



全利資源有限公司
Resources Berhad



SUSTAINING RESILIENCE

DELIVERING VALUE FOR ALL

INTEGRATED ANNUAL REPORT 2026

SUSTAINABILITY STATEMENT

Key Performance Table



Environment

Indicator	Business Pillar	Unit of Measurement	FY2024	FY2025	FY2026
Number of Entity in Scope			17	17	17
Climate Change					
Energy Consumption (Per Thousand Gigajoules, 000 GJ)					
Diesel, Petrol, Natural Gas & Liquefied Petroleum Gas	Group	000 GJ	503.13	547.63	538.66
	MPM	000 GJ	322.14	332.93	350.60
	ILF	000 GJ	106.10	112.99	118.19
	POCE	000 GJ	40.35	34.88	31.30
	CVS	000 GJ	34.54	66.78	38.58
Purchased Electricity	Group	000 GJ	681.07	730.04	758.02
	MPM	000 GJ	246.70	258.64	248.73
	ILF	000 GJ	121.48	130.94	135.24
	POCE	000 GJ	5.55	6.40	9.69
	CVS	000 GJ	307.34	334.07	364.36
Renewable Energy (Solar, Biogas & Biomass)	Group	000 GJ	977.51	891.80	901.86
	MPM	000 GJ	939.43	858.46	863.04
	ILF	000 GJ	15.54	15.25	20.28
	POCE	000 GJ	18.49	13.49	13.39
	CVS	000 GJ	4.05	4.59	5.15
Total Energy Consumption	Group	000 GJ	2,161.71	2,169.42	2,198.54
	MPM	000 GJ	1,508.27	1,450.03	1,462.36
	ILF	000 GJ	243.12	259.18	273.71
	POCE	000 GJ	64.39	54.78	54.38
	CVS	000 GJ	345.93	405.44	408.09
Energy Consumption Intensity	Group	GJ/ RM Mil Revenue	484.88	442.38	448.50
	MPM	GJ/ RM Mil Revenue	1,336.64	1,296.15	1,317.75
	ILF	GJ/ RM Mil Revenue	132.11	126.78	137.65
	POCE	GJ/ RM Mil Revenue	116.65	81.53	76.85
	CVS	GJ/ RM Mil Revenue	318.17	334.06	326.16

**SUSTAINABILITY
STATEMENT**

Indicator	Business Pillar	Unit of Measurement	FY2024	FY2025	FY2026
Climate Change					
GHG Emissions (Per Thousand Tonnes, 000 tCO₂e)					
Scope 1 (Diesel, Petrol, Natural Gas & Liquefied Petroleum Gas)	Group	000 tCO ₂ e	36.10	38.63	38.51
	MPM	000 tCO ₂ e	23.36	24.05	25.33
	ILF	000 tCO ₂ e	7.77	8.26	8.65
	POCE	000 tCO ₂ e	2.96	2.56	2.29
	CVS	000 tCO ₂ e	2.01	3.76	2.24
Scope 2 (Purchased Electricity)	Group	000 tCO ₂ e	117.54	126.22	131.02
	MPM	000 tCO ₂ e	42.38	44.60	42.87
	ILF	000 tCO ₂ e	19.67	21.28	21.95
	POCE	000 tCO ₂ e	0.94	1.05	1.53
	CVS	000 tCO ₂ e	54.55	59.30	64.67
Total GHG Emissions	Group	000 tCO ₂ e	153.64	164.85	169.54
	MPM	000 tCO ₂ e	65.74	68.65	68.20
	ILF	000 tCO ₂ e	27.44	29.54	30.60
	POCE	000 tCO ₂ e	3.90	3.60	3.82
	CVS	000 tCO ₂ e	56.56	63.06	66.92
GHG Emissions Intensity	Group	tCO ₂ e/ RM Mil Revenue	34.46	33.62	34.62
	MPM	tCO ₂ e/ RM Mil Revenue	58.26	61.36	61.86
	ILF	tCO ₂ e/ RM Mil Revenue	14.91	14.45	15.39
	POCE	tCO ₂ e/ RM Mil Revenue	7.06	5.36	5.38
	CVS	tCO ₂ e/ RM Mil Revenue	52.03	51.95	53.48
Scope 3 (Business Travel & Employee Commuting)	Group	000 tCO ₂ e	-	22.30	8.51
	MPM	000 tCO ₂ e	-	1.95	1.40
	ILF	000 tCO ₂ e	-	2.26	1.20
	POCE	000 tCO ₂ e	-	1.85	1.70
	CVS	000 tCO ₂ e	-	16.23	4.22
GHG Emissions Avoidance					
Renewable Energy (Solar & Biogas)	Group	000 tCO ₂ e	25.79	24.03	30.03
	MPM	000 tCO ₂ e	7.19	6.77	10.24
	ILF	000 tCO ₂ e	2.66	2.62	3.49
	POCE	000 tCO ₂ e	15.22	13.83	15.38
	CVS	000 tCO ₂ e	0.72	0.82	0.91

**SUSTAINABILITY
STATEMENT**

Indicator	Business Pillar	Unit of Measurement	FY2024	FY2025	FY2026
Water Security					
Total Water Withdrawal by source (Per Thousand Cubic Meter, 000 m³)					
Source from Municipal Water	Group	000 m ³	2,169.35	2,518.24	2,629.74
	MPM	000 m ³	1,579.92	1,833.36	1,910.69
	ILF	000 m ³	277.77	294.10	259.32
	POCE	000 m ³	18.21	17.77	23.71
	CVS	000 m ³	293.44	373.01	436.02
Source from Groundwater	Group	000 m ³	549.87	701.03	613.03
	ILF	000 m ³	545.91	697.09	609.33
	POCE	000 m ³	3.96	3.93	3.69
Source from River Water	Group	000 m ³	327.90	344.32	340.80
	MPM	000 m ³	97.50	110.05	123.61
	ILF	000 m ³	44.03	66.00	62.38
	POCE	000 m ³	186.37	168.26	154.82
	CVS	000 m ³	-	-	-
Source from Lake Water	Group	000 m ³	38.81	39.40	37.92
	ILF	000 m ³	38.81	39.40	37.92
Total Water Withdrawal	Group	000 m ³	3,085.93	3,602.98	3,621.49
	MPM	000 m ³	1,677.42	1,943.41	2,034.29
	ILF	000 m ³	906.52	1,096.59	968.95
	POCE	000 m ³	208.55	189.97	182.22
	CVS	000 m ³	293.44	373.01	436.02
Water Withdrawal Intensity	Group	m ³ / RM Mil Revenue	692.18	734.71	739.62
	MPM	m ³ / RM Mil Revenue	1,486.54	1,737.18	1,845.27
	ILF	m ³ / RM Mil Revenue	492.60	536.42	487.33
	POCE	m ³ / RM Mil Revenue	377.79	282.78	256.81
	CVS	m ³ / RM Mil Revenue	269.90	307.33	348.48
Alternative Water Withdrawal Solutions					
Source from Rainwater	Group	000 m ³	5.07	3.75	13.48
	ILF	000 m ³	4.96	3.66	13.33
	CVS	000 m ³	0.11	0.09	0.15

**SUSTAINABILITY
STATEMENT**

Indicator	Business Pillar	Unit of Measurement	FY2024	FY2025	FY2026
Pollution and Resources					
Effluent Management					
Water Discharge to Surface Water	Group	000 m ³	1,138.53	1,345.24	1,358.52
	MPM	000 m ³	791.90	1,026.32	1,050.82
	ILF	000 m ³	128.56	122.83	98.31
	POCE	000 m ³	83.37	70.89	72.61
	CVS	000 m ³	134.70	125.20	136.77
Water Discharge Intensity	Group	m ³ / RM Mil Revenue	255.38	274.32	256.81
	MPM	m ³ / RM Mil Revenue	701.79	917.41	953.17
	ILF	m ³ / RM Mil Revenue	69.86	60.09	49.45
	POCE	m ³ / RM Mil Revenue	151.02	105.52	102.33
	CVS	m ³ / RM Mil Revenue	123.90	103.15	109.31
Waste Management					
Hazardous Waste Generation					
Chemical Waste	Group	MT	5.14	9.92	8.47
	MPM	MT	1.07	3.59	3.55
	ILF	MT	0.31	2.40	0.80
	POCE	MT	3.76	3.93	3.74
	CVS	MT	-	-	0.38
Medical Waste	Group	MT	2.65	0.93	1.23
	MPM	MT	0.01	-	-
	ILF	MT	2.64	0.93	1.23
	POCE	MT	-	-	-
	CVS	MT	-	-	-
Mercury/ E-Wastes	Group	MT	0.60	1.86	2.42
	MPM	MT	0.38	1.28	1.46
	ILF	MT	0.19	0.50	0.35
	POCE	MT	-	0.06	0.35
	CVS	MT	0.03	0.02	0.26
Used Oil	Group	MT	26.48	27.23	22.53
	MPM	MT	12.39	11.39	10.04
	ILF	MT	1.38	6.29	4.47
	POCE	MT	12.71	9.55	7.97
	CVS	MT	-	-	0.05
Total Hazardous Waste Generated		MT	34.88	39.93	34.66

**SUSTAINABILITY
STATEMENT**

Indicator	Business Pillar	Unit of Measurement	FY2024	FY2025	FY2026
Waste Management					
Non-Hazardous Waste Generation					
Recyclable Waste	Group	000 MT	1.54	1.73	1.55
	MPM	000 MT	0.66	0.62	0.63
	ILF	000 MT	0.35	0.49	0.36
	POCE	000 MT	0.32	0.41	0.36
	CVS	000 MT	0.21	0.21	0.20
Municipal Solid Waste	Group	000 MT	5.31	7.30	6.54
	MPM	000 MT	2.32	1.98	1.74
	ILF	000 MT	0.45	0.53	0.48
	POCE	000 MT	0.13	0.18	0.17
	CVS	000 MT	2.41	4.61	4.15
Organic Waste	Group	000 MT	37.21	33.79	30.10
	MPM	000 MT	25.74	27.14	25.02
	ILF	000 MT	3.14	2.51	2.44
	POCE	000 MT	7.92	3.74	2.22
	CVS	000 MT	0.41	0.39	0.42
Food/ Feed Waste	Group	000 MT	3.24	3.52	3.61
	MPM	000 MT	1.61	1.60	1.60
	ILF	000 MT	0.40	0.62	0.56
	POCE	000 MT	-	-	-
	CVS	000 MT	1.23	1.29	1.45
Chicken Manure	Group	000 MT	134.32	137.27	150.47
	ILF	000 MT	134.32	137.27	150.47
Empty Fruit Bunch	Group	000 MT	29.90	25.00	25.17
	POCE	000 MT	29.90	25.00	25.17
Others	Group	000 MT	0.86	0.78	0.81
	POCE	000 MT	0.86	0.78	0.81
	CVS	000 MT	0.00	0.00	0.00
Non-Hazardous Waste Generation Intensity *	Group	MT/ RM Mil Revenue	47.63	42.70	44.57
	MPM	MT/ RM Mil Revenue	26.88	28.03	26.29
	ILF	MT/ RM Mil Revenue	75.34	69.18	77.61
	POCE	MT/ RM Mil Revenue	70.87	44.83	40.48
	CVS	MT/ RM Mil Revenue	3.93	5.36	4.98
Total Non-Hazardous Waste Generated *		000 MT	212.37	209.41	218.25
Total Waste Generated *		000 MT	212.40	209.44	218.28

**SUSTAINABILITY
STATEMENT**

Indicator	Business Pillar	Unit of Measurement	FY2024	FY2025	FY2026
Waste Management					
Hazardous Waste Disposal					
Recovery	Group	MT	31.09	35.34	28.46
	MPM	MT	13.26	12.83	11.61
	ILF	MT	1.60	8.97	4.79
	POCE	MT	16.23	13.54	12.06
	CVS	MT	-	-	-
Incineration	Group	MT	0.76	2.74	3.56
	MPM	MT	0.41	2.49	2.12
	ILF	MT	0.08	0.25	0.84
	POCE	MT	0.24	-	-
	CVS	MT	0.03	-	0.61
Landfill	Group	MT	2.90	-	-
	MPM	MT	0.06	-	-
	ILF	MT	2.84	-	-
	POCE	MT	-	-	-
	CVS	MT	-	-	-
Physical & Chemical Treatment	Group	MT	0.07	1.78	2.64
	MPM	MT	0.07	0.86	1.33
	ILF	MT	-	0.90	1.22
	POCE	MT	-	-	-
	CVS	MT	-	0.02	0.09
Solidification	Group	MT	0.05	0.07	-
	MPM	MT	0.05	0.07	-
Total Hazardous Waste Diverted from Disposal		MT	31.09	35.34	28.46
Total Hazardous Waste Directed to Disposal		MT	3.78	4.59	6.20

SUSTAINABILITY STATEMENT

Indicator	Business Pillar	Unit of Measurement	FY2024	FY2025	FY2026
Waste Management					
Non-Hazardous Waste Disposal					
Reuse	Group	000 MT	0.01	0.02	0.01
	CVS	000 MT	0.01	0.02	0.01
Recycle	Group	000 MT	1.54	1.71	1.49
	MPM	000 MT	0.66	0.62	0.63
	ILF	000 MT	0.35	0.47	0.30
	POCE	000 MT	0.32	0.41	0.36
	CVS	000 MT	0.21	0.21	0.20
Recovery	Group	000 MT	77.48	68.97	71.22
	MPM	000 MT	26.64	28.02	26.40
	ILF	000 MT	11.70	10.97	16.08
	POCE	000 MT	38.68	29.52	28.20
	CVS	000 MT	0.46	0.45	0.55
Composting	Group	000 MT	123.43	127.30	135.19
	ILF	000 MT	123.43	127.30	135.19
Incineration	Group	000 MT	0.24	0.22	0.25
	ILF	000 MT	0.24	0.22	0.25
Landfill	Group	000 MT	9.67	11.19	10.07
	MPM	000 MT	3.03	2.71	1.97
	ILF	000 MT	2.93	2.48	2.48
	POCE	000 MT	0.12	0.18	0.17
	CVS	000 MT	3.59	5.83	5.46
Total Non-Hazardous Waste Diverted from Disposal		000 MT	202.45	198.00	207.92
Total Non-Hazardous Waste Directed to Disposal		000 MT	9.91	11.41	10.33
Total Waste Diverted from Disposal		000 MT	202.48	198.03	207.95
Total Waste Directed to Disposal		000 MT	9.92	11.41	10.33
Number of non-compliance cases with environmental laws, regulations and standards for air emissions, quality of effluent discharge and management of hazardous waste		Number	0	1	1

**SUSTAINABILITY
STATEMENT**

Social

Indicator	Unit of Measurement	FY2024	FY2025	FY2026
LABOUR STANDARDS				
Workplace Grievance and Harassment Handling				
Number of Substantiated Complaints Concerning Human Rights Violations	Case	0	0	0
Number of Substantiated Complaints Concerning Harassment	Case	2	7	22

Indicator		FY2024		FY2025		FY2026	
		Number	Percentage	Number	Percentage	Number	Percentage
TALENT MANAGEMENT							
Board Diversity							
By Age Group	Under 50	2	18.20%	1	10.0%	1	10.00%
	50 to 59	1	9.10%	2	20.0%	2	20.00%
	60 to 69	6	54.50%	5	50.0%	3	30.00%
	70 and above	2	18.20%	2	20.0%	4	40.00%
By Gender	Male	7	63.60%	7	70.00%	7	70.00%
	Female	4	36.40%	3	30.00%	3	30.00%
Total Number of Directors on the Board		11		10		10	

Indicator		Business Pillar	FY2024		FY2025		FY2026	
			Number	Percentage	Number	Percentage	Number	Percentage
Workforce Diversity								
By Gender Group and Employment Type								
Male	Permanent	GROUP	3,356	34.5%	3,639	35.5%	4,160	40.0%
		MPM	836	8.6%	781	7.6%	805	7.7%
		ILF	875	9.0%	933	9.1%	963	9.3%
		POCE	397	4.1%	616	6.0%	683	6.6%
		CVS	1,248	12.8%	1,309	12.8%	1,709	16.4%
	Contract	GROUP	2,492	25.7%	2,667	26.1%	2,281	21.9%
		MPM	761	7.8%	1,258	12.3%	1,212	11.6%
		ILF	485	5.0%	440	4.3%	483	4.6%
		POCE	192	2.0%	57	0.6%	123	1.2%
		CVS	1,054	10.8%	912	8.9%	463	4.5%

SUSTAINABILITY STATEMENT

Indicator		Business Pillar	FY2024		FY2025		FY2026	
			Number	Percentage	Number	Percentage	Number	Percentage
TALENT MANAGEMENT								
Workforce Diversity								
By Gender Group and Employment Type								
Female	Permanent	GROUP	2,752	28.3%	2,913	28.5%	3,368	32.5%
		MPM	753	7.7%	689	6.7%	728	7.0%
		ILF	390	4.0%	484	4.7%	484	4.7%
		POCE	161	1.7%	213	2.1%	275	2.7%
		CVS	1,448	14.9%	1,527	14.9%	1,881	18.1%
	Contract	GROUP	1,121	11.5%	1,014	9.9%	586	5.6%
		MPM	293	3.0%	299	2.9%	274	2.6%
		ILF	103	1.1%	40	0.4%	38	0.4%
		POCE	33	0.3%	10	0.1%	19	0.2%
		CVS	692	7.1%	665	6.5%	255	2.4%
By Gender Group and Nationality								
Male	Local	GROUP	3,770	38.7%	3,795	37.0%	3,993	38.4%
		MPM	866	8.9%	805	7.8%	848	8.1%
		ILF	671	6.9%	702	6.8%	709	6.8%
		POCE	456	4.7%	542	5.3%	686	6.6%
		CVS	1,777	18.3%	1,746	17.1%	1,750	16.9%
	Foreign	GROUP	2,077	21.4%	2,511	24.6%	2,448	23.6%
		MPM	731	7.5%	1,234	12.0%	1,169	11.2%
		ILF	688	7.1%	671	6.6%	737	7.1%
		POCE	133	1.4%	131	1.3%	120	1.2%
		CVS	525	5.4%	475	4.6%	422	4.1%
Female	Local	GROUP	3,254	33.5%	3,295	32.2%	3,378	32.5%
		MPM	778	8.0%	698	6.8%	745	7.2%
		ILF	384	4.0%	412	4.0%	408	3.9%
		POCE	170	1.7%	196	1.9%	270	2.6%
		CVS	1,922	19.8%	1,989	19.5%	1,955	18.8%
	Foreign	GROUP	620	6.4%	632	6.2%	576	5.5%
		MPM	268	2.8%	290	2.8%	257	2.5%
		ILF	110	1.1%	112	1.1%	114	1.1%
		POCE	24	0.2%	27	0.3%	24	0.2%
		CVS	218	2.2%	203	2.0%	181	1.7%

**SUSTAINABILITY
STATEMENT**

Indicator		Business Pillar	FY2024		FY2025		FY2026	
			Number	Percentage	Number	Percentage	Number	Percentage
TALENT MANAGEMENT								
Workforce Diversity								
By Gender Group and Age								
Male	Over 50	GROUP	327	3.4%	362	3.5%	378	3.6%
		MPM	115	1.2%	129	1.3%	138	1.3%
		ILF	128	1.3%	129	1.3%	121	1.2%
		POCE	76	0.8%	96	0.9%	106	1.0%
		CVS	8	0.1%	8	0.0%	13	0.1%
	30 to 50	GROUP	2,413	24.8%	2,845	27.8%	3,004	28.9%
		MPM	788	8.1%	1,077	10.5%	1,097	10.6%
		ILF	689	7.1%	736	7.2%	763	7.3%
		POCE	314	3.2%	364	3.6%	439	4.2%
		CVS	622	6.4%	668	6.5%	705	6.8%
	Under 30	GROUP	3,107	32.0%	3,099	30.3%	3,059	29.5%
		MPM	694	7.1%	833	8.1%	782	7.6%
		ILF	542	5.6%	508	5.0%	562	5.4%
		POCE	199	2.0%	213	2.1%	261	2.5%
		CVS	1,672	17.2%	1,545	15.1%	1,454	14.0%
Female	Over 50	GROUP	169	1.7%	159	1.6%	165	1.6%
		MPM	93	1.0%	76	0.8%	83	0.8%
		ILF	55	0.6%	56	0.5%	50	0.5%
		POCE	15	0.2%	18	0.2%	22	0.2%
		CVS	6	0.1%	9	0.1%	10	0.1%
	30 to 50	GROUP	1,628	16.7%	1,741	17.0%	1,809	17.4%
		MPM	599	6.2%	580	5.7%	594	5.7%
		ILF	268	2.8%	284	2.8%	292	2.8%
		POCE	126	1.3%	142	1.4%	166	1.6%
		CVS	635	6.5%	735	7.2%	757	7.3%
	Under 30	GROUP	2,077	21.4%	2,027	19.8%	1,980	19.0%
		MPM	354	3.6%	332	3.2%	325	3.1%
		ILF	171	1.8%	184	1.8%	180	1.7%
		POCE	53	0.5%	63	0.6%	106	1.0%
		CVS	1,499	15.4%	1,448	14.2%	1,369	13.2%

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Indicator		Business Pillar	FY2024		FY2025		FY2026	
			Number	Percentage	Number	Percentage	Number	Percentage
TALENT MANAGEMENT								
Workforce Diversity								
By Gender Group and Job Category								
Male	Management	GROUP	211	2.2%	238	2.3%	279	2.7%
		MPM	41	0.4%	37	0.4%	38	0.4%
		ILF	42	0.4%	42	0.4%	42	0.4%
		POCE	61	0.6%	84	0.8%	122	1.2%
		CVS	67	0.7%	75	0.7%	77	0.7%
	Executive	GROUP	481	4.9%	541	5.3%	602	5.8%
		MPM	64	0.7%	66	0.6%	74	0.7%
		ILF	36	0.4%	38	0.4%	48	0.5%
		POCE	143	1.5%	167	1.6%	215	2.1%
		CVS	238	2.4%	270	2.7%	265	2.5%
	Non-Executive	GROUP	5,155	53.0%	5,527	54.0%	5,560	53.5%
		MPM	1,492	15.3%	1,936	18.9%	1,905	18.3%
		ILF	1,281	13.2%	1,293	12.6%	1,356	13.0%
		POCE	385	4.0%	422	4.1%	469	4.5%
		CVS	1,997	20.5%	1,876	18.4%	1,830	17.6%
Female	Management	GROUP	197	2.0%	213	2.1%	243	2.3%
		MPM	40	0.4%	48	0.5%	49	0.5%
		ILF	24	0.2%	22	0.2%	23	0.2%
		POCE	34	0.3%	40	0.4%	61	0.6%
		CVS	99	1.0%	103	1.0%	110	1.1%
	Executive	GROUP	465	4.8%	533	5.2%	609	5.9%
		MPM	78	0.8%	76	0.7%	83	0.8%
		ILF	50	0.5%	52	0.5%	63	0.6%
		POCE	64	0.7%	89	0.9%	140	1.3%
		CVS	273	2.8%	316	3.1%	323	3.1%
	Non-Executive	GROUP	3,212	33.0%	3,181	31.1%	3,102	29.8%
		MPM	928	9.5%	864	8.5%	870	8.3%
		ILF	420	4.3%	450	4.4%	436	4.2%
		POCE	96	1.0%	94	0.9%	93	0.9%
		CVS	1,768	18.2%	1,773	17.3%	1,703	16.4%

**SUSTAINABILITY
STATEMENT**

Indicator		Business Pillar	FY2024		FY2025		FY2026	
			Number	Percentage	Number	Percentage	Number	Percentage
TALENT MANAGEMENT								
Workforce Diversity								
By Age Group and Job Category								
Over 50	Management	GROUP	73	0.7%	78	0.8%	91	0.9%
		MPM	25	0.3%	21	0.2%	24	0.2%
		ILF	24	0.2%	20	0.2%	19	0.2%
		POCE	20	0.2%	30	0.3%	39	0.4%
		CVS	4	0.0%	7	0.1%	9	0.1%
	Executive	GROUP	38	0.4%	34	0.3%	44	0.4%
		MPM	19	0.2%	16	0.2%	18	0.2%
		ILF	5	0.1%	5	0.0%	8	0.1%
		POCE	11	0.1%	10	0.1%	16	0.2%
		CVS	3	0.0%	3	0.0%	2	0.0%
	Non-Executive	GROUP	385	4.0%	409	4.0%	408	3.9%
		MPM	164	1.7%	168	1.6%	179	1.7%
		ILF	154	1.6%	160	1.6%	144	1.4%
		POCE	60	0.6%	74	0.7%	73	0.7%
		CVS	7	0.1%	7	0.1%	12	0.1%
30 to 50	Management	GROUP	312	3.2%	354	3.5%	407	3.9%
		MPM	56	0.6%	64	0.6%	61	0.6%
		ILF	39	0.4%	44	0.4%	46	0.4%
		POCE	71	0.7%	89	0.9%	138	1.3%
		CVS	146	1.5%	157	1.6%	162	1.6%
	Executive	GROUP	551	5.7%	629	6.1%	699	6.7%
		MPM	92	0.9%	96	0.9%	112	1.1%
		ILF	50	0.5%	61	0.6%	67	0.6%
		POCE	117	1.2%	136	1.3%	162	1.6%
		CVS	292	3.0%	336	3.3%	358	3.4%
	Non-Executive	GROUP	3,178	32.7%	3,603	35.2%	3,707	35.7%
		MPM	1,239	12.7%	1,497	14.6%	1,518	14.6%
		ILF	868	8.9%	915	8.9%	942	9.1%
		POCE	252	2.6%	281	2.8%	305	2.9%
		CVS	819	8.4%	910	8.9%	942	9.1%

**SUSTAINABILITY
STATEMENT**

Indicator		Business Pillar	FY2024		FY2025		FY2026	
			Number	Percentage	Number	Percentage	Number	Percentage
TALENT MANAGEMENT								
Workforce Diversity								
By Age Group and Job Category								
Under 30	Management	GROUP	23	0.2%	19	0.2%	24	0.2%
		MPM	0	0.0%	0	0.0%	2	0.0%
		ILF	3	0.0%	0	0.0%	0	0.0%
		POCE	4	0.0%	5	0.1%	6	0.1%
		CVS	16	0.2%	14	0.1%	16	0.1%
	Executive	GROUP	357	3.7%	411	4.0%	468	4.5%
		MPM	31	0.3%	30	0.3%	27	0.3%
		ILF	31	0.3%	24	0.2%	36	0.3%
		POCE	79	0.8%	110	1.1%	177	1.7%
		CVS	216	2.2%	247	2.4%	228	2.2%
	Non-Executive	GROUP	4,804	49.4%	4,696	45.9%	4,547	43.8%
		MPM	1,017	10.5%	1,135	11.1%	1,078	10.4%
		ILF	679	7.0%	668	6.5%	706	6.8%
		POCE	169	1.7%	161	1.6%	184	1.8%
		CVS	2,939	30.2%	2,732	26.7%	2,579	24.9%
Total Number of Employees			9,721	10,233	10,395			
New Hires								
By Gender	Male	GROUP	3,334	58.3%	3,759	61.0%	3,102	57.4%
		MPM	458	8.0%	1,200	19.5%	732	13.5%
		ILF	506	8.8%	319	5.2%	388	7.2%
		POCE	160	2.8%	177	2.9%	158	2.9%
		CVS	2,210	38.6%	2,063	33.4%	1,824	33.8%
	Female	GROUP	2,384	41.7%	2,404	39.0%	2,306	42.6%
		MPM	252	4.4%	165	2.7%	223	4.1%
		ILF	115	2.0%	121	2.0%	119	2.2%
		POCE	45	0.8%	56	0.9%	64	1.2%
		CVS	1,972	34.5%	2,062	33.4%	1,900	35.1%

**SUSTAINABILITY
STATEMENT**

Indicator		Business Pillar	FY2024		FY2025		FY2026	
			Number	Percentage	Number	Percentage	Number	Percentage
Talent Management								
New Hires								
By Age Group	Over 50	GROUP	41	0.7%	104	1.7%	68	1.2%
		MPM	14	0.2%	61	1.0%	44	0.8%
		ILF	12	0.2%	11	0.2%	7	0.1%
		POCE	11	0.2%	25	0.4%	11	0.2%
		CVS	4	0.1%	7	0.1%	6	0.1%
	30 to 50	GROUP	1,196	20.9%	1,622	26.3%	1,226	22.7%
		MPM	221	3.9%	646	10.5%	389	7.2%
		ILF	206	3.6%	171	2.8%	174	3.2%
		POCE	77	1.3%	73	1.1%	76	1.4%
		CVS	692	12.1%	732	11.9%	587	10.9%
	Under 30	GROUP	4,481	78.4%	4,437	72.0%	4,114	76.1%
		MPM	475	8.3%	658	10.7%	522	9.7%
		ILF	403	7.0%	258	4.2%	326	6.0%
		POCE	117	2.0%	135	2.2%	135	2.5%
		CVS	3,486	61.0%	3,386	54.9%	3,131	57.9%
Total Number of New Hires			5,718		6,163		5,408	
Turn Over								
By Gender	Male	GROUP	3,093	59.9%	3,146	58.8%	3,054	56.5%
		MPM	743	14.4%	745	13.9%	776	14.4%
		ILF	319	6.2%	287	5.4%	305	5.6%
		POCE	113	2.2%	90	1.7%	135	2.5%
		CVS	1,918	37.2%	2,024	37.8%	1,838	34.0%
	Female	GROUP	2,069	40.1%	2,203	41.2%	2,353	43.5%
		MPM	238	4.6%	182	3.4%	223	4.1%
		ILF	108	2.1%	87	1.6%	117	2.2%
		POCE	36	0.7%	28	0.5%	61	1.1%
		CVS	1,687	32.7%	1,906	35.7%	1,952	36.1%

**SUSTAINABILITY
STATEMENT**

Indicator		Business Pillar	FY2024		FY2025		FY2026	
			Number	Percentage	Number	Percentage	Number	Percentage
TALENT MANAGEMENT								
Turn Over								
By Age Group	Over 50	GROUP	93	1.8%	93	1.7%	130	2.4%
		MPM	41	0.8%	52	1.0%	65	1.2%
		ILF	32	0.6%	26	0.5%	40	0.7%
		POCE	14	0.3%	9	0.1%	17	0.3%
		CVS	6	0.1%	6	0.1%	8	0.1%
	30 to 50	GROUP	1,358	26.3%	1,374	25.7%	1,493	27.6%
		MPM	452	8.8%	437	8.2%	455	8.4%
		ILF	145	2.8%	133	2.5%	187	3.5%
		POCE	79	1.5%	56	1.0%	87	1.6%
		CVS	682	13.2%	748	14.0%	764	14.1%
	Under 30	GROUP	3,711	71.9%	3,882	72.6%	3,784	70.0%
		MPM	488	9.5%	438	8.2%	479	8.9%
		ILF	250	4.8%	215	4.0%	195	3.6%
		POCE	56	1.1%	53	1.0%	92	1.7%
		CVS	2,917	56.5%	3,176	59.4%	3,018	55.8%
By Job Category	Management	GROUP	304	5.9%	58	1.1%	74	1.4%
		MPM	-	0.0%	5	0.1%	6	0.1%
		ILF	6	0.1%	10	0.2%	9	0.2%
		POCE	5	0.1%	9	0.2%	20	0.4%
		CVS	293	5.7%	34	0.6%	39	0.7%
	Executive	GROUP	270	5.2%	235	4.4%	280	5.2%
		MPM	10	0.2%	14	0.3%	12	0.2%
		ILF	13	0.3%	15	0.3%	14	0.3%
		POCE	52	1.0%	49	0.9%	86	1.6%
		CVS	195	3.8%	157	2.9%	168	3.1%
	Non-Executive	GROUP	4,588	88.9%	5,056	94.5%	5,053	93.4%
		MPM	971	18.8%	908	17.0%	981	18.1%
		ILF	408	7.9%	349	6.5%	399	7.4%
		POCE	92	1.8%	60	1.1%	90	1.7%
		CVS	3,117	60.4%	3,739	69.9%	3,583	66.2%
Total Number of Employees Resigned			5,162	5,349	5,407			

**SUSTAINABILITY
STATEMENT**

Indicator	FY2024	FY2025	FY2026
	Number/ Percentage	Number/ Percentage	Number/ Percentage
TALENT MANAGEMENT			
Relative Pay by Gender			
Male	0.99	0.99	1.00
Female	1.02	1.01	1.00
Return to Work after Parental Leave by Gender			
Male	100.0%	93.8%	92.3%
Female	83.1%	93.7%	77.4%
Retention Rate after Parental Leave by Gender			
Male	85.5%	66.4%	83.9%
Female	65.4%	39.3%	79.3%

Indicator		Business Pillar	Unit of Measurement	FY2024	FY2025	FY2026
TALENT MANAGEMENT						
Human Capital and Leadership Development						
By Gender	Male	GROUP	Hours	119,979	125,171	156,911
		MPM	Hours	19,856	20,153	19,112
		ILF	Hours	21,375	19,518	20,383
		POCE	Hours	7,939	11,447	24,908
		CVS	Hours	70,808	74,054	92,508
	Female	GROUP	Hours	90,924	103,618	131,776
		MPM	Hours	15,912	14,152	15,424
		ILF	Hours	7,349	9,167	10,043
		POCE	Hours	3,346	4,408	8,234
		CVS	Hours	64,317	75,891	98,075
By Job Level	Management	GROUP	Hours	11,276	13,860	23,350
		MPM	Hours	2,720	2,646	4,017
		ILF	Hours	2,310	2,045	2,668
		POCE	Hours	2,678	3,886	7,916
		CVS	Hours	3,568	5,284	8,749

SUSTAINABILITY
STATEMENT

Indicator		Business Pillar	Unit of Measurement	FY2024	FY2025	FY2026
TALENT MANAGEMENT						
Human Capital and Leadership Development						
By Job Level	Executive	GROUP	Hours	24,981	24,215	35,540
		MPM	Hours	3,595	3,308	4,300
		ILF	Hours	2,139	2,762	3,569
		POCE	Hours	4,285	6,879	12,373
		CVS	Hours	14,962	11,266	15,298
	Non-Executive	GROUP	Hours	174,646	190,714	229,797
		MPM	Hours	29,453	28,350	26,219
		ILF	Hours	24,275	23,877	24,190
		POCE	Hours	4,322	5,092	12,853
		CVS	Hours	116,596	133,395	166,535
Total Training Hours			Hours	210,903	228,789	288,687
Total Training Cost			RM	1,269,875	1,579,204	2,396,210
Average Training Hours by Job Category	Executive and Above	GROUP	Hours	29.70	24.97	33.98
		MPM	Hours	28.32	26.23	34.09
		ILF	Hours	29.27	31.22	35.43
		POCE	Hours	23.06	28.33	37.71
		CVS	Hours	27.37	21.66	31.03
	Non-Executive	GROUP	Hours	21.21	21.90	26.53
		MPM	Hours	12.17	10.12	9.45
		ILF	Hours	14.27	13.70	13.50
		POCE	Hours	8.98	9.87	22.87
		CVS	Hours	30.97	36.56	47.14
Average Training Hours Per Employee			Hours	21.70	22.36	27.77
Number of Employees Trained on Human Rights			Number	1,791	4,785	2,669
OCCUPATIONAL SAFETY AND HEALTH						
Fatality		GROUP	Case	1	0	2
		MPM	Case	0	0	1
		ILF	Case	0	0	0
		POCE	Case	1	0	1
		CVS	Case	0	0	0

**SUSTAINABILITY
STATEMENT**

Indicator	Business Pillar	Unit of Measurement	FY2024	FY2025	FY2026
OCCUPATIONAL SAFETY AND HEALTH					
Lost Time Injury	GROUP	Case	120	96	87
	MPM	Case	61	33	43
	ILF	Case	22	17	7
	POCE	Case	6	3	11
	CVS	Case	31	43	26
Non-Lost Time Injury	GROUP	Case	258	251	110
	MPM	Case	66	75	57
	ILF	Case	17	23	5
	POCE	Case	2	10	9
	CVS	Case	173	143	39
Occupational Illness, Poisoning & Diseases	GROUP	Case	2	2	1
	MPM	Case	2	0	1
	ILF	Case	0	0	0
	POCE	Case	0	0	0
	CVS	Case	0	2	0
Near-Miss/ Significant Safety Occurrence	GROUP	Case	36	239	96
	MPM	Case	3	13	24
	ILF	Case	25	142	15
	POCE	Case	0	0	0
	CVS	Case	8	84	57
Non-Compliance	GROUP	Case	1	4	8
	MPM	Case	1	0	2
	ILF	Case	0	4	5
	POCE	Case	0	0	1
	CVS	Case	0	0	0
Total Number of Cases		Case	418	592	304
Lost Time Injury Frequency Rate	GROUP	Per Million Hours	4.09	3.05	2.77
	MPM	Per Million Hours	6.22	3.27	4.45
	ILF	Per Million Hours	4.82	3.67	1.52
	POCE	Per Million Hours	2.14	0.86	2.97
	CVS	Per Million Hours	2.60	3.25	1.91
Number of Employees Trained on Health & Safety Standards		Number	3,480	4,250	4,577

**SUSTAINABILITY
STATEMENT**

Indicator	Unit of Measurement	FY2024	FY2025	FY2026
COMMUNITY CONTRIBUTIONS				
Number of Beneficiaries of the Investment in Communities	Number	11,656	12,707	4,670
Fisherman Financial Assistance Scheme	RM'000	585	443	556
Support for Communities & Community Infrastructure	RM'000	940	1,509	900
Total Amount Invested in the Community	RM'000	1,525	1,952	1,456

Governance

Indicator		Unit of Measurement	FY2024	FY2025	FY2026
ANTI-CORRUPTION					
Number of Violations of Anti-Bribery Policy		Number	0	0	0
Employee Trained on Anti-Corruption by Job Category	Employees Occupying Higher Risk Roles	Percentage	-	100.0%	98.1%
	Executive and Above	Percentage	82.9%	86.2%	69.3%
	Non-Executive	Percentage	80.2%	72.0%	73.1%
Number of Suppliers Signed QL's Suppliers and Business Associates Code of Business Ethics		Number	4,849	5,344	
INNOVATION AND TECHNOLOGY					
Number of Substantiated Data Breach Incidents		Number	0	0	0