

Our Social Commitments



Safety & Health

Why It Matters

Ensuring the safety and wellbeing of our employees, workers and contractors is a top priority.

A strong safety culture not only protects personnel from harm but also enhances productivity and strengthens workforce capability.

OUR APPROACH

Our Occupational Safety and Health (“OSH”) policies, including the OSH Policy and OSH for Chemical Substances Policy, are fully aligned with Malaysia’s OSH Act 1994 and its 2022 amendments. Through clearly defined SOPs and standards, we provide employees with appropriate personal protective equipment (“PPE”), training and supervision, while maintaining a strong focus on preventing workplace accidents and hazards.

Improving Our OSH System

During the year, we implemented several key initiatives to strengthen our OSH system, reflecting our commitment to safe, orderly and legally compliant operations.

Daily Tractor & Vehicle Inspections

All tractors and vehicles now undergo pre-operation checks covering brakes, tyres, lights, hydraulic systems and fuel and oil levels to ensure they are safe and functioning properly. Operators record conditions via a Pre-Operation Checklist, thereby reducing breakdowns and long-term maintenance costs while enhancing safety and ensuring smooth operations.

Safe Work Procedure Updates

Safe Work Procedures (“SWPs”) were revised for all tasks, with a focus on clear step-by-step instructions, proper PPE usage and adherence to safety guidelines. Refresher training was also given to all employees to reinforce understanding and compliance.

Hazard Identification, Risk Assessment & Risk Control Document Update

Hazard Identification, Risk Assessment and Risk Control (“HIRARC”) documents were revised using a systematic format. Hazards are categorised as physical, chemical, biological, ergonomic or psychosocial, and risk is assessed using a standard probability-severity matrix aligned with Malaysia Department of Occupational Safety and Health (“DOSH”) guidelines.

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Class H Licensing for Farm Tractor Operators

This year, we strengthened operational safety by ensuring all tractor operators held a Class H Driving Licence. A structured process was introduced to transition foreign workers to be qualified as local operators through recruitment, training, certification and performance monitoring. This initiative has enhanced operator competency, reinforced the safety culture, and improved the efficiency and safety of heavy machinery operations.

Facilitating Safety & Health Audits

Internal Audits

Our OSH unit conducts annual internal safety and health audits across all estates and mills. These audits assess each business unit's overall safety and health performance, identify potential risks to employee wellbeing and inform targeted recommendations to strengthen workplace OSH standards.

Our efforts include:

- 1 Reviewing all OSH-related records
- 2 Evaluating SOPs at worksites
- 3 Inspecting emergency response facilities and amenities
- 4 Assessing the adequacy and condition of PPE provided
- 5 Verifying systematic maintenance practices for equipment and machinery
- 6 Reviewing the availability and condition of worksite infrastructure and amenities

Audit findings are shared with Estate and Mill Managers, who are accountable for implementing corrective and preventive actions. The status of these actions is reviewed in the next audit cycle to ensure continuous improvement in workplace safety and health performance.

In FY2025, our OSH Unit completed compliance visits to all 30 estates and six mills to ensure alignment with Malaysia's Occupational Safety and Health (Amendment) Act 2022 and further strengthened our safety management systems. Overall compliance remains high and well controlled.

DOSH Inspections

In accordance with the Occupational Safety and Health (Amendment) Act 2022, all mills undergo inspections by Malaysia's DOSH at 15-month intervals. These inspections cover the Occupational Safety and Health Workplace Assessment ("OSHWA") and critical machinery, including boilers, Unfired Pressure Vessels ("UPVs") and hoisting equipment.

Holding Monthly OSH Coordinator Meetings

In accordance with Section 29A of the OSH (Amendment) Act 2022, employers with five or more employees are required to appoint an OSH Coordinator. Since 2024, the Company has appointed 36 OSH Coordinators across headquarters, estates and mills.

Throughout FY2025, monthly OSH coordinator meetings were held as a key platform for coordination, monitoring and information sharing on workplace safety and health matters. These meetings ensured compliance with legal requirements, internal policies and OSH best practices.



An OSH Inspection audit visit at Sungai Merchong Estate by the OSH unit from headquarters.

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Key discussions included:

- 1 Analysis of incidents and accidents
- 2 Status of corrective and preventive actions
- 3 Planning OSH awareness programmes
- 4 Addressing operational-level issues for prompt action

Objectives of the Monthly OSH Coordinator Meetings

- Monitoring OSH performance at each estate and mill.
- Identifying and assessing workplace safety and health risks, and recommending control measures.
- Coordinating corrective and preventive actions related to incidents.
- Ensuring compliance with OSH laws, Company policies and safety standards.
- Sharing information and best practices among OSH Coordinators.
- Planning and evaluating the effectiveness of OSH training and awareness programmes.

These meetings have strengthened communication between management and OSH Coordinators, contributing to a safer, healthier and more productive working environment.

Managing Noise Levels

Noise Exposure Limits

Noise levels at estates and mills are monitored to ensure compliance with the OSH (Noise Exposure) Regulations 2019. Controls include:

- 1 Daily Noise Exposure Level (“NEL”) \leq 85 decibels (“dB”)(A)
- 2 Peak Sound Pressure Level (“SPL”) \leq 140 dB(C)
- 3 Maximum SPL \leq 115 dB(A) at any time

Employees working in areas where NEL exceeds limits are provided with appropriate hearing protection, such as earplugs, following DOSH Noise Risk Assessment (“NRA”) recommendations.

Annual Audiometric Tests

Audiometric tests are conducted to:

- 1 Evaluate hearing sensitivity across frequencies and sound levels.
- 2 Detect early signs of hearing loss for timely intervention.
- 3 Monitor hearing changes over time, particularly in high-noise areas.
- 4 Establish baseline hearing records for long-term monitoring.

These practices fully comply with the OSH (Noise Exposure) Regulations 2019.

Monitoring Lost-Time Injury Rate

To further reduce risks and maintain a safe working environment, our HIRARC framework is reviewed annually and updated as necessary, particularly after incidents. This is reinforced by worker training initiatives and targeted safety briefings to strengthen awareness and encourage a proactive safety culture.

FY2025 Improved Safety Performance & Outcomes

- 1 Safety outcomes improved in terms of fatalities (zero) and total lost-time injuries cases (“LTIs”) reduced by 4% compared to the previous year.
- 2 Employee lost-time injury rate (“LTIR”) recorded a slight increase due to reduced hours worked, highlighting the importance of continued monitoring and proactive safety measures.
- 3 Total lost workdays decreased by 25% compared to the previous year.
- 4 Contractor safety improved substantially, with both LTIs and LTIR decreasing.

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LTIR Data

Work Injuries & LTIR										
	2023			2024			2025			Total
	Employees	Contractors	Total	Employees	Contractors	Total	Employees	Contractors	Total	
Total hours worked	11,814,153	753,855	12,568,008	16,860,674	1,582,809	18,443,483	13,782,031	419,651	14,201,682	
Number of fatalities	0	0	0	1	0	1	0	0	0	0
Number of LTI cases	377	2	379	297	5	302	290	1	291	291
LTIR	6.38	0.53	6.03	3.52	0.63	3.27	4.21	0.48	4.10	4.10

Providing Safety & Health Training

Targeted safety and health training is provided to ensure our employees stay up-to-date with operational processes while reinforcing a strong safety culture. Each employee and worker follows a training schedule tailored to their specific role, with attendance and participation continuously tracked.

To maintain effectiveness, our Operations Unit regularly reviews training plans, identifying opportunities for improvement to meet both the developmental needs of employees and the operational requirements of the business.

Our key annual training programmes are highlighted below.

Name of Training	Content of Training	Frequency of Training	Participants of Training
Emergency Response Action Plan Procedures	SOPs of Emergency Response Plan ("ERP")	Once/year	All management, employees & workers
Basic Operational First Aider Training	Basic first aider training	Once/year	OSH Committee
Fire Extinguisher Safety & Fire Drill (Inspection & Training)	Potential sources of fire and fire management procedures	Once/year	All management, employees & workers
PPE Handling and Replacement Procedures	SOPs of PPE use	Five times/year	All management, employees & workers
SOP Training and Best Practices for Estates and Mill Operations	Briefing on our SOPs based on task/department	Four times/year	All management, employees & workers
Noise Exposure Training	Training, instruction and information regarding noise exposure	Once/year	Any employee subjected to excessive noise in the Noise Risk Assessment (NRA)

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Details of selected OSH-related training, courses, talks and programmes conducted during the year are provided below.

Basic Occupational First Aider Training

This programme equips employees with essential skills to provide prompt and effective first aid in the workplace, strengthening emergency preparedness and overall safety.

Objectives:

- Develop a solid understanding of fundamental first aid principles and workplace safety practices.
- Enable identification of common injuries and medical emergencies in occupational settings.
- Equip trainees to provide immediate assistance, stabilising affected individuals until professional help arrives.
- Ensure organisational compliance with OSH requirements for first aid readiness.



The training has been held annually at our headquarters since 2022. In 2025, the fourth edition (Series 4) was conducted from 11–12 November, attended by 30 staff from various departments.

Foreign Workers Safety Induction Training

Held in collaboration with the National Institute of Occupational Safety and Health (“NIOSH”) and the Social Security Organisation (“SOCSO”), this programme raises safety awareness among foreign workers and ensures understanding of workplace regulations in Malaysia.

Objectives:

- Provide general information about Malaysia.
- Explain SOCSO-administered benefits and compensation schemes.
- Introduce key legislation on occupational safety, health and environmental protection.



In 2025, training was conducted at two locations: Gedong Complex (20 August) and Ladang Ulu Chukai (21 August), with 30 participants at each location from the respective estates.

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Safe Motorcycle Riding for Workers Programme

In partnership with NIOSH and SOCSO, this programme promotes safe commuting and responsible riding practices for employees who use motorcycles.

Objectives:

- Explain legal requirements related to commuting and workplace transport.
- Identify riding-related hazards and introduce control measures.
- Improve skills and techniques for safe and defensive motorcycle riding.



The training was conducted at Kota Bahagia Complex from 27–28 August, attended by 30 estate workers.

Farm Machinery Tractor Driving Course

Organised with the Malaysian Palm Oil Training Centre (“PLASMA”) and Malaysian Palm Oil Board (“MPOB”) since 2024, this course enhances competency and safety awareness for our tractor operators in Peninsular Malaysia with Class H licenses.

Objectives:

- Understand prudent driving concepts and vehicle operation guidelines.
- Introduce farm machinery and basic driving techniques.
- Learn safety regulations and precautionary measures before, during and after operation.
- Operate machinery safely and efficiently under various field conditions.
- Complete practical driving training for Class H licence testing.



The course was held at PLASMA MPOB Keratong, Pahang, from 22–26 September, with 20 local tractor drivers participating.

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Programme Talk on OSHA 1994 & Amendment (2022) Acts

Organised by DOSH Kuala Lumpur, this session provided staff with comprehensive insights into Malaysia's workplace safety and health legislation.

Objectives:

- Deepen understanding of OSHA 1994 and its 2022 amendments.
- Raise awareness of employer and employee responsibilities.
- Highlight changes, including expanded scope, increased penalties and strengthened safety committee roles.
- Encourage compliance through systematic safety practices.



Held on 16 July 2025, the talk involved staff from multiple departments at our headquarters.

Fire Safety Training Programme

Conducted on 30 September 2025 in collaboration with Titiwangsa Fire and Rescue Station ("BOMBA"), this programme enhanced emergency response preparedness for Emergency Response Team ("ERT") Members and our Headquarters' OSH Committee.

Objectives:

- Strengthen the readiness of ERT members and the OSH Committee.
- Improve understanding of fire safety procedures and proper use of firefighting equipment.
- Evaluate competency and coordination via practical fire simulations.
- Promote a proactive safety culture and preventive action.
- Foster collaboration with fire authorities to enhance fire prevention measures.



Participants received both theoretical and practical training, including fire simulation exercises.

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OSH Integrity Pledge Programme

Implemented across all estates and mills, this initiative reinforces a safety culture and supports zero-accident goals.

Objectives:

- Strengthen a safe work culture through regular monthly commitments.
- Raise awareness of workplace risks and the importance of following OSH procedures.
- Ensure employees recognise their role in accident prevention.
- Support zero harm/zero accident initiatives through proactive approaches.
- Foster a safe, healthy and productive work environment.
- Embed safety values into operational processes and work practices.



Ergonomics Trained Persons for Advance Ergonomics Risk Assessment (“ERA 2”)

This training enhances technical capabilities in managing ergonomics risks and reducing musculoskeletal disorders (“MSDs”).

Objectives:

- Explain common ergonomics risk factors and related injuries.
- Emphasise the importance of advanced Ergonomics Risk Assessment (“ERA”).
- Familiarise participants with conducting ERA 2 assessments.
- Strengthen technical analysis skills using ergonomics tools and software.
- Reduce MSD risks through effective control measures.



The training was held at NIOSH, Bangi, from 5–8 May 2025. Two participants were certified as Ergonomics Trained Persons, representing our headquarters and the Sabah region.

Number of workers & contractors trained on health and safety standards

2023	6,282
2024	6,269
2025	6,391