

SUSTAINABILITY STATEMENT (CONT'D)

SOCIAL

AS MALAYSIA'S CONSTRUCTION INDUSTRY CONTINUES TO BE A PRIMARY DRIVER IN BOOSTING THE COUNTRY'S ECONOMIC AND SOCIAL DEVELOPMENT AGENDA, THE GROUP WILL CONTINUE TO LEVERAGE ON THIS AS ONE OF MALAYSIA'S LEADING INFRASTRUCTURE DEVELOPERS IN PLAYING A LEADING ROLE IN NATION BUILDING.



SUSTAINABILITY STATEMENT (CONT'D)



EMPLOYEE MANAGEMENT

Related UNSDGs:



Why is this important?

In WCE, we hold the belief that our employees, referred to as our People, as the most valuable asset to drive our company's success. The purpose of our employment management is to equip our workforce the necessary skills, capabilities, and resources to effectively contribute to our corporate goals. Our dedication lies in the recruitment and retention of top-performing individuals, fostering an environment that is empowering. The management of our People has been guided internally by the WCE Employee Handbook, Terms and Conditions of Service as well as WCE's Code of Ethics & Conduct.

Our approach

Fostering an Engaged Workforce

We strongly believe in the importance of fostering an engaged workforce that creates a positive impact on our overall performance. In FY2025, fostering an engaged workforce was a priority for WCE Group, demonstrated by several key initiatives. The Group conducted annual town hall session that served as a critical platform for transparent communication, where the senior management team shared organisational achievements, future plans, and strategic goals with employees. This direct line of communication helps in building trust, aligning everyone with the company's vision, and reinforcing a sense of shared purpose. This session also provides employees with the opportunity to voice their concerns, ask questions, and provide feedback in an open forum, promoting a culture of inclusivity and mutual respect.

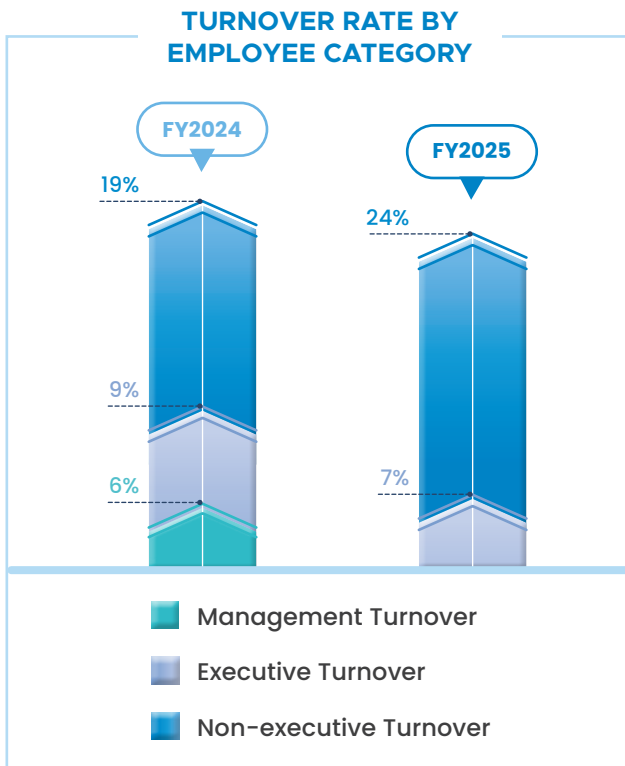
Additionally, the Group continue to conducted Employee Engagement Survey which was facilitated by a HR consulting agency. This survey aimed to delve deeper into employee morale, satisfaction, and engagement levels, providing valuable insights for enhancing our workplace environment.



SUSTAINABILITY STATEMENT (CONT'D)

EMPLOYEE MANAGEMENT (CONT'D)

Our performance



At WCE, we are committed to building a supportive, engaging, and rewarding work environment that promotes employee satisfaction and retention across all levels of the organisation.

In FY2025, our overall employee turnover reflected mixed trends across categories:

- **Management Turnover:** 0% (FY2024: 6%), a clear indicator of strong retention and stability at the leadership level.
- **Executive Turnover:** 7%, a slight improvement from 9% in FY2024, showing positive momentum in retaining skilled professionals.
- **Non-executive Turnover:** 24%, up from 19% in the previous year. This increase reflects broader industry norms, as the non-executive segment, particularly in highway operations, tends to have higher mobility due to the nature of roles and competitive market dynamics.

To further strengthen our employee engagement efforts, the WCE Employee Engagement Survey 2025 was conducted during the reporting year. The survey recorded a 68% engagement score, marking a 7-point improvement from the previous cycle in 2024 and surpassing the national average of 67%. This reflects the Group's continuous commitment to building a more connected and motivated workforce. Compared to 47% in 2022, our engagement score has shown a substantial 21-point increase over three years, reinforcing the positive impact of our people-focused strategies and organisational culture enhancements.

Employee Benefits

At WCE, we continue to invest in employee well-being and engagement initiatives, including enhanced benefit offerings and our annually reviewed Performance Appraisal Exercise, which ensures fair and transparent evaluation aligned with evolving workforce expectations.

We offer competitive compensation packages with significant benefits, as our employees receive Annual Physical Examination, Hospitalisation & Surgical Insurance as well as life insurance and disability coverage through our Group Personal Accident Benefits and Group Term Assurance with Critical Illness Benefits. Our employees also receive medical benefits, maternity and paternity leaves. Our compensation and benefits packages are regularly reviewed and updated in line with market practices and offerings.

SUSTAINABILITY STATEMENT (CONT'D)



EMPLOYEE TRAINING AND EDUCATION

Related UNSDGs:



Why is this important?

Our commitment to employee development goes beyond routine training—we aim to cultivate a workforce that is innovative and capable. We are dedicated to fostering a work environment that encourages continuous learning, values individual potential, and supports collective progress. This ongoing investment in our people reflects our belief that a strong, well-prepared workforce is essential to driving sustainable progress and shaping the future of the highway industry.

Our approach

We encourage our staff to work efficiently and deliver excellent performance. To achieve this, we actively engage in developing and coordinating training programs that support both the professional and personal growth of our employees. By investing in comprehensive training and education, we inspire our workforce to strive for excellence and reach their full potential. This commitment not only enhances individual capabilities but also drives the collective success of our organisation.

Training	FY2023	FY2024	FY2025
Total employees headcount	218	291	349
Total training hours	2057.5	1586.3	1323.0
Average training hours per year per employee	9.44	5.45	3.79

SUSTAINABILITY STATEMENT (CONT'D)

EMPLOYEE TRAINING AND EDUCATION (CONT'D)

Our approach (CONT'D)

The following are a list of some key internal and external training courses attended by WCE management and employees during the year.

WCE Management Workshop & Retreat 2024: Be the Culture Champion

- Strengthening relationships across all levels of WCE
- Enhancing the Group collaboration to better serve stakeholders
- Exploring innovative approaches to meet the evolving needs of our communities

Transition Investing towards Net Zero Forum

- Highlighting participants about global standards for green transition planning and finance, and sharing examples of investment strategies from investors committed to net-zero targets.

Hasil – MEF Tax Seminar 2024

- Discussing salient features of Budget Proposal 2025 and its impact to Employers and Employees
- Enhanced understanding and knowledge of employers on e-invoicing

Impact Comm 2025: Shaping Corporate Communication for Impact

- Demonstrating the importance of having a crisis management plan to handle unexpected incidents, and emphasizing the need to avoid greenwashing when communicating environmental messages.



WCE Workshop and Retreat at Hulu Selangor

In FY2025, the Group successfully held two days of workshops to develop our core values, mission, and vision. It is our belief that such workshops help strengthen focus on our business strategy as well as enhance teamwork and productivity among employees.

SUSTAINABILITY STATEMENT (CONT'D)



EMPLOYMENT DIVERSITY AND EQUAL OPPORTUNITY

Related UNSDGs:



Why is this important?

Diversity in workplace creates a broader talent pool which enables our company to harness a diverse range of expertise, ultimately leading to the delivery of higher-quality results. We are committed to provide equal rights and opportunities regardless of race, age and gender as a reflection of our dedication to inclusivity and tapping into varied perspectives.

Our approach

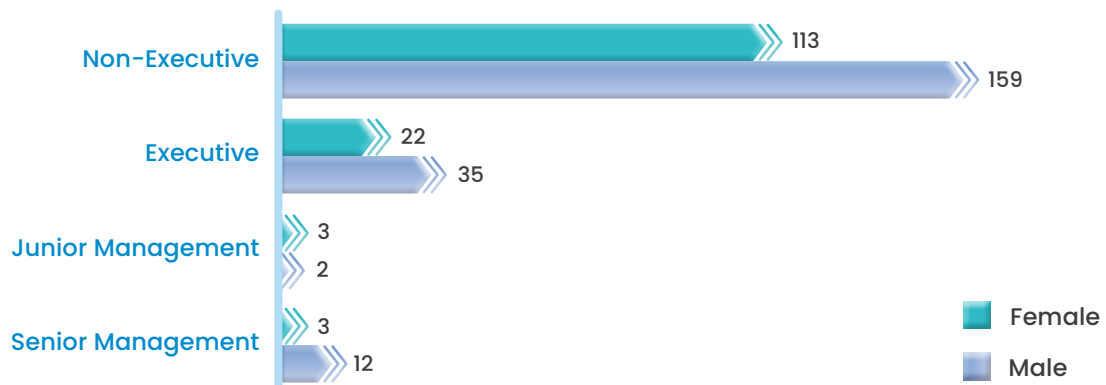
We foster an inclusive and respectful workplace by welcoming diversity background and skills and ensuring equal opportunities that free from bias and discrimination. This means providing fair and unbiased treatment in all aspects of employment from recruitment and promotions to training and compensation.

Our performance

Breakdowns of our employees' racial composition, gender and age profile are presented as below:

GENDER	NUMBER
Female	141
Male	208

EMPLOYEES BY GRADE AND GENDER

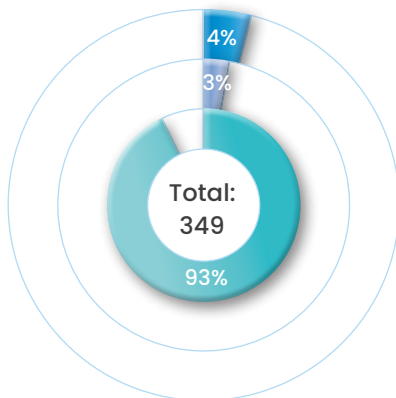


SUSTAINABILITY STATEMENT (CONT'D)

EMPLOYMENT DIVERSITY AND EQUAL OPPORTUNITY (CONT'D)

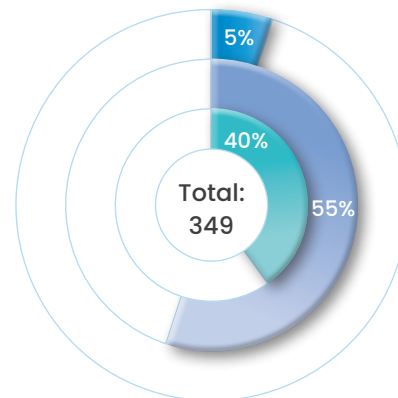
Our performance (CONT'D)

EMPLOYEES BY ETHNICITY



Malay Chinese Indian

EMPLOYEES BY AGE

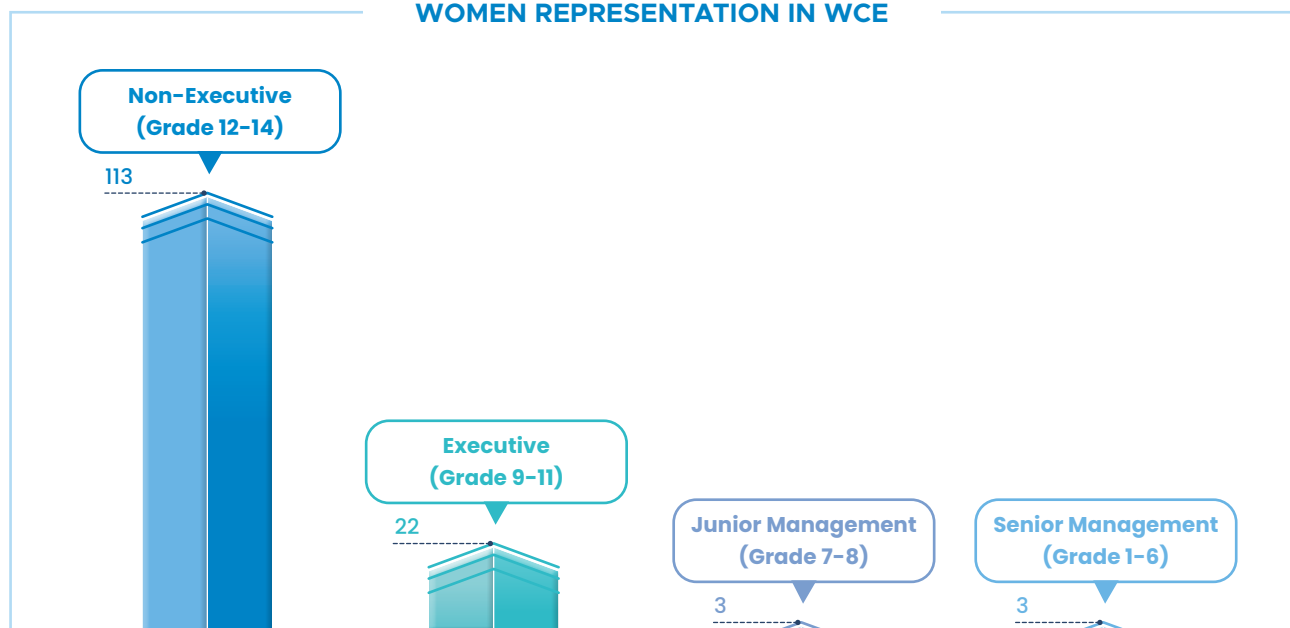


≤ 29 Years 30-50 Years ≤ 51 Years

Women Representation in Workplace

In WCE, we fully encourage the empowerment of women in our workplace to promote diversity, inclusivity, and equity. This factor will further accelerate our company towards the betterment of creative ideas and good decision making. Women in our organisation account for 40% of total employees (141). At every level of our workforce, we have women representation accounting for 20% in the executive level and 80% in the non-executive level.

WOMEN REPRESENTATION IN WCE



SUSTAINABILITY STATEMENT (CONT'D)



HUMAN RIGHTS

Related UNSDGs:



Why is this important?

WCE firmly upholds its responsibility to respect human rights in every aspect of our business activities. We are confident that maintaining ethical standards and treating all individuals with fairness contributes to a more engaged workforce and a supportive, high-performing work environment.

Our approach

We uphold the human rights laws as outlined in the Employment Act 1995. We are committed to protect and respect human rights in the workplace. This includes the right to mandatory benefits and welfare, humane working conditions and the right to freedom of association, to bargain collectively and to express grievances.

Our CoC and Whistle Blowing Policy serve as guiding documents. We expect all employees to internalize these principles and consistently demonstrate a commitment to professionalism and ethical conduct in their work.

In WCE, we encourage employees and associates (the reporting individual) to promptly report any suspected or known instances of misconduct, wrongdoing, corruption, fraud, or abuse involving the company's resources. Our Whistleblowing Policy provides a structured grievance mechanism through which such concerns can be raised and addressed appropriately.

Our performance

In FY2025, the Group did not have any cases of complaints concerning human rights violations.

Number of substantiated complaints concerning human rights violations		
FY2023	FY2024	FY2025
0	0	0

Fostering a Positive Working Environment

We believe that striking a good balance between work and active social programmes is important in fostering teamwork and boosting morale. During the year, the Group organised WCE Sports Day that was held in our regional office in Perak as well as staff celebrations in conjunction with Hari Raya and Chinese New Year Celebration.

SUSTAINABILITY STATEMENT (CONT'D)

HUMAN RIGHTS (CONT'D)

Our performance (CONT'D)

Fostering a Positive Working Environment (CONT'D)

WCE Sports Day



Deepavali Celebrations



Chinese New Year Celebrations



Hari Raya Celebrations

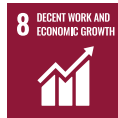


SUSTAINABILITY STATEMENT (CONT'D)



OCCUPATIONAL HEALTH AND SAFETY

Related UNSDGs:



Why is this important?

Instilling a culture of safety in our workplace is of the highest priority for WCE. We take pride in our achievement towards maintaining high standards of occupational health and safety measures to ensure compliance with regulatory requirements. We believe that a safe and conducive workplace for our employees is the foundation for a motivated and productive workforce.

WCE remains focused on implementing control measures governed by the Occupational Health and Safety (OHS) Management System. Our health and safety officer is responsible for managing and closely monitoring all health and safety matters.

Our approach

Health, Safety and Environment Policy

The WCE Project is governed by the highest standards for health, safety and environment ("HSE"). This is done by ensuring our activities are not detrimental to the environmental, safety and health of our employees, sub-contractors, customers or any member of the community. We comply with all the applicable regulations and standards. The following principles are adhered to:

1 Prevent Occupational Accident;

2 Prevent Occupational Illness; and

3 Prevent Environmental Pollution.

SUSTAINABILITY STATEMENT (CONT'D)

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)

Our approach (CONT'D)

The project management team, contractors and all those involved in the project will be guided by the motto, "**Health, Safety and Environment is Everyone's responsibility**" by ensuring the following:

Compliance

- Comply with all applicable laws and regulations

Risk Management

- Conduct Hazard Identification, Risk Assessment and Control ("HIRAC") to ensure risk mitigation and measures for high risk work are in place
- Minimise health and safety risk through adoption of best practices

Prevention

- Dissemination of relevant information to everyone involved
- Provide appropriate training to our employees and other related parties
- Provide personal protective equipment to employees and visitors at project sites

Monitor, Report and Review

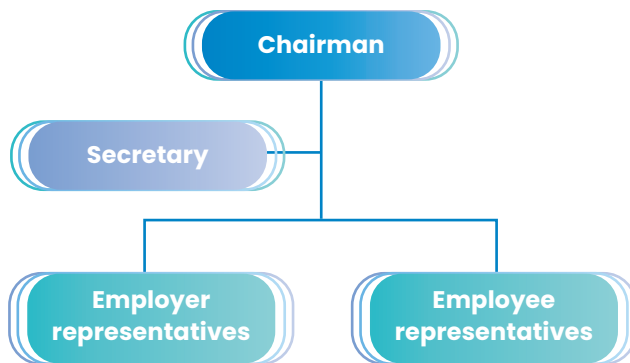
- Review performance and objectives periodically
- Committed to monitor health and safety performance to ensure standards are being met and continuously improved, which indicates that management control is effective

SUSTAINABILITY STATEMENT (CONT'D)

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)

Our approach (CONT'D)

Occupational Health and Safety Committee



We have established the Occupational Health and Safety (OHS) Committee to oversee the health and safety matters, review adequacy of Health and Safety policy and practices, and address regulatory compliance issues through meetings on a quarterly basis.

The OHS Committee is headed by a Chairman and its member comprising employees and employer representatives.

Our performance

In FY2025, the group recorded 0.2 Lost time incident rate ("LTIR") and maintained zero fatalities for our employees, with a total of 948,922 man-hours worked. Moving forward, we are dedicated to maintaining this exemplary record. We will continue to enhance our safety management by executing relevant safety controls, monitoring the number of work-related injuries, and ensuring zero fatalities in the workplace. This unwavering commitment to safety underscores our dedication to the well-being of our workforce.

Training	FY2023	FY2024	FY2025
Total manhours	392,892	680,992	948,922
Number of fatalities	0	0	0
Number of injuries	0	0	1
Lost time incident rate ("LTIR")	0	0	0.2

SUSTAINABILITY STATEMENT (CONT'D)

OCCUPATIONAL HEALTH AND SAFETY (CONT'D)

Occupational Health and Safety Training and Awareness

Our approach

Beyond having in place standards and systems, we continue our efforts in health and safety awareness among our employees to prevent workplace accidents. Series of on-job training and daily safety briefings were conducted at project sites on emergency response, HSE management, toolbox briefings, handling of plant and machinery and environmental management system.

Our performance

In FY2025, the Quality Management Department conducted a series of Occupational Health and Safety (OHS) training sessions aimed at strengthening awareness, enhancing understanding, and cultivating a strong safety-first culture across daily operations.

	FY2024	FY2025
Total training sessions	7	7
Total training hours	16	39
Total participants	186	36

Note: Health and safety training-related data was first disclosed in FY2024, hence, only two years of data are available



Fire Drills at SRO



Basic Occupational First Aid, CPR and AED Training (BOFA)

SUSTAINABILITY STATEMENT (CONT'D)



SERVICES AND FACILITIES FOR ROAD USERS WELL-BEING

Related UNSDGs:



Why is this important?

WCE's highway facilities are among the Group's most valuable assets, playing a critical role in delivering a safe, convenient, and enjoyable travel experience. Maintaining high-quality infrastructure not only enhances road user satisfaction but also reflects our broader commitment to operational excellence, public service, and safety. By investing in the continual improvement of our amenities, we strengthen user trust and support our long-term vision of a modern, user-centric expressway network.

Our approach

At WCE, we prioritise the well-being, safety, and comfort of our road users through targeted initiatives and infrastructure enhancements. Our approach includes:



Enforcement of traffic safety regulations



Public education and awareness campaigns;

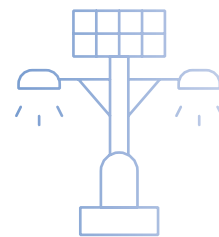


Ongoing upgrades to highway infrastructure.

To further support user comfort, the Group successfully launched and commenced operations at the Sungai Nyior RSA on Section 11 (both Southbound and Northbound). This facility was developed to offer essential amenities while integrating sustainability features in line with WCE's ESG commitments.

Key green initiatives at RSA Sungai Nyior include:

66



Installation of **38 solar-powered lights**, including in the parking areas, to reduce reliance on grid electricity;

99

66



Provision of **rainwater harvesting systems** with an estimated **capacity of 12,113 litres**, supporting non-potable water needs for prayer rooms, restrooms, and food & beverage outlets.

99

SUSTAINABILITY STATEMENT (CONT'D)

SERVICES AND FACILITIES FOR ROAD USERS WELL-BEING (CONT'D)

Our approach (CONT'D)

These efforts underscore our dedication to enhancing the travel experience while embedding sustainability principles into the design and operation of our facilities.



Sungai Nyior RSA (southbound)



Solar lighting at RSA

In FY2025, WCE continued to place road user safety as a top priority by actively participating in various road safety campaigns in collaboration with relevant government agencies. These initiatives aimed to raise public awareness on safe driving practices, ensure smoother traffic flow, and reduce the risk of road accidents, especially during peak travel seasons.

One notable campaign was held at the Taiping Toll Plaza in conjunction with the Chinese New Year festive period, targeting high-traffic areas to maximise outreach and impact. Through these collaborative efforts, WCE demonstrated its commitment to promoting safer roads and protecting the well-being of highway users and surrounding communities.

Our ongoing involvement in such initiatives underscores WCE's role not only as an infrastructure provider but as a responsible community partner dedicated to enhancing safety awareness and behavioural change on the road.



Safety campaign at Taiping toll plaza officiated by Deputy Commissioner of Perak Police



WCE collaborates with district police to distribute safety kits to motorcyclists in promoting road safety

SUSTAINABILITY STATEMENT (CONT'D)

SERVICES AND FACILITIES FOR ROAD USERS WELL-BEING (CONT'D)

Our approach (CONT'D)

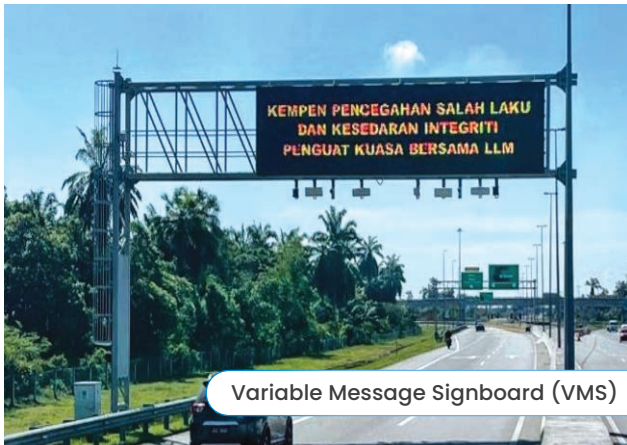
As traffic volumes are expected to rise before the full completion of the highway, WCE remains steadfast in its commitment to delivering excellent highway services and facilities.



SUSTAINABILITY STATEMENT (CONT'D)

SERVICES AND FACILITIES FOR ROAD USERS WELL-BEING (CONT'D)

Our approach (CONT'D)



SUSTAINABILITY STATEMENT (CONT'D)



LOCAL COMMUNITY ENGAGEMENT

Related UNSDGs:



Why is this important?

We believe that building positive relationship between business and communities fosters social inclusion that leads to meaningful and long-term positive outcomes. At WCE, we strive to be responsible corporate individuals by giving back to surrounding communities through our community engagement and impact programmes with a focus on sports and social welfare.

Our approach

Our community engagement efforts go beyond meeting regulatory and environmental expectations. At WCE, we see it as our duty to contribute proactively to the social well-being and resilience of the communities we operate in. Through our Corporate Social Responsibility (CSR) initiatives, we support local causes that create lasting value.

In FY2025, the Group contributed a total of RM370,506 in donations and sponsorships, benefiting 20 local organisations and initiatives. These contributions were channelled to support community development, public well-being, and outreach programmes that align with our values of inclusivity and mutual growth.

We remain committed to continuing these efforts, fostering strong ties with the communities that surround and support our operations. The engagements undertaken during FY2025 are as follows:



APRIL 2024

F&N x WCE Product Sampling Distribution at Plaza Tol Teluk Intan & Taiping Selatan

SUSTAINABILITY STATEMENT (CONT'D)

LOCAL COMMUNITY ENGAGEMENT (CONT'D)

Our approach (CONT'D)

JUNE 2024

Visit by University Canberra students to Selangor Regional Office



JULY 2024

Lotus Eletre's test ride event at Selangor alignment

JULY 2024

Visit by University of Petronas students to Perak Regional Office



SUSTAINABILITY STATEMENT (CONT'D)

LOCAL COMMUNITY ENGAGEMENT (CONT'D)

Our approach (CONT'D)



JULY-AUGUST 2024

WCE 39th National Squash Championship

OCTOBER 2024

SK Sungai Wangi Sports Day



OCTOBER 2024

SMK Jelapang Jaya's PPKI Visit to Perak Regional Office



SUSTAINABILITY STATEMENT (CONT'D)

LOCAL COMMUNITY ENGAGEMENT (CONT'D)

Our approach (CONT'D)

NOVEMBER 2024

WCE Cobra 10s Rugby Tournament



MARCH 2025

Bubur Lambuk Event

MARCH 2025

Majlis Berbuka Puasa Titipan Kasih Adun Tanjung Karang



SUSTAINABILITY STATEMENT (CONT'D)

LOCAL COMMUNITY ENGAGEMENT (CONT'D)

Our approach (CONT'D)



JULY-AUGUST 2024

Majlis Berbuka Puasa & Tamat Latihan Program with All-Party Parliamentary Group of Malaysia on Sustainable Development Goals (APPPGM SDG) Peringkat Parlimen Tanjong Karang

MARCH 2025

Majlis Berbuka Puasa for B40 Women – Persatuan Wanita Berdaya Lembah Subang



MARCH 2025

Food pack distribution by Foodbank Malaysia and Yayasan Mesra Selangor



SUSTAINABILITY STATEMENT (CONT'D)

LOCAL COMMUNITY ENGAGEMENT (CONT'D)

Our approach (CONT'D)

Key highlights of CSR activities in FY2025:



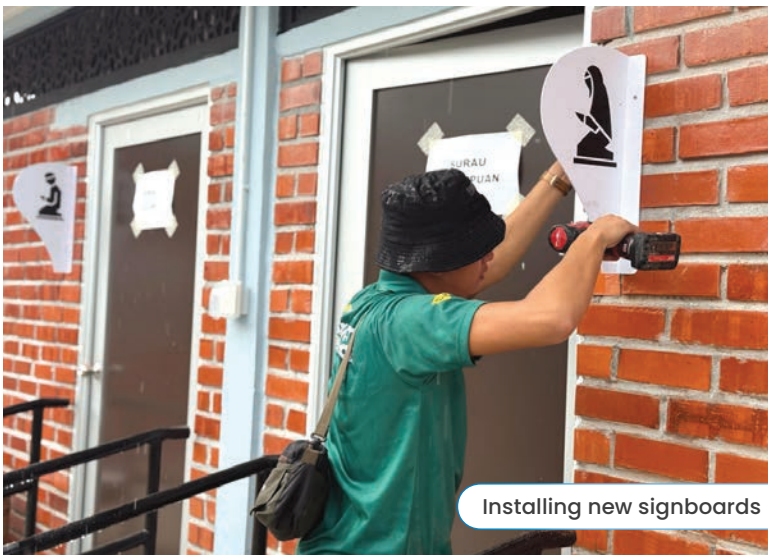
COMMUNITY SERVICE AT SEGARI TURTLE CONSERVATION AND INFORMATION CENTER (TCIC)



Cleaning moss from floor surface

Demonstrating our support for wildlife conservation, the Group participated in an initiative at Segari Turtle Sanctuary in Lumut. Segari TCIC functions as a conservation centre dedicated for protection and rehabilitation of sea turtles.

A total of 37 WCE employees were involved in various activities throughout the programme. One group focused on cleaning the turtle pond and removing moss from turtles to promote a healthier habitat. Meanwhile, another group undertook tasks such as clearing trash and debris from the surrounding area, painting dustbins and installing new signboards at the facility to enhance the visitor experience.



Installing new signboards

SUSTAINABILITY STATEMENT (CONT'D)

LOCAL COMMUNITY ENGAGEMENT (CONT'D)

Our approach (CONT'D)

Key highlights of CSR activities in FY2025: (CONT'D)



TREE PLANTING AT KAMPUNG KUANTAN MANGROVE FOREST

A total of 14 employees participated in the mangrove restoration effort which offers a wide range of benefits. Beyond enhancing the firefly habitat, this initiative significantly contributes to water filtration and boosts carbon sequestration. Under this program, the Group aligned with the national initiative of "Program Penghijauan Malaysia." The Group successfully planted 50 Berembang (*Sonneratia caseolaris*) and 19 Nipah (*Nypa fruticans*) plants.



Mangrove & Nipah tree planting at Sungai Selangor

SUSTAINABILITY STATEMENT (CONT'D)

LOCAL COMMUNITY ENGAGEMENT (CONT'D)

Our approach (CONT'D)

Key highlights of CSR activities in FY2025: (CONT'D)



TREE PLANTING AT GREENHOUSE FOR PROGRAM PENDIDIKAN KHAS INTEGRASI (PPKI) SK BATU 9, TANJONG KARANG

In collaboration with the Parent-Teacher Association (PIBG) of the school, 24 WCE employees participated in a tree planting initiative at PPKI SK Batu 9 located less than 5 km from our upcoming opening Section 7 (Assam Jawa-Tanjong Karang) project. The school serves students with disabilities, including ADHD, Down Syndrome, and intellectual disabilities. The primary objective of the project was to enhance the greenhouse, which serves as an educational space for the students, and to contribute to the Kem Bumi Hijau program. Additionally, this initiative provided our staff with an opportunity to reinforce our commitment to social and environmental responsibility.

A total of 50 chili plants, 10 brinjal plants, 8 cherry tomatoes plants, and 15 lady's fingers plants were planted during the program.



The enhancement activity at the greenhouse that serves as an educational space



WCE staff working together during a gardening activity

SUSTAINABILITY STATEMENT (CONT'D)

LOCAL COMMUNITY ENGAGEMENT (CONT'D)

Our approach (CONT'D)

Key highlights of CSR activities in FY2025: (CONT'D)



VISIT TO PERTUBUHAN KEBAJIKAN ANAK-ANAK YATIM & MISKIN SUNGAI PINANG, KLANG



Cleaning activities by WCE staff

WCE organised a community outreach programme at Rumah Anak-Anak Yatim Sungai Pinang, home to 55 children. A total of 25 WCE employees volunteered for the programme, assisting with cleaning boys' and girls' dormitories, the outdoor garden, and the surrounding areas.

Beyond physical support, the Group engaged with the children through meaningful conversations about their education, aspirations, and personal interests to foster connection, encouragement, and trust. To further support their well-being, we donated essential items such as toiletries, bedsheets, pillowcases, books, and sports items to enrich their daily lives and learning environment.



Items donated to Rumah Anak Yatim Sungai Pinang

SUSTAINABILITY STATEMENT (CONT'D)

LOCAL COMMUNITY ENGAGEMENT (CONT'D)

Our approach (CONT'D)

Key highlights of CSR activities in FY2025: (CONT'D)

WCE CENTURY RIDE

WCE proudly hosted the inaugural RHB WCE Century Ride, marking the first-ever “century ride” event held on a closed highway in Malaysia. This ground-breaking event, held in conjunction with the Visit Perak Year 2024, saw participation from over 3,000 cyclists. The ride featuring various distance categories and a vibrant carnival atmosphere has set a new standard for cycling events in Malaysia and highlighted WCE’s commitment to promoting health and tourism.



WCE RHB Century Ride



WCE RHB Century Ride attracts over 3000 participants