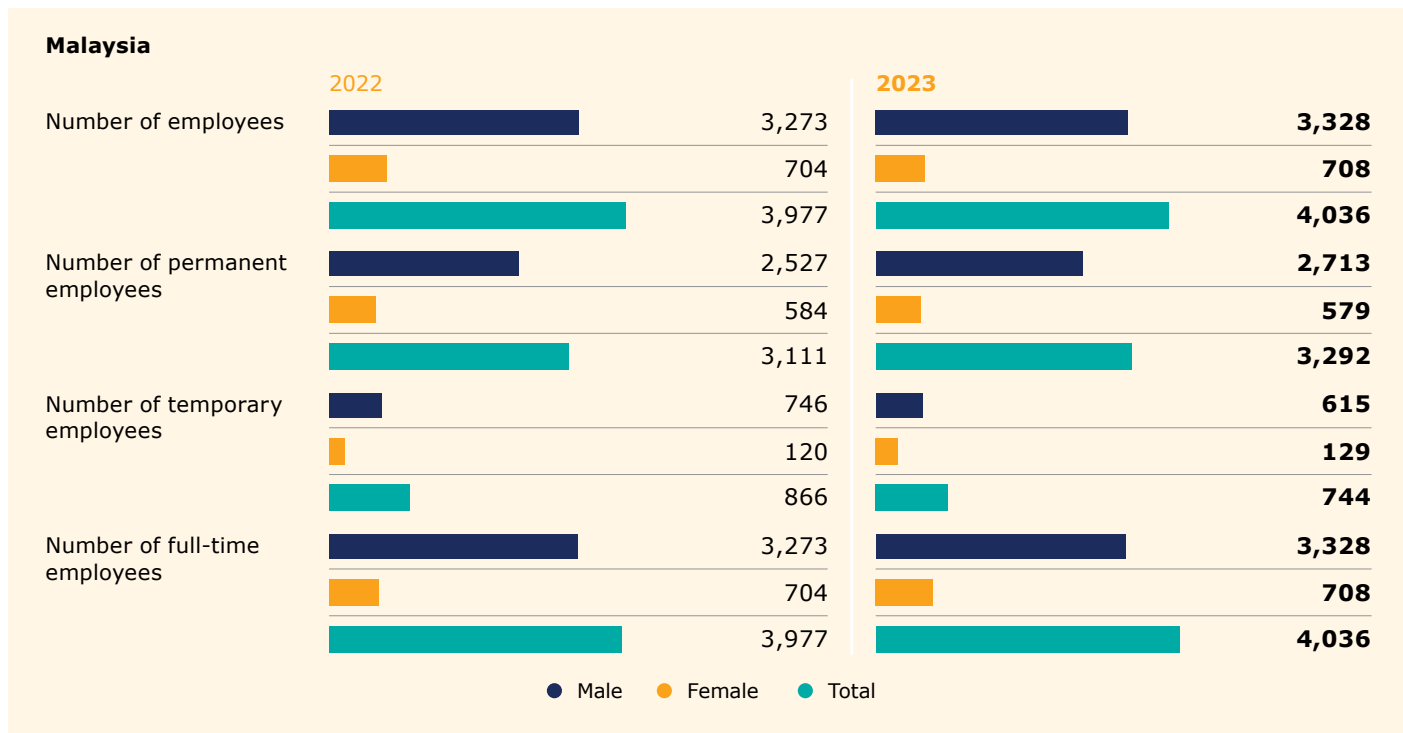
Percentage of Employees Receiving Regular Performance and Career Development Reviews



Total Employees by Gender (headcount/FTE)



Employees by Region (headcount/FTE)

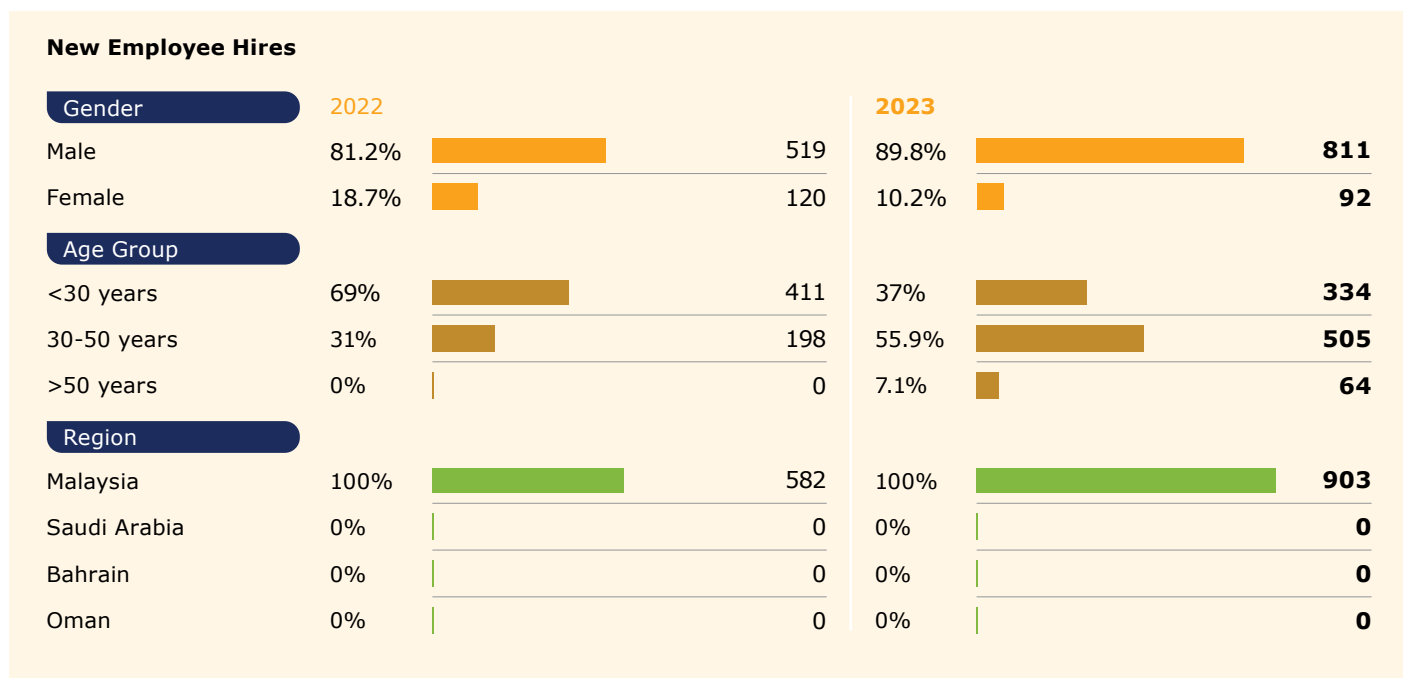


Our Performance

TALENT MANAGEMENT



New Employee Hires and Employee Turnover



Employee Turnover

Gender

	2022		2023	
Male	77.3%	153	77.1%	182
Female	22.7%	45	22.9%	54

Age Group

	2022		2023	
<30 years	39.4%	78	35.2%	83
30-50 years	53.5%	106	53.8%	127
>50 years	7.1%	14	11.0%	26

Region

	2022		2023	
Malaysia	100%	198	100%	236
Saudi Arabia	0%	0	0%	0
Bahrain	0%	0	0%	0
Oman	0%	0	0%	0

Employee Turnover by Employee Category

Employee Category

	2022	2023
Top Management	0	0
Senior Management	3	3
Middle Management	40	36
Executive	54	51
Non-Executive	101	146

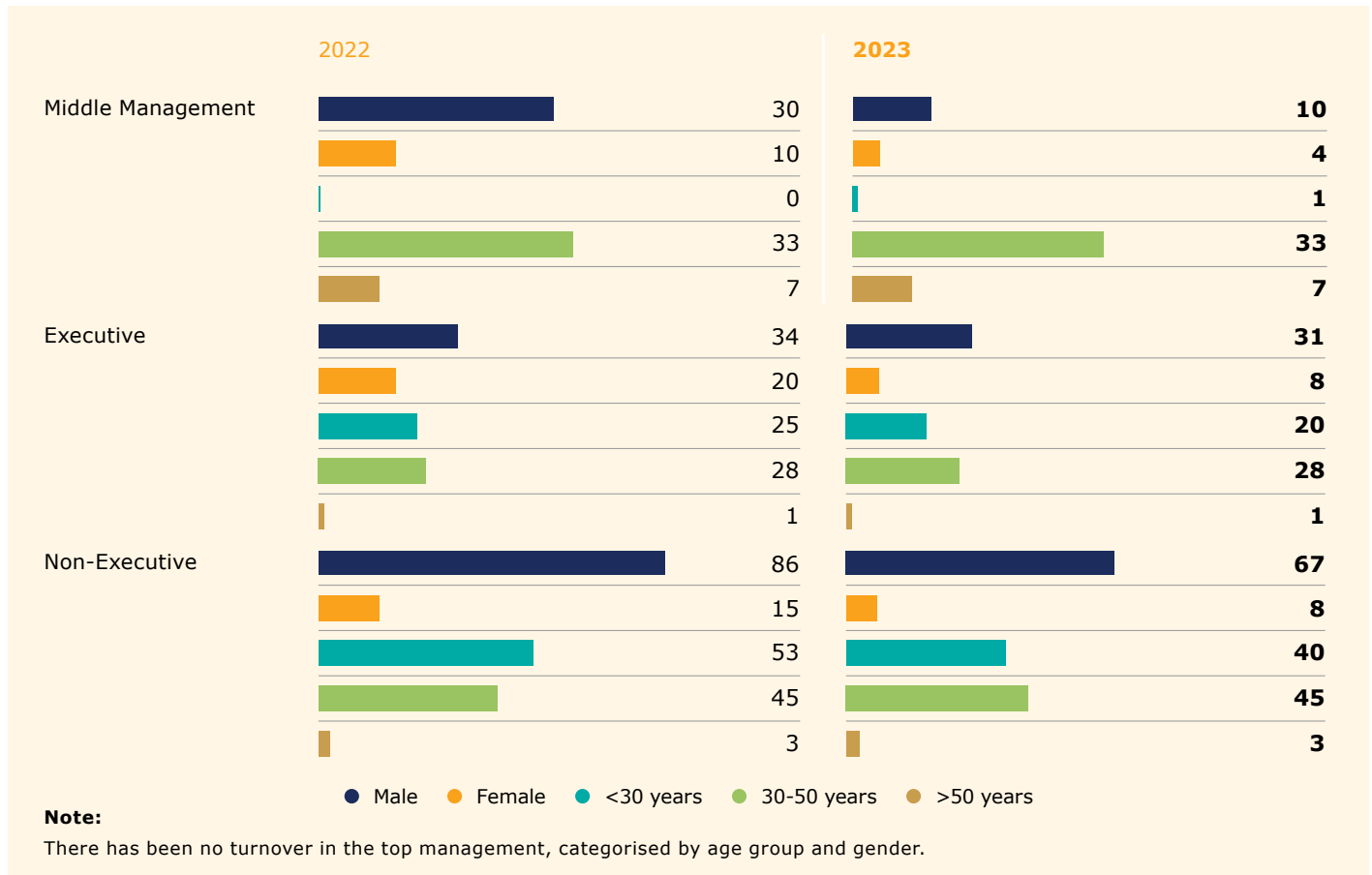
Employee Turnover by Age Group and Gender

	2022		2023	
Senior Management	3	3	3	3
	0	0	0	0
	0	0	0	0
	0	0	0	0
	3	3	3	3

Our Performance

TALENT MANAGEMENT

Employee Turnover by Age Group and Gender



▶▶ Going Forward

It is essential to continuously refine our talent management strategies as we aim to stay ahead of industry standards. This involves developing robust policies and ensuring their effective implementation, as well as our unwavering commitment to owning the process. We recognise that talent acquisition, development and retention are vital pillars of our success, and we are dedicated to optimising these areas to benefit the company.

We prioritise the professional growth of our employees by significantly increasing funding for development programmes and training opportunities. These initiatives aim to enrich their current skill sets while also preparing them for future challenges and roles within the industry. By investing in our people, we aim to address both present and future needs, ensuring that our workforce remains competent with no shortages in talent or capabilities.

In addition, we are proactively implementing diversity and inclusion programmes to cultivate a workforce that reflects a rich tapestry of backgrounds and perspectives. This diversity is integral to driving innovation and reflecting the communities we serve.

We are also dedicated to regularly evaluating and improving employee satisfaction and engagement. By actively seeking and responding to employee feedback, we can create a more dynamic, responsive, and fulfilling workplace that encourages loyalty, productivity, and collective success.

HUMAN RIGHTS & LABOUR RELATIONS

Why It Is Important

Effective labour relations are crucial for organisational well-being, impacting various aspects of the workplace. Enhancing labour relations contributes to a harmonious work environment, increasing job satisfaction and boosting productivity. It also plays a crucial role in resolving conflicts, minimising disruptions to business operations and ensuring a stable work environment. Our commitment to adhering to labour laws builds trust with employees and drives our organisation's long-term sustainability.

At Malakoff, we strive to create a culture of collaboration, innovation and adaptability, engaging with employees constantly to ensure a healthy and productive work environment. We believe in treating all stakeholders, including workers and contractors, with dignity and respect, regardless of their background, identity or personal characteristics. We are committed to keeping our operations free from issues such as forced labour, child labour, discrimination, harassment and unfair labour practices. As a responsible employer, we prioritise upholding human rights to protect our employees' well-being and safeguard our organisation from legal, financial and reputational risks.

Our Approach

Several frameworks ensure we uphold human rights and labour relations across our operations. Our management of human rights and labour relations is guided by the following:

Malakoff Code of Conduct	Performance Improvement Programme Manual
Malakoff Employee Handbook	Grievances Management Manual
Disciplinary Management Manual	Gift and Business Courtesy Policy
Sexual Harassment Manual	

Child Labour, Forced Labour and Compulsory Labour

We are committed to eliminating child labour, forced labour and compulsory labour, aligning with international standards, ethical principles and guidelines, such as the International Labor Organization's (ILO) Forced Labour Conventions and the Protocol of 2014. We also comply with the Employment Act 1955 and Industrial Relations Act 1967, which prohibits such labour practices, imposing penalties and providing robust reporting mechanisms. We conduct supply chain due diligence, audit our suppliers and address instances of forced labour. Our workers are also educated on recognising and reporting coercion and exploitation at our operational sites. We strive to inculcate ethical recruitment practices to prevent unfair

hiring processes and by conducting rigorous monitoring to identify and mitigate any violations of human rights and labour relations.

Additionally, we are establishing mechanisms for due process and remediation to resolve issues of workers who have experienced forced labour. We are committed to providing transparent reporting, such as in our annual reports, to build trust and accountability with stakeholders. We also conduct and participate in awareness campaigns to disseminate knowledge on forced labour risks and advocate for ethical practices.

Our Performance

HUMAN RIGHTS & LABOUR RELATIONS

Minimum Notice on Operational Changes

We strive to provide employees with advance notice of changes to their work location, roles or other employment-related matters throughout all operating sites. Operational changes undergo deliberation and negotiation between employee unions and management. The effective date is determined upon reaching a mutual agreement on

these changes. With Collective Agreements, the period for consultation and negotiation is six months. The notice period and provisions for consultation and negotiation are outlined in Article 5: Date and Duration of Collective Agreement and Article 15: Notice of Termination of Service.

Collective Bargaining

We allow our employees the freedom to participate in labour unions and collective bargaining, under local regulations. In 2023, 32% of our employees were covered by collective bargaining agreements. For employees who

are not covered by collective bargaining agreements, working conditions and employment terms are determined by the organisation.

Our Initiatives

Enhancing Labour Relations

In the year under review, we have implemented a comprehensive set of measures to effectively manage labour relations through various channels, including quarterly town hall meetings, newsletters and internet platforms. These channels were established to facilitate open and transparent dialogue between management and employees, keeping everyone informed on our organisational updates and decisions. We also have a "The Tarik Session with CEO," a monthly breakfast gathering with the Managing Director or Group CEO to encourage meaningful interaction and sharing of experiences and challenges in the workplace. This initiative aims to promote transparency, collaboration and strengthen the bond between leadership and staff in a relaxed setting.

In relation to training and development, we offer programmes to enhance communication skills, conflict resolution and leadership capabilities, demonstrating a commitment to empowering employee growth through continuous professional development opportunities. To ensure fair compensation and benefits to employees, we conduct regular reviews of our compensation structure, benchmarked against industry standards. We believe that offering a comprehensive benefits package, including healthcare, retirement plans and other advantages, enhances employee satisfaction.

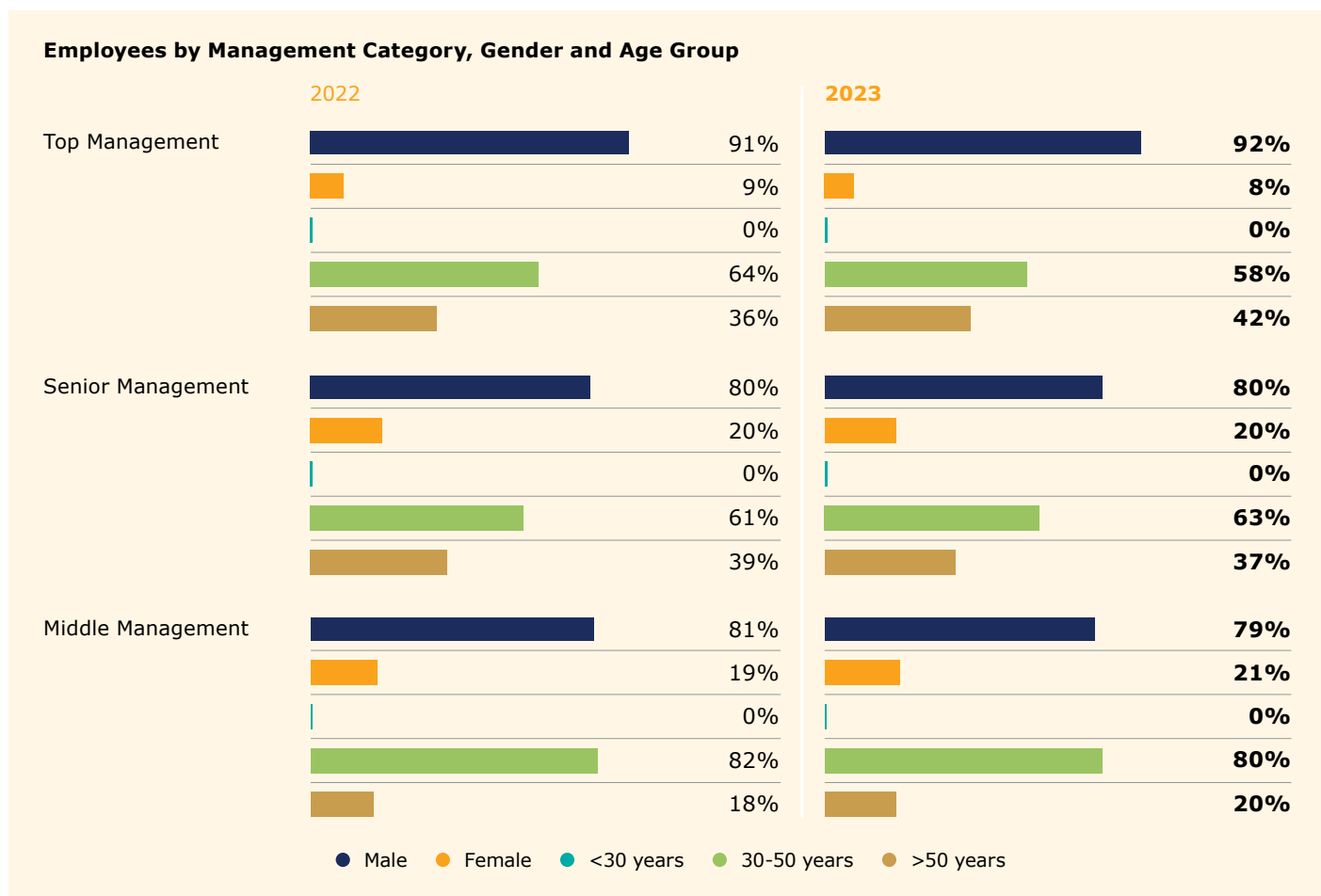
We have also established a fair and transparent performance evaluation system with regular feedback sessions. This is complemented by recognition programmes and initiatives to reward long-term employee achievements. At Malakoff, we promote work-life balance by introducing flexible work arrangements and scheduling. We encourage our employees to fully utilise their leave, and our policies discourage excessive overtime.

In addition, to resolve conflicts, we have clear and effective processes, such as our grievance mechanism, mediation services and training programmes for supervisors and managers to enhance their knowledge of addressing issues and preventing escalation. We prioritise workplace safety through health and safety programmes, communicating and enforcing safety policies and procedures to protect our employees. To support the holistic well-being of our employees, we implemented wellness initiatives focusing on physical and mental health, encompassing aspects such as stress management, counselling services, and other related programmes. There were no substantiated complaints concerning human rights violations.

Promoting Diversity and Equal Opportunity

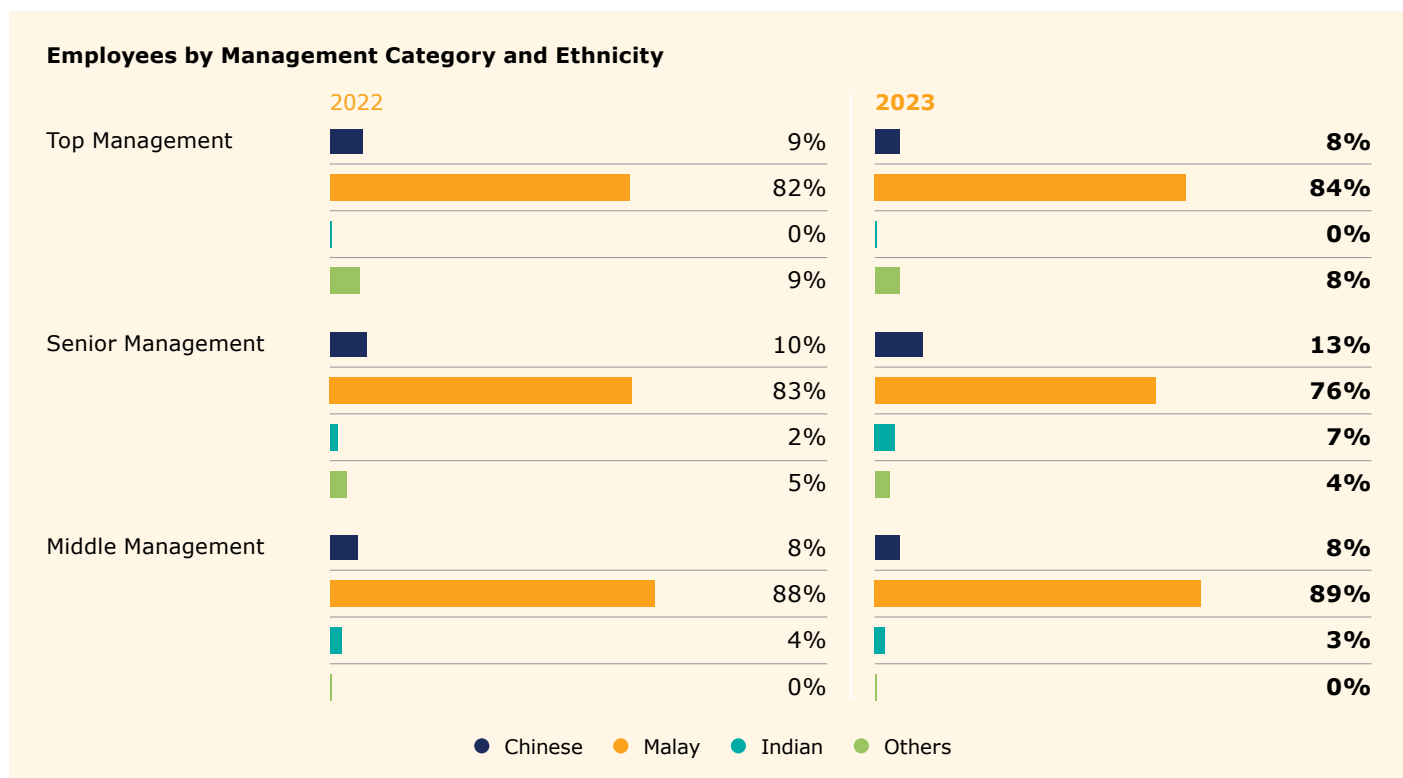
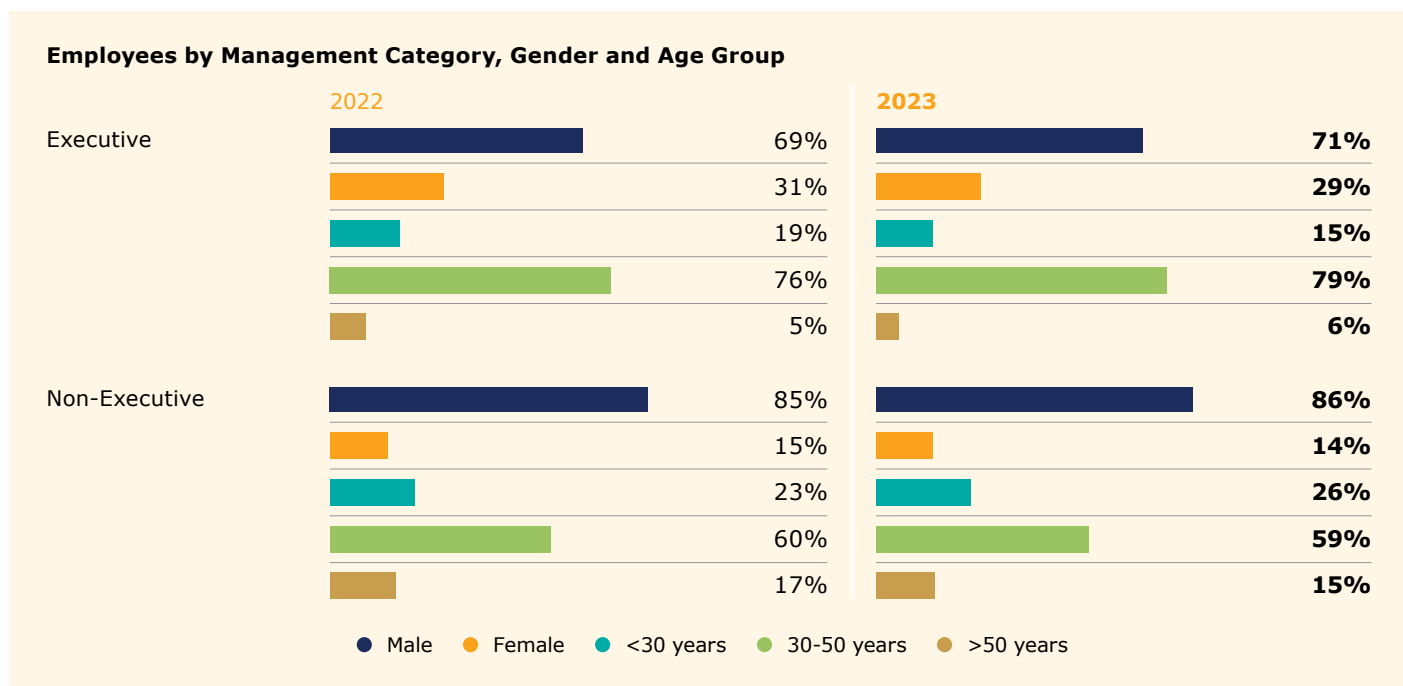
At Malakoff, diversity and equal opportunity is crucial for creating an inclusive and vibrant work culture. With a diverse workforce, we benefit from various perspectives, backgrounds and experiences, enriching our creativity, innovation and problem-solving capabilities, and contributing to a more dynamic and resilient talent pool. We gain access to a wider talent pool and attract a broader customer base through diversity and equal

opportunity. To this end, we are committed to providing equal opportunities, ensuring individuals are judged based on their skills, abilities and potential, and emphasising merits. This commitment boosts employee morale and strengthens our reputation as an employer. Our focus on diversity and equal opportunity is a strategic approach that drives our business’s success, innovation and sustainable growth in the modern era.

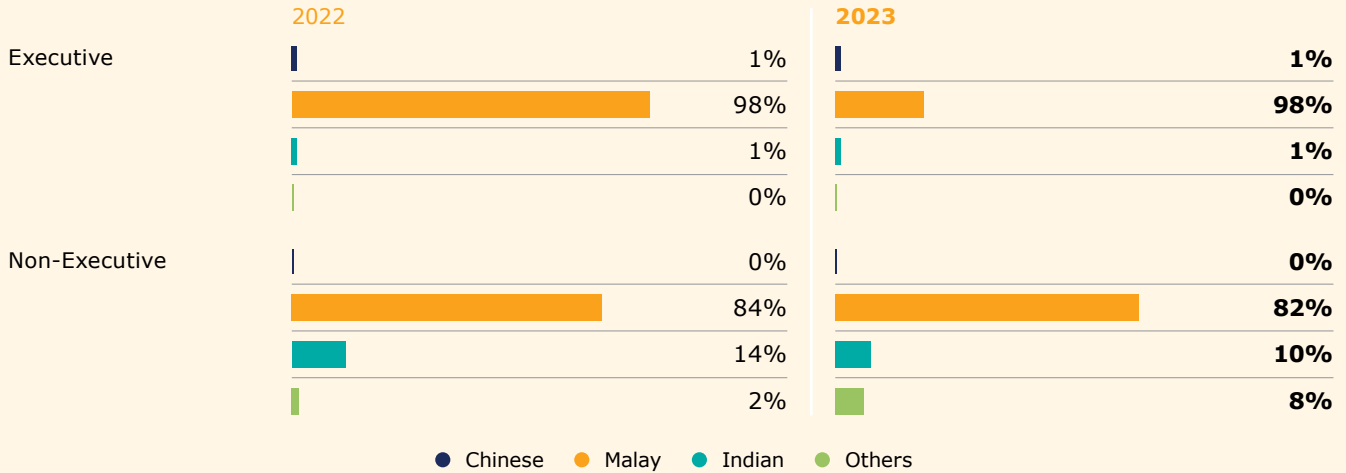


Our Performance

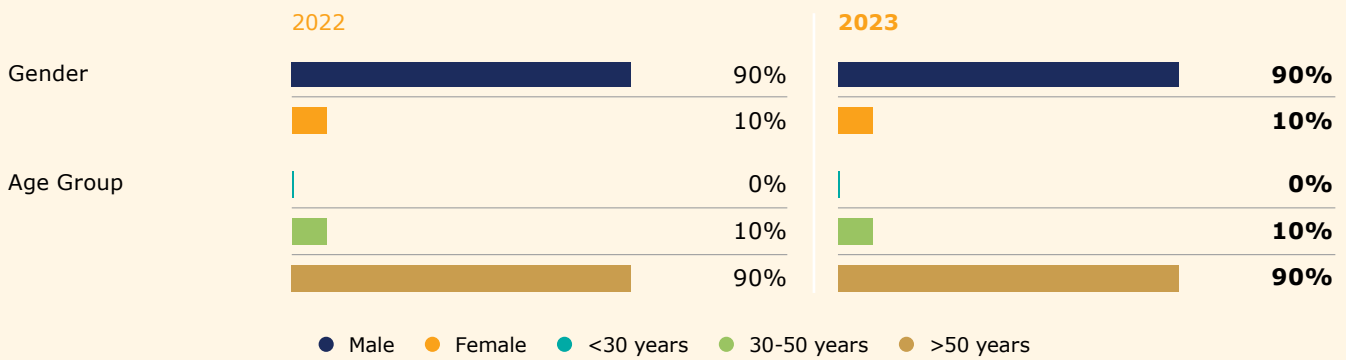
HUMAN RIGHTS & LABOUR RELATIONS



Employees by Management Category and Ethnicity



Board Members Diversity by Gender and Age Group



Our Performance

HUMAN RIGHTS & LABOUR RELATIONS

Ratio of Basic Salary and Remuneration of Women to Men

	Ratio 2023
Top Management	
Basic salary	0
Remuneration	0
Senior Management	
Basic salary	0.15
Remuneration	0.19
Middle Management	
Basic salary	0.2
Remuneration	0.14
Executive	
Basic salary	0.23
Remuneration	0.09
Non-Executive	
Basic salary	0.12
Remuneration	0.04

In Alam Flora, our employees are compensated by wages subject to minimum wage rules at a ratio of 1:4. In addition, employees across all genders and work categories who work beyond the regular working hours are entitled to overtime pay, enabling them to earn more than the minimum wage. The minimum entry-level wage at Alam Flora is RM7.89 per hour or RM1,500 a month.

No cases of discrimination were reported in the year under review.

▶▶ Going Forward

To address the potential challenges in labour relations, Malakoff will implement strategic action plans to foster communication and transparency. We will continue establishing channels for open dialogue, organising employee engagement initiatives and providing comprehensive training, wellness, and health and safety programmes. We aim to continuously improve our human rights and labour management efforts through regular assessments, gathering employee feedback and adapting to business landscape challenges. This will help us to instil a culture of collaboration, fairness and holistic well-being among employees.