





# MOVING FORWARD, PROGRESSING TOGETHER

OSK Group, as a conglomerate with an illustrious business track record spanning more than five decades, takes pride in realising our vision to be a long-term business builder that delivers strong and sustainable value to all our stakeholders.

As one of the leading property developers in Malaysia, we are renowned for delivering innovative design and quality products that promote communal living at its best. We continue to chart new frontiers by taking on new launches locally and abroad with developments that are not only market-driven, but also built with value and sustainability in mind to create lasting legacies for current and future generations.

Our financial services, manufacturing and hospitality businesses continue to deliver excellence, while capturing new markets and opportunities. At OSK, we believe in **Moving Forward** and **Progressing Together** to achieve shared successes and building the common good, as we grow with our stakeholders.

## ABOUT THIS REPORT

OSK Group Sustainability Report 2020 is the fifth consecutive edition of OSK Holdings Berhad ("OSK" or "the Company") and its subsidiaries ("OSK Group" or "the Group"). It documents our progress in driving a culture of sustainability and, embedding sustainable practices across the Group.

This report presents the Group's sustainability strategies, initiatives and performance in Governance, Economic, Environmental and Social aspects to create sustainable value for our stakeholders.

In keeping with Bursa Malaysia Securities Berhad's Main Market Listing Requirements, as well as other additional reference and guidelines listed below, we continue to ensure transparent disclosure of our sustainable development journey to our wide array of stakeholders.

### Principal Guidelines

- Bursa Malaysia Securities Berhad Main Market Listing Requirement
- Bursa Malaysia's Sustainability Reporting Guide

### Additional Guidelines

- Global Reporting Initiative ("GRI") Standards

### Reporting Period and Cycle

- 1 January – 31 December 2020 ("FY2020") (unless otherwise stated).
- The OSK Sustainability Report is prepared and published on an annual basis as a supplementary publication to the OSK Annual Report.

### Scope

- Our reporting scope encompasses the operations of OSK Holdings Berhad, a public listed company on the Main Market of Bursa Malaysia Securities Berhad, and its subsidiaries in Malaysia.
- The content of the report excludes our business and corporate activities conducted outside Malaysia and activities undertaken by the Group's joint venture and collaborative partners, occupants, tenants, sites, as well as third party vendors and suppliers that are beyond the direct and immediate control of OSK Group, unless otherwise stated.

### Feedback

- This Report, as well as our previous Sustainability Reports, are available in PDF format and can be accessed in our corporate website.

 <https://www.oskgroup.com/corporate-announcements>

- As we endeavour to continuously improve our sustainability efforts and disclosure, we welcome feedback, suggestions and comments from all our stakeholders to further strengthen our sustainability performance and reporting.
- Please address your feedback to OSK Group at: [info@oskgroup.com](mailto:info@oskgroup.com)

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This icon indicates where more information can be found in our Annual Report or Sustainability Report 2020.



This icon indicates where more information can be found online.

The following icons indicate our key sustainability drivers.



Progressing Together



Our Biggest Asset



Minimising Impacts



Responsible Marketplace



Highest Ethical Standards

### Top 100 in Corporate Governance

We were listed on MSWG's List of Top 100 Companies for CG Disclosure for the 6th consecutive year (60th place in 2019). We were also listed on MSWG's List of Top 100 Companies for Overall CG and Performance for the 4th consecutive year (70th place in 2019).

### Higher Employee Engagement Score

We achieved an overall employees' satisfaction score of **78.2%** in 2020 (75% in 2019), based on our annual Employees Engagement Survey with an employee participation rate of **87.2%**.

### COVID-19: Protecting Employees' Well-Being

Adopted comprehensive risk-based approach in safeguarding the safety and health of all employees across the head office and all business units, while adhering to all SOPs and precautionary guidelines by the Ministry of Health and the National Security Council.

### 87.5% Year-on-year Increase in Training Hours Per Employee

Total training hours per employee **increased to 15 hours** in FY2020 from **8 hours** in the previous year.

Highest Ethical Standards

Our Biggest Asset

Progressing Together

Minimising Impacts

Responsible Marketplace

OSK

### New Biodiversity Landmark in Seremban

Launched the 22-acre public park in Iringan Bayu, Negeri Sembilan, as part of efforts to promote biodiversity and environmental conservation

- More than 200,000 wetland plants
- 972 trees of 60 different species
- Attracted more than eight bird species and 11 local fishes

### Growing Together with OSK

Introduced OSK's sustainability blueprint "OSK, Growing Together" as the foundation of our sustainability direction and goals in the coming years.



OSK promotes diversity among its workforce.

\* Picture was taken prior to MCO



The Group's revenue remained strong throughout the COVID-19 pandemic.

## RM1,085.5 million Revenue in FY2020

We continue to be financially resilient amidst the major pandemic crisis that hit the world in 2020.

## RM 4.5 million Spent on Community Investments

Total amount of philanthropic funds disbursed by OSK Foundation for various community development, education and environmental programmes, since its inception in May 2015.



Orang Asli preschoolers attending class taught by SUKA Society teachers.

\* Picture was taken prior to MCO

# SUSTAINABILITY HIGHLIGHTS 2020



## Alzheimer's-friendly Mall

Atria was listed in the World Alzheimer Report 2020 'Design, dignity and dementia; dementia-related design and the built environment' as an Alzheimer's-friendly mall. The report was launched on World Alzheimer's Day, 21 September 2020.

## Top 12 Property Developer in Malaysia

Winner in The Edge Malaysia Top Property Developers Awards (rank 14th in 2019).

## Won Seven Awards in StarProperty Awards 2020

One of the big winners in the StarProperty Awards 2020 including the top honour Best Overall Champion in the StarProperty All-Stars Award sub-category.

## Upholding Quality Excellence

Achieved QLASSIC Quality Scores of 75% for Iringan Bayu Phase 2C and 77% for Phase 2D.



## ABOUT OSK GROUP



Listed on the Main Board of Bursa Malaysia, OSK Holdings Berhad is a conglomerate with diversified business interests in five business sectors with a presence in Malaysia and Australia.

**OSK Group's value creation drivers cover the following five pillars:**



OSK differentiates ourselves in being at the forefront of innovation, and in delivering products and services that are of exceptional quality and value for the community. With almost six decades of illustrious track record behind us, we are forging ahead in carving new niche offerings across all business sectors that we are engaged in, guided by our fundamental philosophy of being a long-term business builder.

Throughout the years, our businesses have established a strong presence throughout Malaysia, especially in the Klang Valley, and in the Peninsular states of Penang, Pahang, Melaka, Perak, Kedah and Johor. Beyond our shores, we have built a strong base in Melbourne, Australia, where our flagship integrated mixed development, Melbourne Square, and our new capital financing business are located.

Guided by our corporate values, we consciously strive towards sustainable growth and adopt a balanced approach towards our priorities, our people, and our planet. We are supported by a team of highly dedicated staff of more than 1,339 OSKers (pronounced 'Oscars') who share the same vision and mission to deliver Shared Growth and Prosperity for our community.

Moving forward, the Group is increasingly focused on unlocking current and future values for our stakeholders through measurable efforts in nurturing inclusive and sustainable communities; caring for the environment; and ensuring fair, safe and transparent practices across the Group. At OSK, building sustainable futures is a journey that is driven by our commitment to bring positive change to all fellow OSKers and the community.

\* The Industries Segment comprises the manufacturing of Industrialised Building System ("IBS") pre-cast wall panels produced under the Acotec brand and power cables under the Olympic Cable brand.

# The Hospitality Segment comprises hotels and resorts operating under the Swiss-Garden International brand and vacation club operating under the SGI Vacation Club brand.

## ABOUT OSK GROUP

### Embracing Sustainable Growth

The spirit and essence of sustainability is integrated into OSK's vision and mission to create long-term sustainable growth in all our businesses. Our sustainability vision and mission support OSK's corporate strategy, as we continually advance and innovate to build resilient and future-ready businesses.

#### Sustainability Vision:

Building Sustainable Businesses of Tomorrow

#### Sustainability Mission:

A responsible organisation that creates significant value for our stakeholders – for today and tomorrow.

### Vision

At OSK, our vision is to be a long-term business builder that delivers superior value to all our internal and external stakeholders.

### Mission



#### Shareholders

We seek to create long-term value for our shareholders through delivering strong and sustainable returns.



#### Business Units

We help our businesses deliver unique and high-quality products and services to our customers through the expertise of our business leaders, our willingness to invest in talent, our efficient infrastructure and our effective operational processes.



#### Business Partners

We create and nurture mutually rewarding long-term partnerships with our suppliers, consultants, business associates and customers.



#### Employees

We aim to be an employer of choice through maintaining a good work culture and adopting a genuine interest in the long-term career development of our employees.



#### Community

We aim to enrich the lives of the communities in which we operate.

### Values

We aim to achieve our vision by embracing these values in our daily work



#### Excellence

We make decisions and formulate strategies based on objective facts. We try our best to have a thorough understanding of our businesses and the markets in which we operate so that we make decisions that are well thought-through. We adopt high standards in all that we do so that our businesses consistently deliver high quality products and services.



#### Forward Thinking

We adopt a long-term view of our businesses and the markets that we operate in, and we are conscious of the long-term effects of the decisions we make.



#### Humility and Respect

In all our internal and external dealings, we seek to create an environment of mutual respect through demonstrating humility, appreciation and cooperation.



#### Integrity

We are dedicated to building strong relationships that are mutually beneficial to all our stakeholders and us. Even in the most challenging situations, we behave in a professional and ethical manner.



#### People Driven

Our people are the ones who power the organisation. As such, we try our best to recruit, groom and retain people who have good character, are committed to the organisation and are highly skilled in their areas of expertise.

## EXECUTIVE CHAIRMAN'S MESSAGE

### Dear Valued Shareholders,

On behalf of the Board of Directors, I am delighted to present OSK Holdings Berhad's Sustainability Report 2020 ("SR2020"), our fifth edition for the Group.

Year 2020 has been one of the most challenging years for OSK, just as it has been for many companies. The escalation of risks as a result of increasingly erratic natural disasters in parts of the world and successive waves of COVID-19 have triggered renewed calls by investors and stakeholders for corporations to raise the bar on sustainability actions.

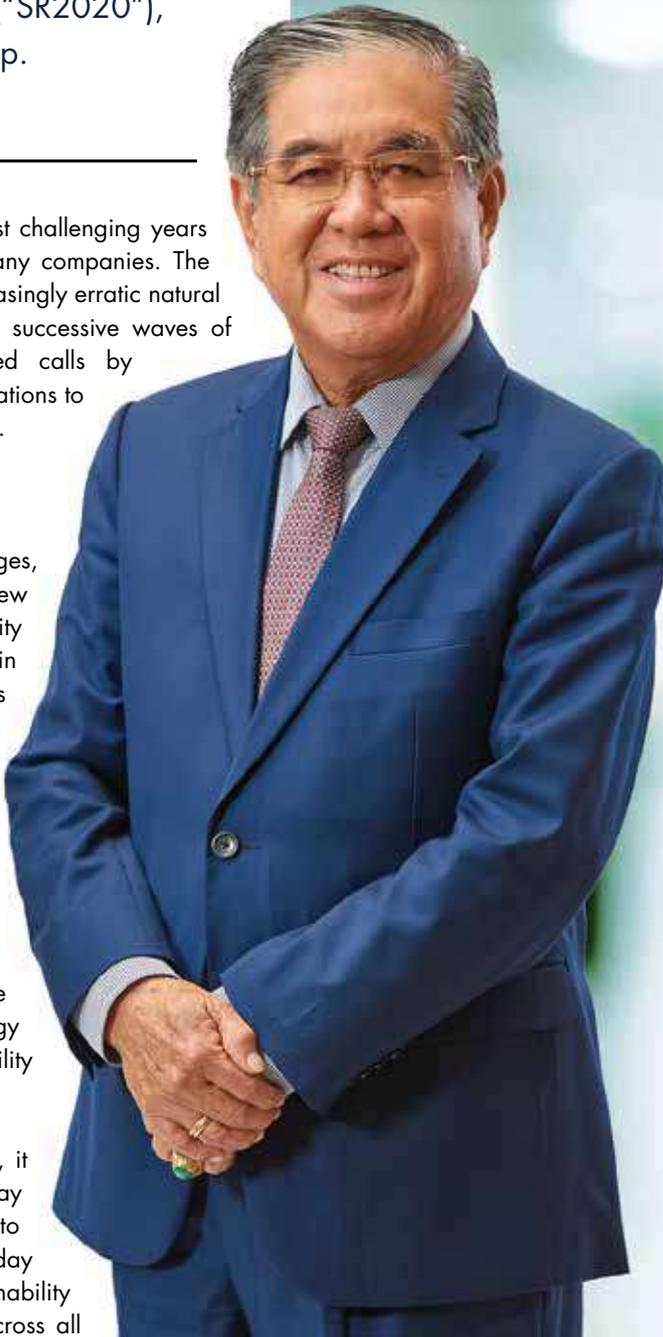
### New Sustainability Blueprint

Amid these expectations and challenges, the Group has taken a serious view towards shaping our sustainability actions to build greater resilience in our business model, ensure high levels of compliance in all our business practices, and strengthen our ability to create meaningful change in society.

With this in mind, a series of discussions were carried out at the Management and Sustainability Working Group level to lead the development of a sustainability strategy that will drive the Group's sustainability programme moving forward.

Through these in-depth deliberations, it was decided that the most effective way to safeguard our ability to continue to create value for our stakeholders – today and tomorrow – is to inculcate sustainability ownership among our employees across all

**Tan Sri Ong Leong Huat**  
**@ Wong Joo Hwa**  
Executive Chairman



EXECUTIVE CHAIRMAN'S  
MESSAGE**The Group's  
Performance**

OSK Foundation's  
contribution to  
The Edge COVID-19  
Equipment Fund  
**RM500,000**

Trees planted at  
the public park as  
a natural carbon  
sequester  
**972 trees**

Early childhood  
education to  
Orang Asli students  
**69 children**

our businesses and engendering the concept of sustainability as a collective common goal. In short, sustainability is everyone's responsibility and is carried out for the benefit of all.

This is addressed in our "OSK, Growing Together" Sustainability Blueprint developed by the Sustainability Working Group to provide clear sustainability goals and objectives for the Group to create meaningful value, in line with the triple bottom line approach of "Priorities, People and Planet".

The blueprint also encapsulates our commitment to contribute to the United Nations Sustainable Development Goals ("UN SDGs"), including issues that are gaining urgency such as inequality, poverty, preserving biodiversity, poor access to education, support for vulnerable members of our society, while ensuring a strong foundation for sustainable communities, as outlined in the SDGs.

Going forward, the strategic thrusts of our sustainability efforts will be three-pronged:

- Nurturing Inclusive and Sustainable Communities;
- Caring for the Environment; and
- Ensuring Fair, Safe and Transparent Business Practices.

 Kindly refer to page 26 in our Sustainability Report for further information about our sustainability strategy "OSK, Growing Together".

**A Meaningful Year Assisting the Less Fortunate**

Aside from developing a clear path for our sustainability journey, we have some very positive stories to share on the many community investments and charitable activities carried out during the year.

Throughout the pandemic, our priority was to care for the well-being of our own people, supporting the Nation's front liners in the fight against the coronavirus, and helping the most vulnerable members of our community. Notably, OSK Foundation contributed RM500,000 to The Edge COVID-19 Equipment Fund to purchase much-needed medical equipment such as personal protective equipment ("PPE") and ventilators for government hospitals. In

addition, we also supported MERCY Malaysia in distributing food relief to B40 families before the Hari Raya celebration.

Not forgetting those who are afflicted by the silent killer Alzheimer's Disease, who most often suffer in silence as a result of misconception in the community, OSK Foundation also helped raise a total of RM 40,000 for the Alzheimer's Disease Foundation Malaysia to keep them going.

These are among the positive efforts we made in doing our part for our community. I would like to invite you to read the many happy comments we received from the partners of OSK Foundation in this Report.

**Greater Impact in the Year Ahead**

As a company, we believe that positive change is necessary even during times of uncertainty. We will continue to advance our efforts to be a catalyst for change, and step up our agenda with multiple initiatives across a number of our business units that will accelerate our reach in building a more equitable community and to care for the less fortunate in 2021 and beyond. I look forward to reporting our progress in the next Sustainability Report.

At OSK Group, we are committed to lead the transition towards a sustainable future. As we continue to chart greater heights in our sustainability achievements, I wish to take this opportunity to thank members of our Board, the Management and all OSKers for your unwavering support, commitment and drive to embrace sustainability as an integral part of the Group's culture during these turbulent times.

Your support has ensured that we have overcome the year's challenges stronger together.

Thank you.

*"Moving Forward, Progressing Together"*

**Tan Sri Ong Leong Huat @  
Wong Joo Hwa**  
Executive Chairman

# SUSTAINABILITY POLICY

Our Sustainability Policy and objectives, established in 2016, set the tone and manner, as well as the basis of how we create value for our stakeholders. The primary motivation behind all our sustainability initiatives is premised upon the three-pronged approach of Responsible Behaviour, Increase Our Positive Impact, and to Limit Our Adverse Impact.

## Sustainability at OSK

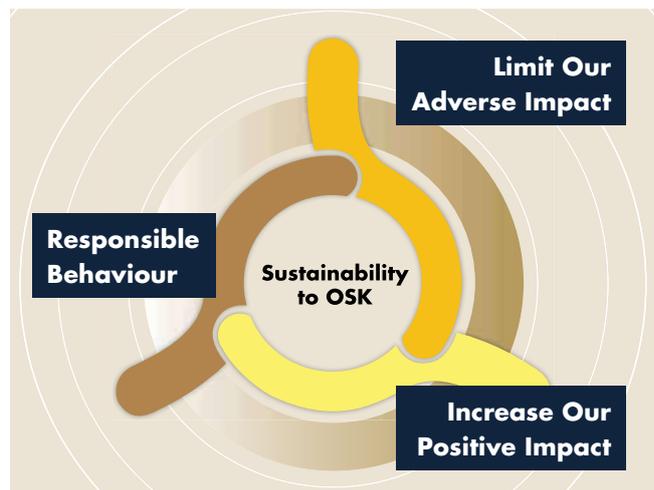
### Driving Sustainable Growth



OSK is committed to building sustainable and long-term businesses, while shaping and spearheading impactful change for our customers, our talents, the communities where we operate in, the marketplace, and the environment.

## Our Sustainability Policy

- To comply with, and exceed where practicable, all applicable legislations, regulations and codes of practice.
- To integrate sustainability values into our business decisions.
- To ensure that all Directors and employees are fully aware of our Sustainability Policy and are committed to its implementation and improvement.
- To ensure that external parties involved in any business dealings with the Group are aware of and strive to adhere to our Sustainability Policy, where practicable.
- To engage with relevant stakeholder groups to identify and align their concerns with the Group's sustainability strategy, where applicable.
- To review and report the key sustainability matters annually and continually strive to improve our sustainability performance.



## SUSTAINABILITY ROADMAP

The following table summarises the Group sustainability journey, which started five years ago in 2016 with the identification of material sustainability matters that were most relevant to OSK. This was followed by the formulation of KPIs for a selection of the 10 most material matters in 2017.

In 2018, we continued to track our KPIs and reviewed our Sustainability Performance, and in 2019, we reviewed our material matters again taking into consideration the evolving operating environment, the growth of our businesses, our achievements and initiatives thus far. The latest milestone in our sustainability journey is the Group's sustainability blueprint "OSK, Growing Together" that guides our sustainability priorities in the coming years.

The following table illustrates the Group's sustainability journey – past, present and future:

Awareness and the Foundation		Operational Sustainability Practices	Continuous Improvement	Moving Towards Future Value	
2016	2017	2018	2019	2020	2021 and Beyond
Identified 32 material sustainability matters (material matters) that were most relevant to OSK.	Remained with 32 material matters.	Remained with 32 material matters.	Undertook a second materiality assessment. Streamlined 32 material matters into 20 material matters, in line with current business aspirations and sustainability guidelines. Out of the 20 material matters, five were determined to have the most impact and significance to the Group's business viability and long-term success.  Conducted our first online Materiality Assessment Survey covering internal and external stakeholders of OSK.	Adoption of the 20 material matters to guide the Group's overall sustainability direction and support the Group's business objectives. Adoption of the five most material matters as the primary focus of the Group's sustainability initiatives and reporting across our sustainability impact areas: People/ Talent, Business and Customers, and Community.	Introduced Sustainability Blueprint as a guide to meaningful value creation, in line with the triple bottom line approach of "Priorities, People and Planet". The blueprint themed "OSK, Growing Together" addresses the five most material matters and key sustainability impact areas as outlined in the new Sustainability Guiding Principles being practised since FY2020.
Number of key performance indicators ("KPIs").	Formulated KPIs for 10 selected material matters.	Continued tracking of KPIs for the 10 material matters.	Continued tracking of KPIs for the 10 material matters.	Mapped the five most material matters to Enterprise Risk Management ("ERM") framework and developed new KPIs and targets to measure sustainability performance.	Aligned the three focus areas of "OSK, Growing Together", with Group Sustainability Vision, Mission, Principles and Values.
Identified five reporting pillars which are Governance, Economic, Environment, Social and Community.	Remained with five reporting pillars.	Remained with five reporting pillars.	Remained with five reporting pillars.	Remained with five reporting pillars.	Remained with five reporting pillars, and alignment of sustainability achievements with UN SDG contributions.

# WHAT MATTERS TO US

In 2019, we undertook a materiality review conducted for the first time by an independent external consultant.

The exercise helped us align our sustainability risks and opportunities with our Group enterprise risk profile and identified key issues that impact our ability to create value for our stakeholders.

During the 2019 materiality review, key internal and external stakeholder groups were invited to participate in the Stakeholders' Materiality Assessment Survey. They comprised:

- Our business and industry partners;
- Members of the community;
- Our customers;
- Our top management and employees;
- Representatives from the Government and regulators;
- Members of the media; as well as
- Our shareholders and investors.

In identifying these 20 material matters, the following measures were undertaken by OSK Group:

- Sustainability meeting with Group Management Risk Committee ("GMRC");
- Pre-Materiality Assessment Workshop Meeting;
- Materiality Assessment Workshop with Senior Management; and
- Materiality Assessment Workshop with Business Units.

In 2020, the SWG carried out a subsequent review of the 20 material matters based on the following factors:

- Disruptive potential (potential impact on OSK's business);
- Proximity of impact (the horizon over which the relevant material issue(s) will likely have an impact); and
- Adaptive capability (OSK's state of preparedness in managing the risks and implementing mitigative measures relevant to the material matter).

The SWG felt that the current 20 material matters were still relevant to the Group's current business landscape and should proceed to use it as the basis for the Group's sustainability reporting for FY2020 moving forward, subject to future reviews.

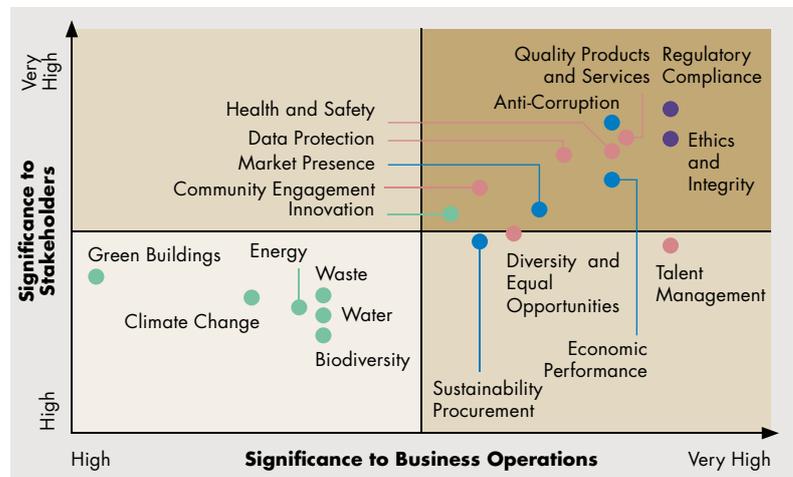
## Four-stage 2020 Materiality Review Process



## Materiality Matrix

As a result of the materiality review exercise, the 2020 list of material issues is similar to the materiality review in 2019, with Ethics and Integrity; Innovation; Health and Safety; Quality Products and Services; and Talent Management remaining as our five most material matters.

The review also highlighted a notable increase in concern on the material issue of Health and Safety by internal and external stakeholders, due to the protracted COVID-19 crisis in locations where our businesses operate. This valuable feedback will help us to evaluate and improve on our current sustainability practices and disclosure to align with our stakeholders' expectations.



- Governance
- Economic
- Environmental
- Social

## WHAT MATTERS TO US

Material Matters	Principal Risks and Opportunities	Our Response	GRI Standards and Disclosures	Addressed in this Report
Ethics and Integrity	Upholding the highest ethical values and principles in all our business activities.	Outlined clear policies, control measures and the Group's expectation towards the ethical behaviour and conduct of all our employees through our Code of Conduct and Business Ethics, Whistleblowing Policy and Fraud Policy.	GRI 102: 16 Values, Principles, Standards, and Norms of Behaviour GRI 102-17 Mechanisms for Advice and Concerns About Ethics	Ensuring Fair, Safe and Transparent Business Practices
Innovation	Ensuring continuous stakeholder-focused progress and improvements in the way we conduct our businesses.	Introduced new enhancements, facilities and features that value-add and deliver greater benefits to our customers such as cashless parking and EV charging in our mall, greater customer engagement and convenience, and accelerating the digitalisation of our internal processes.	GRI 416: Customer Health and Safety	Nurturing Inclusive and Sustainable Communities
Health and Safety	Protecting the health and safety of our customers, employees, vendors against potential threats such as the COVID-19 pandemic.	Implemented a risk-based approach in safeguarding the health and well-being of our employees and customers, as well as practised the prescribed SOPs by health and security authorities to prevent the spread of COVID-19. We also increased safety awareness and training opportunities for our employees.	GRI 403: Occupational Health and Safety	Nurturing Inclusive and Sustainable Communities
Quality Products and Services	Strive to deliver products and services that are of value and quality, while ensuring the satisfaction of all our customers and business partners.	Strived to ensure the highest level of satisfaction of our products and services by engaging with our customers through surveys, apps and organising feedback sessions with our stakeholders. Upheld high product values and service standards in accordance with the accreditations garnered by our respective businesses.	GRI 416: Customer Health and Safety	Ensuring Fair, Safe and Transparent Business Practices
Talent Management	Availability, sourcing and nurturing our talents to support the Group's long-term business objectives.	High performers were identified to participate in a structured 18-month talent grooming programme, under close guidance and supervision of assigned mentors to ensure their continuous growth and unlock their potential for future leadership roles in the Group.	GRI 404: Training and Education	Nurturing Inclusive and Sustainable Communities

## WHAT MATTERS TO US

Material Matters	Principal Risks and Opportunities	Our Response	GRI Standards and Disclosures	Addressed in this Report
Regulatory Compliance	Ensuring compliance with prevailing laws and regulations in the way we carry out our daily operations and businesses.	Continued to ensure full compliance with all prevailing laws and regulations in all our business operations.	GRI 419: Socioeconomic Compliance	Ensuring Fair, Safe and Transparent Business Practices
Anti-corruption	Ensuring strict compliance with all provisions under the MACC Act Section 17A.	We set up a dedicated task force for Group-wide rollout of MACC Section 17A measures under the OSK Anti-Corruption and Anti-Bribery Programme.	GRI 205: Anti-corruption	Ensuring Fair, Safe and Transparent Business Practices
Economic Performance	Delivering strong, sustainable returns for our stakeholders and the community amid a dynamic and constantly evolving market environment.	We established and put into action a set of business strategies and management approach for each division, and further supported by our new sustainability blueprint known as "OSK, Growing Together" to mitigate and future-proof disruptions that may impact our business.	GRI 201: Economic Performance	Ensuring Fair, Safe and Transparent Business Practices
Market Presence	Cascading beneficial influence and presence to the local communities where we operate as part of efforts to build and maintain positive social license.	All members of our senior management team comprise of locals hired within the community where we operate. We continue to be committed towards providing fair employment opportunities that integrates people from different backgrounds, ethnicity, age groups, languages, physical abilities and skillsets.	GRI 202: Market Presence	Nurturing Inclusive and Sustainable Communities
Reputation	Maintaining a strong branding and market leadership for all our products and services.	We continued to demonstrate industry leadership through engaging with industry associations on key issues and providing our feedback on market developments to support the growth of the industry sectors we are engaged in.	GRI 102-13: Membership of Associations	Ensuring Fair, Safe and Transparent Business Practices
Sustainable Procurement	Upholding responsible procurement practises through close engagement with our supply chain.	The Group continued its efforts in ensuring responsible and cost-effective procurement practices as set out in our Procurement Operations Manual, which was rolled out in May 2020.	GRI 204: Procurement Practices	Ensuring Fair, Safe and Transparent Business Practices

## WHAT MATTERS TO US

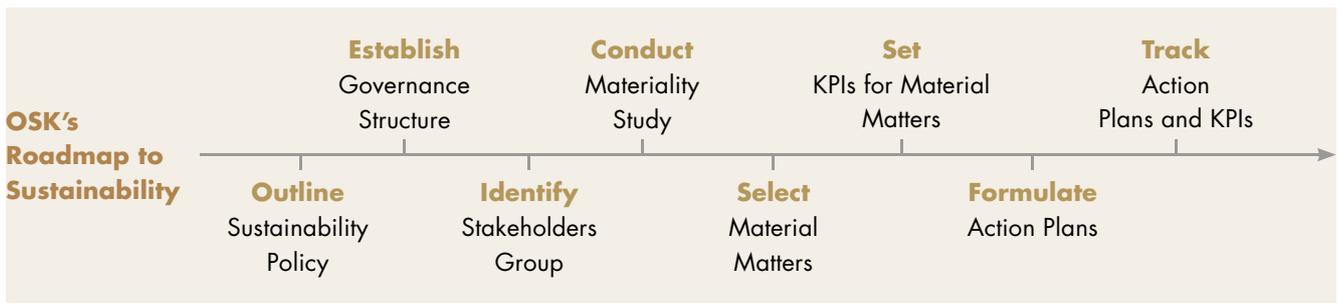
Material Matters	Principal Risks and Opportunities	Our Response	GRI Standards and Disclosures	Addressed in this Report
Biodiversity	Supporting diverse ecosystems in our development projects.	We officially launched our Iringan Bayu Wetland Park during the year to support a healthy ecosystem and living environment that promotes environmental conservation. The park consists of more than 200,000 wetland plants, 972 trees of 60 different species and has attracted more than eight bird species and 11 local fishes. The 972 trees planted at the public park serve as a natural carbon sequester, which we aim to nurture to full maturity in the coming years.	GRI 304: Biodiversity	Caring for the Environment
Climate Change	Promoting permanent greenery in our development projects as part of efforts to combat climate change.	We promoted permanent natural carbon sinks in our townships to mitigate carbon emissions in the long-run such as the Ujana Perbandaran Sungai Petani (Sungai Petani Urban Park), the largest public recreational park in Sungai Petani, Kedah. The park also serves as a well-known green lung in the area, providing recreational space for healthy outdoor activities among local residents.	GRI 304: Biodiversity	Caring for the Environment
Green Building	Creating buildings and developments that impart health, well-being and resource efficiency benefits to our homebuyers.	As a hallmark of the Group's first Gold GBI Index project, Ryan & Miho is a testament of the Group's commitment towards green living that helps reduce impact to the environment. Ryan & Miho achieved provisional GBI Gold certification in September 2019 and is expected to be fully completed in 2021.	GRI Sector Disclosures: Construction and Real Estate	Caring for the Environment
Energy	Supporting environmental conservation through conscious efforts by improving energy efficiency through energy saving programmes and installing energy-efficiency devices at our premises.	We made further progress in optimising our energy consumption during the year through conscious efforts in reducing wastages, and installing devices such as solar panels at our sales gallery in Iringan Bayu, as well as EV charging bays at our community mall and LED lights to lower our consumptions without compromising practicality and performance.	GRI 302: Energy	Caring for the Environment
Waste	Supporting environmental conservation through conscious efforts by improving waste management practices in our projects and premises.	We contributed to Dasar Komuniti Negara via one of our projects at PPR Bagan Jaya, where we completed and handed over the Zecomm Centre (zero waste centre) to the residents to encourage a zero-waste lifestyle. Besides continuously promoting responsible waste management across our construction sites and premises, we also piloted a charity recycling programme at Plaza OSK where we collected a total of 546 kg (September-November 2020) of recyclables, through our partnership with the Lovely Disabled Home Recycle Centre.	GRI 306: Effluents and Waste	Caring for the Environment

## WHAT MATTERS TO US

Material Matters	Principal Risks and Opportunities	Our Response	GRI Standards and Disclosures	Addressed in this Report
Water	Supporting environmental conservation through conscious efforts by improving water efficiency in our premises.	Besides promoting the importance of water conservation among our employees through the 3R Sustainability Campaign held at Plaza OSK, our property arm's green property projects feature rainwater harvesting systems that reduce water consumption by 50%. Water consumption for landscape irrigation has also been reduced by 50% via the use of native and adaptive plants. At the same time, all OSKP projects, our hospitality premises and community mall use water-efficient sanitary fittings such as dual-flush water closet, basin taps installed with constant flow regulator and aerator to minimise water consumption.	GRI 303: Water and Effluents	Caring for the Environment
Community Engagement	Regular engagements with our stakeholders to understand their concerns and gather valuable feedback to improve our products and services.	We continued to engage our customers, employees, vendors, business partners, financiers and the community in a variety of ways to increase our perceptivity and awareness of the latest markets, as well as the expectations of our stakeholders in relation to our products and services.	GRI 413: Local Communities	Nurturing Inclusive and Sustainable Communities
Data Protection	We hold ourselves accountable for the way we treat personal data gathered in the course of our operations and ensuring compliance with laws and regulation relating to protection of privacy and interests of all our stakeholders.	No significant cybersecurity breach was reported throughout the year. Our Personal Data Protection Policy ("PDPP") defines how we collect, use and protect the data in the course of our operations, in compliance with the requirements of the Personal Data Protection Act 2010. At the practical level, considerable efforts were invested in ensuring a high level of cybersecurity is achieved via the implementation of a risk-based control approach and enforcement through documented policies and procedures, software and hardware controls to manage our IT security risks.	GRI 418: Customer Privacy	Ensuring Fair, Safe and Transparent Business Practices
Diversity and Equal Opportunities	Providing an inclusive and engaging work environment for our employees while ensuring equal and fair opportunities for all our talents.	We formulated and practise our Diversity and Inclusion Policy, which provides a framework for inclusive and acceptable work practices and behaviour for all employees. In doing so, we actively ensure fair employment and equal treatment of all employees across all business divisions in the Group.	GRI 405: Diversity and Equal Opportunities	Nurturing Inclusive and Sustainable Communities

## HOW WE IMPLEMENT SUSTAINABILITY

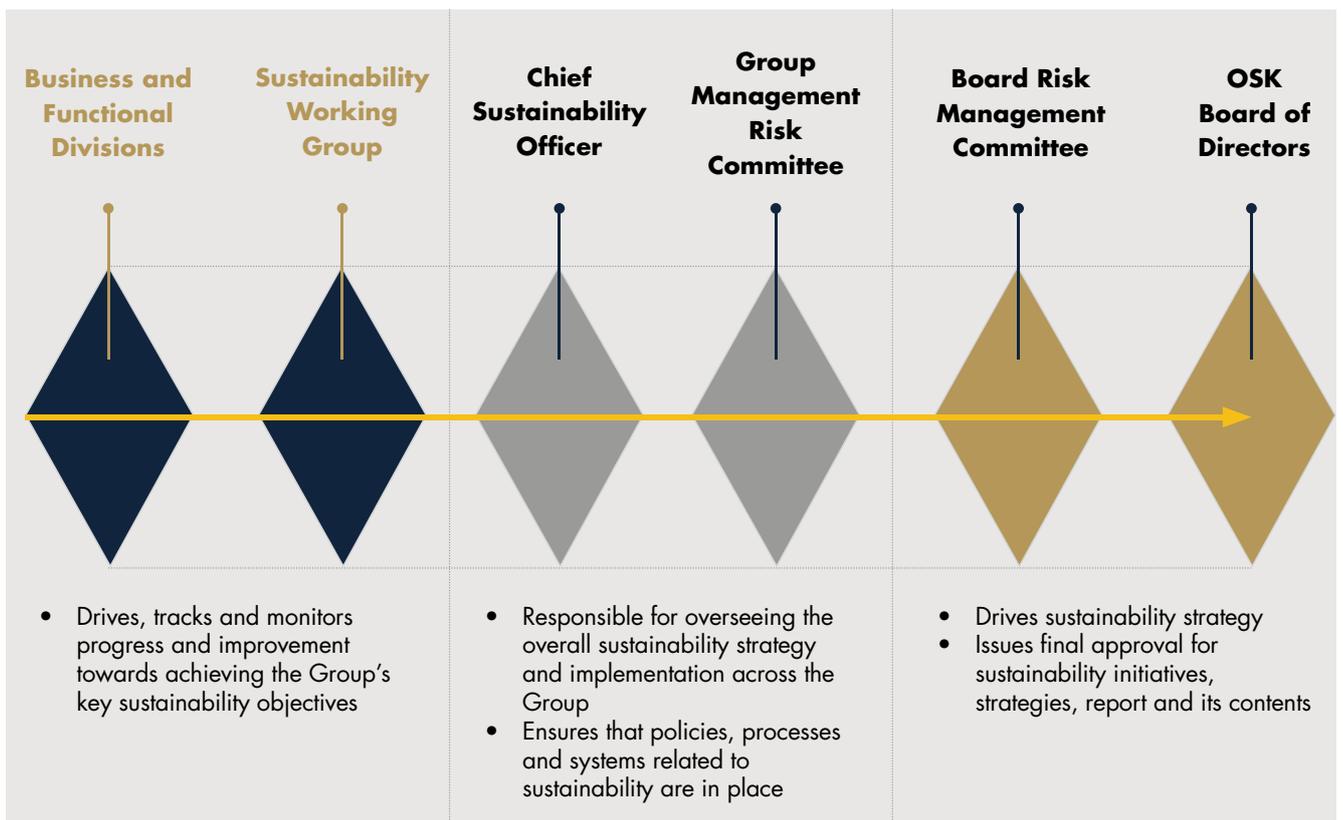
Our roadmap towards sustainable development represents a measured approach that is geared towards forming the necessary perspectives and practices to deliver practical and tangible outcomes across the entire Group, including each subsidiary, business unit and department. Our plans and activities are grounded on the outcome of our materiality analysis, which guides us towards achieving our targets in sustainability.



## HOW WE GOVERN SUSTAINABILITY

Sustainability Governance is an essential factor in driving sustainability and ensuring long term success. Since 2016, the Board of Directors ("BOD") is responsible for driving and ensuring the effectiveness of the Group's sustainability strategy.

Supporting the BOD are the Group Management Risk Committee ("GMRC") and the Chief Sustainability Officer ("CSO") who are responsible for overseeing the overall implementation of sustainability strategies and initiatives across the Group. There is also the Sustainability Working Group ("SWG"), which includes Business and functional divisions responsible for practising sustainability in their daily operations, as well as tracking and monitoring its progress.



# HOW WE ENGAGE OUR STAKEHOLDERS

OSK Group seeks to engage, anticipate and meet the needs of our stakeholders, as we believe that effective and meaningful dialogues are fundamental to building trust and forms the foundation of governance in our organisation. Stakeholders are defined as groups that our businesses have a significant impact on, as well as those who have a vested interest in our operations. We have included Lenders as a newly added stakeholder group in FY2020.

## Identifying and Responding to Issues Material to Stakeholders

Key Stakeholder Groups	Areas of Interest	OSK's Position	Engagement Platforms	Frequency of Engagement	Value Created
<p><b>Business and Industry Partners</b></p> <p>As an established organisation with an excellent business track record, OSK provides thought leadership and imparts positive market feedback on policies and issues through industry associations and bodies to foster tri-sector (public private- people) collaborations that promote growth and development.</p>	<ul style="list-style-type: none"> <li>Industry best practices</li> <li>Innovation and advances in the industry</li> <li>New business opportunities</li> <li>OSK's position within the industry</li> <li>Fair procurement</li> <li>Staying connected with the Company</li> <li>Support of local suppliers and local producers</li> </ul> <p> Kindly refer to pages 67 to 73 in our Sustainability Report.</p>	<p>Together with our industry peers, OSK is committed to advancing the industry through active participation in the marketplace and sharing updates on our progress, challenges and other developments.</p>	<ul style="list-style-type: none"> <li>Annual and sustainability reports</li> <li>Consultation on industry matters</li> <li>Corporate presentations</li> <li>Events and roadshows</li> <li>Forums and dialogues</li> <li>Membership in associations</li> <li>Satisfaction surveys</li> </ul>	<p>Annual</p> <p>As and when required</p> <p>As and when required</p> <p>Ongoing</p> <p>As and when required</p> <p>Annual</p> <p>Annual</p>	  
<p><b>Community</b></p> <p>We create affordable, innovative and thoughtfully-designed living spaces, as well offer products and services that support community well-being and integration. We are also actively involved in community investments that seek to assist the underserved, reduce inequality, promote social mobility, as well as mobilise community development projects that foster partnerships and social inclusiveness (especially for youths and women-related).</p>	<ul style="list-style-type: none"> <li>Impact of operations on community</li> <li>Promoting social and environmental well-being</li> <li>Social inclusion, local community development and caring for the less fortunate</li> <li>Philanthropy</li> <li>Ethical marketing practices</li> <li>Staying connected with OSK</li> </ul> <p> Kindly refer to pages 41 to 53 and pages 65 to 66 in our Sustainability Report.</p>	<p>As part of our pluralistic society, OSK understands that our business operations have an impact on the well-being of the community. We are committed to our role as an agent of change, as well as an active contributor and enabler in promoting harmony, inclusiveness and well-being for the communities in which we operate.</p>	<ul style="list-style-type: none"> <li>Community engagement activities and philanthropies</li> <li>Collaborations with NGOs, charities and social enterprises</li> <li>Social media tools</li> <li>Annual Report</li> <li>Sustainability Report</li> <li>Company websites</li> <li>Company advertisements</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annual</p> <p>Annual</p> <p>Ongoing</p> <p>As and when required</p>	  

## HOW WE ENGAGE OUR STAKEHOLDERS

Key Stakeholder Groups	Areas of Interest	OSK's Position	Engagement Platforms	Frequency of Engagement	Value Created
<p><b>Customers including Tenants, Shoppers and Guests</b></p> <p>Providing safe, innovative and high-quality products and services for all our customers are fundamental for the generation of financial capital and to OSK's continued success in the long run.</p>	<ul style="list-style-type: none"> <li>• Safety and health</li> <li>• Customer service and experience</li> <li>• Ethical marketing practices</li> <li>• Brand reputation</li> <li>• Confidence and trust in the Company</li> <li>• Pleasant experience</li> <li>• Value for money</li> </ul>	<p>Building strong relationships and trust, as well as ensuring the satisfaction of all our customers form the foundation of everything we do. OSK envisions itself as being a trusted partner to our customers, in line with our ethos of "Moving Forward, Progressing Together". We maintain a long-term perspective in all our business operations.</p>	<ul style="list-style-type: none"> <li>• Events and roadshows</li> <li>• Consultation on industry matters</li> <li>• Corporate presentations</li> <li>• Forums and dialogues</li> <li>• Membership in associations</li> <li>• Satisfaction surveys</li> <li>• Company websites</li> <li>• Social media</li> <li>• Residential management services</li> <li>• Tenant Memos and Notices</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• As and when required</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Upon project completion until formation of JMB or MC</li> <li>• As and when required</li> </ul>	  
<p><b>Employees</b></p> <p>OSKers form one of the most crucial capitals of OSK Group. Health and safety, skills and capability, welfare and the professional growth of all OSKers are fundamental to OSK's performance and key to nurturing a high-performing, loyal and competitive workforce.</p>	<ul style="list-style-type: none"> <li>• Company's direction and updates</li> <li>• Workplace safety and health</li> <li>• Labour and human rights</li> <li>• Remuneration and benefits</li> <li>• Career development</li> <li>• Training opportunities</li> <li>• Work-life balance</li> <li>• Employee volunteerism</li> </ul>	<p>OSK is committed to providing a safe, engaging, inclusive and stimulating work environment that encourages quality performance, high employee satisfaction and loyalty.</p>	<ul style="list-style-type: none"> <li>• Annual employee engagement survey</li> <li>• Internal employee portal</li> <li>• Employee volunteering and CSR activities</li> <li>• Internal engagement activities ie. special promos and sustainability campaign</li> <li>• Health and safety notices and updates</li> <li>• Training and talent development</li> <li>• Mentoring programme</li> <li>• Townhall and dialogues</li> <li>• Whistleblowing channel</li> <li>• Chillax Zone and Gym @ Plaza OSK</li> <li>• Prayer room and common facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Ongoing</li> <li>• As and when required</li> <li>• Ongoing</li> </ul>	  
	<p> Kindly refer to pages 32 to 37 and 65 to 66 in our Sustainability Report.</p>				
	<p> Kindly refer to pages 29 to 40 in our Sustainability Report.</p>				

HOW WE ENGAGE  
OUR STAKEHOLDERS

Key Stakeholder Groups	Areas of Interest	OSK's Position	Engagement Platforms	Frequency of Engagement	Value Created
<p><b>Government and Regulators</b></p> <p>As a responsible corporate citizen, we strive to ensure compliance with all applicable SOPs, rules and regulation, and constantly work with key government agencies and regulators in upholding regulatory practices and applicable health and safety standards, while promoting societal well-being.</p>	<ul style="list-style-type: none"> <li>Compliance</li> <li>Contributions to the economy, local community and nation-building</li> <li>Industry best practices</li> <li>Promoting workplace health and safety</li> <li>Cultivating good workplace practices</li> <li>Advocating ESG integration in business operations and reporting</li> </ul> <p> Kindly refer to pages 32 to 37 and 67 to 73 in our Sustainability Report.</p>	<p>Each subsidiary is responsible to comply with all relevant regulations. We supported the Government's social initiatives and place great emphasis on being an exemplary corporate citizen.</p>	<ul style="list-style-type: none"> <li>Formal meetings with Senior Management representation</li> <li>Annual and sustainability reports</li> <li>Audits and inspections</li> <li>Collaborations with Government agencies and departments for community welfare, education and sustainability-related programmes</li> <li>Participation in industry and public forums, dialogues and workshops organised by Government bodies and regulators</li> <li>Participation in corporate and CSR events</li> </ul>	<ul style="list-style-type: none"> <li>As and when required</li> <li>Annual</li> <li>As and when required</li> <li>Ongoing</li> <li>As and when required/invited</li> <li>As and when required/invited</li> </ul>	<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>
<p><b>Media</b></p> <p>We engage the media and the general public regularly to provide regular updates on the Group's latest developments and progress, as part of efforts to build community trust and provide transparency on the Group's journey.</p>	<ul style="list-style-type: none"> <li>Corporate updates</li> <li>Financial performance</li> <li>Corporate governance</li> <li>Upcoming corporate developments</li> <li>Marketing and promotions</li> <li>Awards and recognition</li> <li>Partnerships and collaborations</li> </ul> <p> Kindly refer to our Annual Report and pages 67 and 70 to 71 in our Sustainability Report.</p>	<p>We strive to ensure the highest level of governance in our disclosures to the public through mainstream media channels. We believe that delivering the right message to the media is key, especially at corporate events and launches, where we disseminate first-hand corporate and project information.</p>	<ul style="list-style-type: none"> <li>Events and launches</li> <li>Media networking sessions</li> <li>Meetings and media visits</li> <li>Annual and sustainability reports</li> <li>Quarter financial results announcements</li> <li>Media releases on corporate updates and developments</li> <li>Media interviews</li> <li>Awards submission and presentation</li> <li>Participation in corporate and CSR events</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>As and when required</li> <li>Annual</li> <li>Quarterly</li> <li>As and when required</li> <li>As and when required</li> <li>As invited</li> <li>As and when required/invited</li> </ul>	<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>

## HOW WE ENGAGE OUR STAKEHOLDERS

Key Stakeholder Groups	Areas of Interest	OSK's Position	Engagement Platforms	Frequency of Engagement	Value Created
<b>Shareholders and Investors</b>  Ensuring sustainable and long-term shareholder returns is a priority for OSK. In keeping with our emphasis on upholding the highest level of corporate governance, we are committed to continue to build trust and confidence through regular dialogues with our shareholders and the investment community.	<ul style="list-style-type: none"> <li>• Brand reputation</li> <li>• Future competence and innovation</li> <li>• Growth strategy</li> <li>• Long-term relationship development</li> <li>• OSK's market position and performance within the industry</li> <li>• Positive investment growth and diversification</li> <li>• Risk management</li> <li>• Corporate governance</li> <li>• Acquisitions and disposals</li> <li>• ESG initiatives and sustainability performance</li> </ul>	OSK's overall goal is to create sustainable shareholder value while fulfilling the expectations of other stakeholders. A strong focus on financial performance, risk management and internal control is instrumental in achieving this goal.	<ul style="list-style-type: none"> <li>• Annual general meetings</li> </ul>	Annual	  
			<ul style="list-style-type: none"> <li>• Annual and sustainability reports</li> </ul>	Annual	
			<ul style="list-style-type: none"> <li>• Bursa announcements</li> </ul>	As and when required	
			<ul style="list-style-type: none"> <li>• Investor relations ("IR") and institutional briefings, presentations or conference calls</li> </ul>	As and when required	
			<ul style="list-style-type: none"> <li>• Quarterly financial announcements</li> </ul>	Quarterly	
			<ul style="list-style-type: none"> <li>• Shareholder updates</li> </ul>	As and when required	
			<ul style="list-style-type: none"> <li>• Site visits</li> </ul>	As and when required	
<ul style="list-style-type: none"> <li>• Media announcements</li> </ul>	As and when required				
	 Kindly refer to our Annual Report and pages 2 to 3, 21 to 25, 67 and 70 to 71 in our Sustainability Report.				

## HOW WE ENGAGE OUR STAKEHOLDERS

Key Stakeholder Groups	Areas of Interest	OSK's Position	Engagement Platforms	Frequency of Engagement	Value Created
<p><b>Lenders</b></p> <p>Achieving an efficient capital structure with competitive funding costs is crucial to OSK's financial well-being, in line with our prudent financial management approach. The Group engages with financiers and lenders as part of our continuous efforts to ensure optimal funding and liquidity in our operations.</p>	<ul style="list-style-type: none"> <li>• Business performance and updates</li> <li>• Financial position</li> <li>• Revenue growth</li> <li>• Value creation and sustainability</li> <li>• Long-term relationship development</li> <li>• OSK's market position and reputation within the industry</li> <li>• Risk management</li> <li>• Corporate governance</li> <li>• ESG initiatives and sustainability performance</li> </ul> <p> Kindly refer to our Annual Report and pages 2 to 3, 21 to 25, 67 and 70 to 71 in our Sustainability Report.</p>	<p>OSK is committed to being a long-term and trusted business partner that is driven by good governance and a strong balance sheet to support our business objectives. We seek to engage and partner with lenders who share the same sustainability principles, position and values as us to enable us to make meaningful change in the communities where we operate.</p>	<ul style="list-style-type: none"> <li>• Institutional briefings, presentations or conference calls</li> <li>• Annual and sustainability reports</li> <li>• Bursa announcements</li> <li>• Quarterly financial announcements</li> <li>• Media announcements</li> </ul>	<p>As and when required</p> <p>Annual</p> <p>As and when required</p> <p>Quarterly</p> <p>As and when required</p>	  
<p><b>Supply Chain Partners</b></p> <p>We work closely with our vendors, suppliers and business partners in our value chain to ensure that our operations are carried out in line with OSK's ethical, safety and health, and sustainability policies and standards</p>	<ul style="list-style-type: none"> <li>• Legal compliance</li> <li>• Ethics and integrity</li> <li>• Workers' safety and health</li> <li>• Fair procurement</li> <li>• Quality and value</li> <li>• Staying connected with the Company</li> <li>• Supporting local suppliers and local produce</li> </ul> <p> Kindly refer to our Annual Report and page 72 in our Sustainability Report.</p>	<p>OSK works across its value chain to minimise risks, maximise future opportunities and ensure sustainable economic growth.</p>	<ul style="list-style-type: none"> <li>• Satisfaction survey</li> <li>• Supplier audits</li> <li>• Supplier events</li> <li>• Anti-bribery and anti-corruption pledge</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	  

# SUSTAINABILITY SCORECARD

Our Sustainability Scorecard summarises the Group's key sustainability outcomes and achievements for the year in accordance with our five reporting pillars. We have included our contribution to the UN SDGs in our KPI tracking in 2020.

As we make further progress in our sustainability journey, we will be presenting a new Sustainability Scorecard outlining our commitments and goals to bring positive change to all fellow OSKers, our stakeholders and the communities in which we operate, beginning FY2021, in keeping with the adoption of the Group's sustainability blueprint "OSK, Growing Together".

## Sustainability Outcomes 2020

G BUSINESS ETHICS		8 DECENT WORK AND ECONOMIC GROWTH	11 SUSTAINABLE CITIES AND COMMUNITIES	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
<b>Our Sustainability Driver</b>		<b>Owner(s)</b> All		
	 To read more about our performance on this sustainability aspect, please refer to pages 68 to 69 of this Report.	<b>KPI</b> Number of initiatives taken to enhance business ethics practices.		
		<b>Target</b> Number of initiatives taken to enhance business ethics practices.		
<b>Outcomes</b>				
<ol style="list-style-type: none"> <li>1. Reviewed the Group's Whistleblowing Policy in September to align with the Anti-Bribery and Anti-Corruption Handbook (English and Bahasa Malaysia versions concurrently) in September 2020.</li> <li>2. Reviewed and approved the Group's Corporate Disclosure Policy in November 2020 to improve our corporate governance on disclosure requirements.</li> <li>3. Approved and rolled out the Group's Fraud Policy (BM version) in March 2020.</li> <li>4. Developed Code of Conduct and Business Ethics ("Code") and Whistleblowing Policy for the Group's development arm in Australia, known as Yarra Park City. The Code was rolled out in January 2021.</li> </ol>				
G RISK MANAGEMENT		8 DECENT WORK AND ECONOMIC GROWTH	11 SUSTAINABLE CITIES AND COMMUNITIES	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
<b>Our Sustainability Driver</b>		<b>Owner(s)</b> Risk Management		
	 To read more about our performance on this sustainability aspect, please refer to page 67 of this Report.	<b>KPI</b> Number of activities conducted to cultivate a positive risk management culture.		
		<b>Target</b> Minimum two initiatives per year.		
<b>Outcomes</b>				
<ol style="list-style-type: none"> <li>1. Conducted enterprise risk management awareness programme.</li> <li>2. Conducted internal controls and risk mitigation methodology programme.</li> <li>3. Conducted business continuity management awareness.</li> <li>4. Reviewed and preformed crisis simulation.</li> <li>5. Periodic risk review, assessment and reporting.</li> </ol>				

SUSTAINABILITY  
SCORECARD

<b>G TRANSPARENCY</b>		  
<p><b>Our Sustainability Driver</b></p> <div style="display: flex; align-items: center;">  <p>To read more about our performance on this sustainability aspect, please refer to page 64 of this Report.</p> </div>	<p><b>Owner(s)</b> Co-Sec</p> <p><b>KPI</b> Maintain good corporate governance (“CG”) practices and Disclosure.</p> <p><b>Target</b> To be listed in the Minority Shareholder Watch Group (“MSWG”) Top 100 Companies for Overall CG and Performance.</p>	
<p><b>Outcomes</b></p> <ol style="list-style-type: none"> <li>The Company was ranked 60th on the List of Top 100 Companies for CG Disclosure 2019 by the Minority Shareholders Watch Group.  <small>*Source: <a href="http://www.mswg.org.my/list-of-top-100-companies-for-cg-disclosure-2019-by-rank">http://www.mswg.org.my/list-of-top-100-companies-for-cg-disclosure-2019-by-rank</a></small></li> <li>The Company was ranked 70th on the List of Top 100 Companies for Overall CG and Performance 2019 by the Minority Shareholders Watch Group.  <small>*Source: <a href="http://www.mswg.org.my/list-of-top-100-companies-for-overall-cg-performance-2019by-rank">http://www.mswg.org.my/list-of-top-100-companies-for-overall-cg-performance-2019by-rank</a></small></li> </ol>		

<b>E ECONOMIC AND BUSINESS PERFORMANCE</b>		     
<p><b>Our Sustainability Driver</b></p> <div style="display: flex; align-items: center;">  <p>To read more about our performance on this sustainability aspect, please refer to pages 41 to 53 and 67 of this Report.</p> </div>	<p><b>Owner(s)</b> All</p> <p><b>KPI</b> Number of initiatives taken to contribute to local economy/ community.</p> <p><b>Target</b> Minimum three initiatives per year.</p>	
<p><b>Outcomes</b></p> <ol style="list-style-type: none"> <li>OSK Foundation joined Corporate Malaysia in the fight against COVID-19 by contributing RM500,000 to The Edge COVID-19 Equipment Fund to purchase critical medical equipment for hospitals.</li> <li>OSK Foundation donated 60 laptops to the Dignity for Children Foundation, under the Umbrella Fund for COVID-19 Emergency Support, which was supported by the Asia Philanthropy Circle, with an aim to promote effective online learning and coding lessons for vulnerable children during and after the COVID-19 pandemic.</li> <li>OSK Foundation and OSK Property collaborated with MERCY Malaysia to deliver COVID-19 food relief and basic necessities to B40 throughout Malaysia during the Conditional MCO period.</li> <li>Atria and OSK Foundation helped raised RM40,000 for the Alzheimer’s Disease Foundation Malaysia (“ADFM”), in conjunction with the World Alzheimer’s Month celebration in September 2020.</li> </ol>	 <p style="background-color: #f1c40f; padding: 5px; margin-top: 10px;">Laptops sponsored by OSK Foundation helped narrow the digital gap among underserved children.</p>	

## SUSTAINABILITY SCORECARD

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### WASTE MANAGEMENT



#### Our Sustainability Driver



To read more about our performance on this sustainability aspect, please refer to pages 54 to 55 of this Report.

#### Owner(s)

All

#### KPI

Number of waste management initiatives or campaigns conducted.

#### Target

Minimum two initiatives per year.

#### Outcomes

- Piloted the 3R Sustainability Campaign @ Plaza OSK to drive awareness on water, energy and paper conservation. Campaign outcome (three-month period from September to November 2020):
  - Reduced electricity consumption: 25,920 kWh
  - Reduced paper consumption: 520 A4 reams (260,000 A4 sheets)
  - Increased water consumption: 277 m<sup>3</sup> (primarily due to more frequent hand-washing and cleaning of the premises during the MCO period as part of preventive measures against COVID-19)
- Piloted the Charity Recycling Programme @ Plaza OSK to promote responsible waste management. All proceeds from recyclables collected were channeled to the Lovely Disabled Home in Petaling Jaya, Selangor. Total recyclables collected (paper, plastic and metal): 546 kg (three-month period from October-December 2020).
- Go Green "Help Save the Planet" Programme is practised at both Swiss-Garden Hotel & Residences Genting Highlands and Swiss-Garden Beach Resort Kuantan. The programme encourages guests to only request for towels and linen change, when necessary as part of the hotels' environmental initiative. The message is communicated to guests by placing a "Help Save the Planet" note on all beds.
- Eco Friendly Programme is implemented at Swiss-Garden Hotel & Residences Genting Highlands through an amenities bottle buy-back and soap scrap exchange programme with our vendors.
- We practise recycling of used cooking oil at Swiss-Garden Beach Resort Kuantan where an estimated 1,200 litres of used cooking oil are sent for recycling each year to be processed into bio-diesel.

S

### QUALITY



#### Our Sustainability Driver



To read more about our performance on this sustainability aspect, please refer to pages 65 to 66 of this Report.

#### Owner(s)

Property Development

#### KPI

Quality Assessment System for Building Construction Works ("QLASSIC") score for development projects.

#### Target

Achieve a minimum score of 75%.

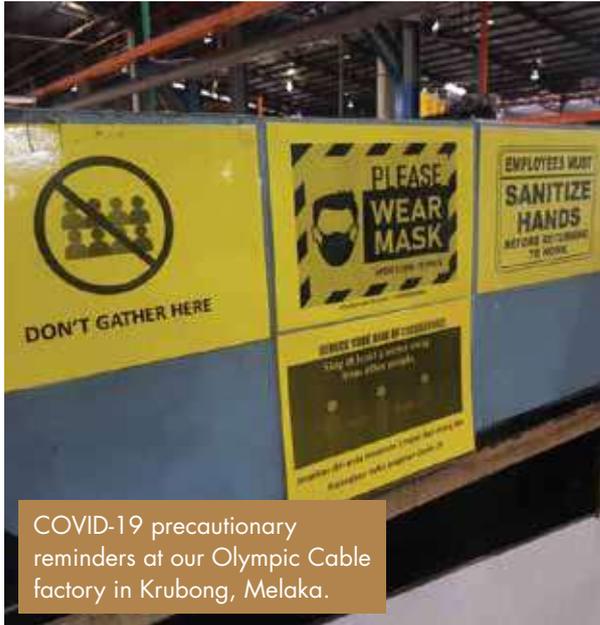
#### Outcomes

QLASSIC Quality Scores achieved by OSK Property:

- Iringan Bayu Phase 2C in Seremban, Negeri Sembilan – 77%
- Iringan Bayu Phase 2D in Seremban, Negeri Sembilan – 75%

SUSTAINABILITY SCORECARD

<p><b>S PUBLIC AND CUSTOMER SAFETY</b></p> <p>9 INDUSTRY INNOVATION AND INFRASTRUCTURE   11 SUSTAINABLE CITIES AND COMMUNITIES</p>	
<p><b>Our Sustainability Driver</b></p>  <p>To read more about our performance on this sustainability aspect, please refer to pages 65 to 66 of this Report.</p>	<p><b>Owner(s)</b> Property Investment - Atria</p> <p><b>KPI</b> Timely maintenance of public facilities calculated by the number of major breakdowns (requiring specialist/ service provider actions) per year.</p> <p><b>Target</b> Keep within the number of allowable major breakdowns per year (not more than eight breakdowns with four being the target allowable).</p>
<p><b>Outcomes</b> No major breakdown was reported during the year. All mall facilities have been maintained at optimum level for shoppers' and tenants' comfort and convenience.</p>	

<p><b>S OCCUPATIONAL SAFETY AND HEALTH</b></p> <p>8 DECENT WORK AND ECONOMIC GROWTH   11 SUSTAINABLE CITIES AND COMMUNITIES</p>	
<p><b>Our Sustainability Driver</b></p>  <p>To read more about our performance on this sustainability aspect, please refer to pages 32 to 37 of this Report.</p>	<p><b>Owner(s)</b> Construction</p> <p><b>KPI</b> Number of initiatives conducted to cultivate a safety and health awareness culture.</p> <p><b>Target</b> Minimum two activities per year.</p>
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>A total of 1,397 workers from our Property, Construction and Industries arms (including those of our contractors) had undergone COVID-19 swab test for the coronavirus prior to commencing work at the respective premises. All employees were tested negative.</li> <li>Circulation of COVID-19 memos, health updates, preventive measures and info to all OSKers.</li> <li>Placement of disinfection chambers at Plaza OSK and our construction sites.</li> <li>Placement of hand sanitisers and COVID-19.</li> <li>Precautionary measures such as social distancing, frequent sanitisation and working from home were practised across all business premises under the Group.</li> <li>Purchased and distributed PPE including face masks for all employees.</li> </ul>	 <p>COVID-19 precautionary reminders at our Olympic Cable factory in Krubong, Melaka.</p>

SUSTAINABILITY  
SCORECARD

**S TRAINING AND CAREER DEVELOPMENT**



**Our Sustainability Driver**



**🔗** To read more about our performance on this sustainability aspect, please refer to pages 29 to 31 of this Report.

**Owner(s)**

Human Resources ("HR")

**KPI**

Training satisfaction score.

**Target**

Achieve an average satisfaction score of 75%.

**Outcomes**

The Group achieved an average score of 83% for training satisfaction in 2020 (84% in 2019).

**S EMPLOYEE ENGAGEMENT**



**Our Sustainability Driver**



**🔗** To read more about our performance on this sustainability aspect, please refer to pages 29 to 31 of this Report.

**Owner(s)**

HR

**KPI**

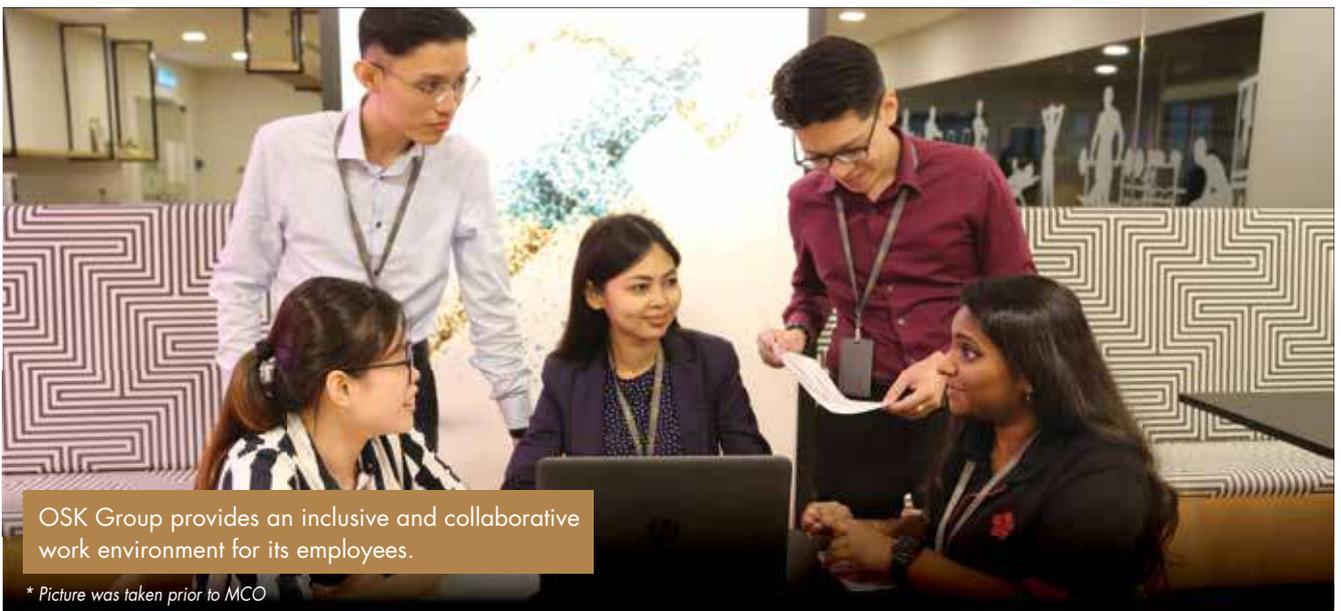
Percentage of employee satisfaction score.

**Target**

Benchmark against the Global Engagement Index ("GEI") of 66%.

**Outcomes**

- The Group achieved an overall employees' satisfaction score of 78.2% in 2020 (75% in 2019), based on our Employees Engagement Survey with an employee participation rate of 87.2%.
- Two sessions of Group Townhalls were carried out in 1Q and 4Q 2020.



OSK Group provides an inclusive and collaborative work environment for its employees.

\* Picture was taken prior to MCO

# SUSTAINABILITY REVIEW 2020

As part of our efforts in addressing emerging challenges including the impacts of COVID-19 and the new economic, social and health paradigm after the pandemic crisis, SWG had engaged in a series of discussion with the Group’s Senior Management to review our sustainability perspective and direction from which a new Sustainability Blueprint was developed to future-proof and strengthen the organisation’s resilience against potential disruptions.

Themed “OSK, Growing Together” embodies the Group’s Sustainability Vision and Mission, our five Values, as well as our five sustainability principles to drive impact and make a difference in the community under three focus areas with ESG targets.

## OSK, Growing Together – A Virtuous Cycle to Drive Sustainable Growth

The long-term sustainability blueprint outlines our sustainability direction as we work towards realising our Sustainability Vision and Mission.



The blueprint outlines three focus areas with contributions covering 16 out of the 17 UN SDGs (agenda 2030). Moving forward, the blueprint will underscore the focus areas upon which the Group’s long-term sustainability efforts will be directed to accelerate the impact of our sustainability approach, performance and traction.

## INNOVATION

### Powering Efficiency, Convenience and Growth Through Innovation

Innovation is one of the top priorities in our growth strategy, as we continue to commit resources internally and externally to push greater efficiency, automation and value-added solutions for our stakeholders.

**OSK PROPERTY**

INTRODUCING  
**THE BRICK**

Download now to enjoy exclusive rewards and VIP invitations

Download on the App Store | Available on the Google Play

**EXCLUSIVE PARTNERS:**  
Atria | SGI VACATION CLUB | SWISS-GARDEN INTERNATIONAL | HOTELS, RESORTS & INNS

The introduction of the Movement Control Order (“MCO”) by the Government, which started on 18 March 2020, accelerated our efforts further in our transition to be more digitally-aligned in our internal processes, and in the delivery of our products and services.

Here are among of the innovative features that we have incorporated into our businesses and core operations during the year to improve customer experience, reduce resource consumption and yield greater effectiveness in our daily operations:

INNOVATION

**Group Operations**



Acotec IBS precast wall panels are produced in three factories in Nilai, Taiping and Bandar Tenggara.

- Enabled remote working functionality for employees to ensure build an agile workforce and enable smooth business operations throughout the MCO period.
- Automated and streamlined internal processes to facilitate seamless workflow.
- Deployed fintech solutions as well as emerging technology-based solutions, including Robotic Process Automation, cloud computing, data analytics and artificial intelligence.

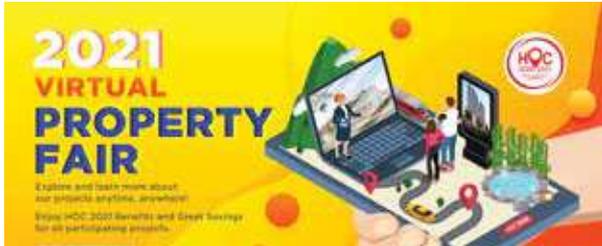
**SGI Vacation Club**



SGI Vacation Club @ Damai Laut Holiday Resort, Perak.

- Energy Saving Unit ("ESU") key card slots were fitted in all guest rooms at SGI Vacation Club @ Damai Laut Holiday Resort in September 2020, and SGI Vacation Club Villas @ Damai Laut Holiday Resort in January 2020 for smart energy saving.
- Digitisation of members' documents for easy retrieval and usage.
- Online registration of potential members instead of hardcopy forms.
- Introduced e-web check-in and chatbot system on our SGI Vacation Club website to improve efficiency.
- Reduced bottleneck and minimised resource consumption by incorporating online approval system.

**OSK Property**



- Launched our first ever Virtual Property Fair showcasing seven unique projects with an interactive walkthrough experience. The virtual fair offers innovative features such as 3D viewing of our property showrooms, tour videos and real-time support by our dedicated sales team.
- Introduced our proprietary IOS and android mobile app called "The Brick" targeted at homebuyers and non-purchasers to provide the latest updates including news, promotions, lifestyle information and homebuyers' feedback.
- Fully digitised property booking system.
- At Ryan & Miho, we took smart energy savings to the next level by installing photo sensor at the common staircase to control when to switch on lightings to save energy. We also placed motion sensors at the lift lobby to automate lightings at night throughout the report after 10pm.

**Atria Shopping Gallery**



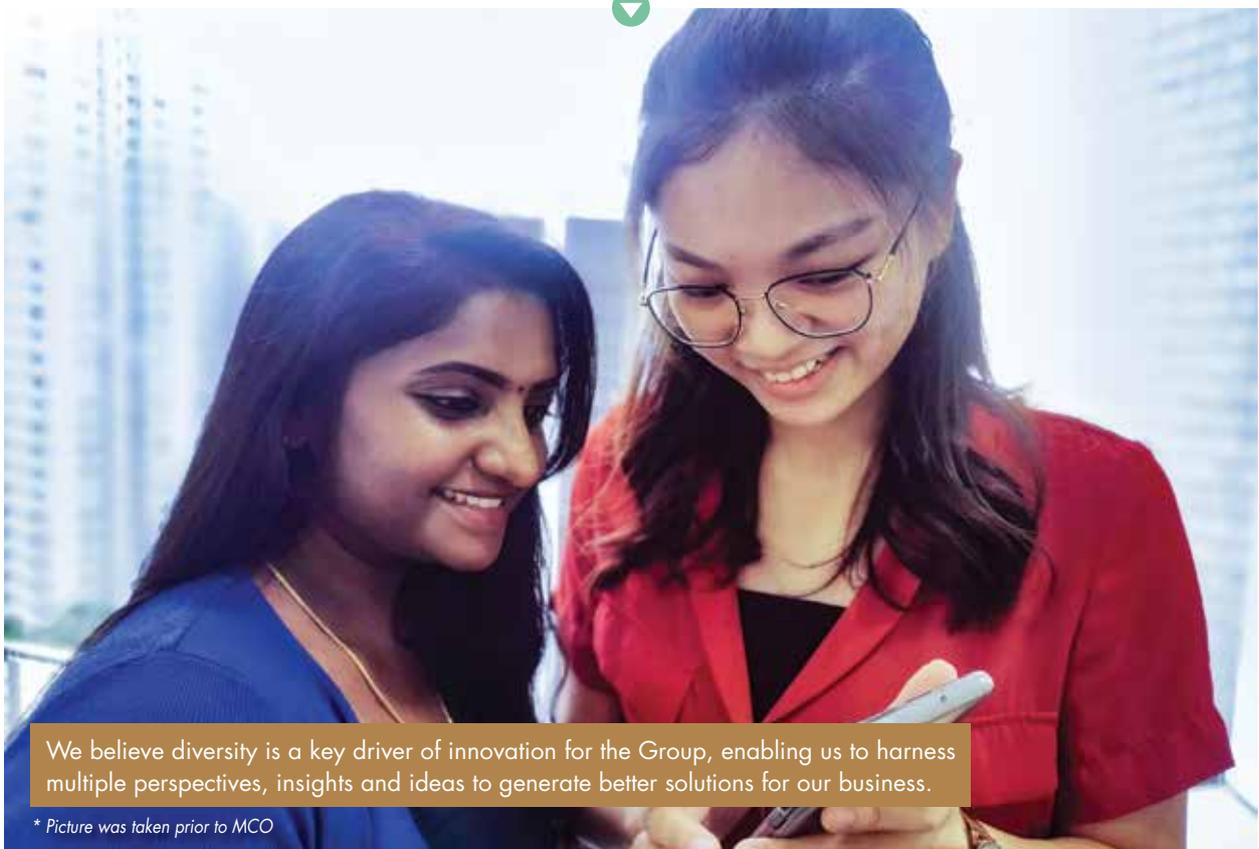
New EV charging bays were made available in Atria.

- In September 2020, our community mall in Damansara Jaya implemented contactless parking system, where parking fees are deducted directly using the Touch n' Go platform. This helped reduce paper consumption used to print carpark tickets.
- In January 2021, the mall upgraded its existing sliding doors at the carpark entrance by installing touch sensors to maintain optimal air-conditioning performance.
- The mall offers added convenience for electric vehicle ("EV") owners by providing three designated EV charging bays at its basement carpark.

## TALENT MANAGEMENT

### Nurturing and Retaining Top Talents

OSK leverages on a targeted approach in recruiting, developing, engaging and caring for our employees.



In the process, we strive to elevate the organisation's productivity, improve employee satisfaction and maintain a high talent retention rate through effective human capital management, learning and developments strategies and policies based on our key business drivers. Due to our proactive efforts in providing a positive work environment, OSK was recognised for its exceptional workplace culture, earning the honour to be amongst the Best Companies to Work for in Asia 2019.

Beyond providing employment opportunities and ensuring the well-being of all OSKers through our fair and comprehensive benefits and compensation scheme, we also invest in training and upgrading the skills of all OSKers with an aim to equip them with valuable skills that will benefit their career growth in the future.



\* Kindly refer to Appendix A on pages 75 to 76 for further details on how we enhanced our talent management framework, and the initiatives implemented to strengthen learning and development outcomes for our employees.

**TALENT  
MANAGEMENT**

**Key Learning Statistics**

	2017	2018	2019	2020
Employee Learning Satisfaction Score (average)	85%	85%	84%	83%
Total Training Hours	16,199	15,032	16,590	19,292
Average Training Hours Per Employee	5	5	8	15
Total Training Sessions				
a. By line manager (technical)	149	95	244	<ul style="list-style-type: none"> <li>• Self leadership series: 92</li> <li>• Team leadership series: 91</li> <li>• Technical series: 391</li> </ul>
b. By senior manager (technical)	222	32	61	

**Employees who received regular performance and career development review during the year (by gender)**

■ Female ■ Male



Regular and effective performance reviews is one of the essential tools employed by the Group to engage employees on their performance and serves as a two-way communication platform to receive employees’ feedback on work-related issues and we chart the career progress of each of our talents. People managers are encouraged to conduct regular reviews with employees under their care with compulsory mid-year and year-end reviews.

## TALENT MANAGEMENT

### Employee Engagement

To keep all employees abreast of the Group's latest developments, despite physical limitations during the MCO period, we carried our first ever virtual townhall with all members of its senior management and key messages were subsequently cascaded to all employees during the MCO period. Two sessions of virtual townhalls were conducted during 1Q and 4Q 2020, attended by our Group Executive Chairman, Group Managing Director, Deputy Group Managing Director and members of our Senior Management team, as we reviewed the year's progress and shared the latest performance updates of all business divisions.

Other than Group-level townhalls, the individual business divisions and operating units also organised townhalls at their respective operational levels where key messages from Senior Management and business leaders were carried to ensure all safety and health, operational and business objectives are achieved.

In addition to townhalls, we strived to ensure a conducive culture and an inclusive work environment for all OSKers through meaningful engagement events that seek to increase interaction and foster a sense of ownership and belonging among employees.



Proud to be Malaysian: OSKers got together for the Kibarkan Jalur Gemilang 2020 campaign.

Here is a list of staff engagement activities which took place during the year:

#### Swiss-Garden International

- Appreciation Luncheon 2020
- Swiss-Garden Hotel and Residences, Genting Highlands
- Hotel Visit by TAR University and SEGI College
- Valentine Celebration and Luncheon
- Inaugural Annual Dinner
- Black Box Competition
- Orientation and Hotel Tour for Interns
- Staff with Beautiful Heart Certificate Ceremony
- Quarterly Townhall Session with Staff
- Movie Night and Karaoke Session for Staff
- Skyrun by Sports Committee
- Christmas Luncheon for Staff
- Staff Award for Giving Best Experience to Guests

#### SGI Vacation Club

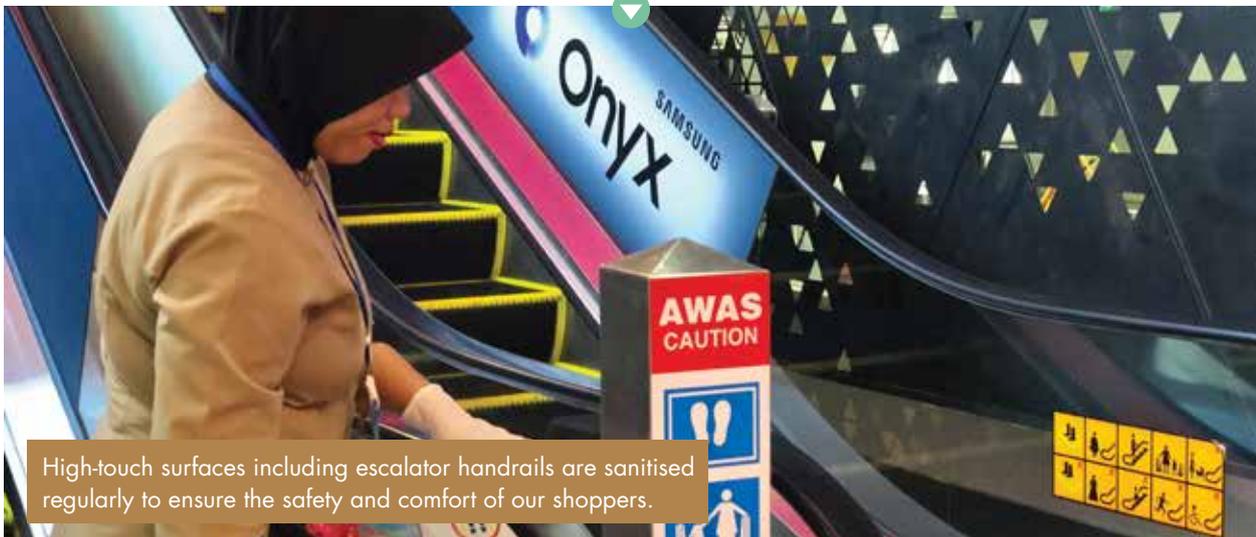
- Townhall e-Staff Briefing
- Million Dollar Club recognition programme (quarterly)
- Liaison Committee Meetings
- Members' Luncheon sessions joined by staff members

A result of continuous efforts in engaging and providing a healthy and conducive work environment for our employees, the Group achieved an overall employees' satisfaction score of 78.2% in FY2020 (75% in 2019), based on the annual Employees Engagement Survey carried out by our HR team, with an employee participation rate of 87.2%.

## HEALTH AND SAFETY

### Safeguarding the Safety and Health of Our Employees, Tenants and Customers

Ensuring the Health and Safety of all stakeholders including our employees, tenants, customers, contractors and their employees across all our business premises and project sites at all times is our top priority.



High-touch surfaces including escalator handrails are sanitised regularly to ensure the safety and comfort of our shoppers.

We ensure that our teams comply with all regulatory requirements set under the Occupational Safety and Health Act ("OSHA") 1994, and where applicable, strive to continuously improve our safety performance through regular reviews and stakeholder feedback. Our primary goal is to foster a healthy work environment that is safe from potential hazards for all employees, as well as visitors and customers.

At OSK, occupational health and safety is managed at the company and the respective subsidiaries level where our practices are benchmarked against legislations and regulations, which include the Occupational Safety and Health Act, Factories and Machinery Act and the Occupational Health and Safety Assessment Series.

We have also established independent Safety, Health and Environment Committees across our different business divisions to meet the specific needs of each

business unit. Our Safety, Health and Environment committees are led by the respective division leaders supported by an implementation team with a balanced ratio of 1:1 comprising representatives from the management team and employees from various departments.

We also practise the Hazard Identification, Risk Assessment and the Determining Control ("HIRADC") method as part of our standard Occupational Safety and Health ("OSH") procedure at OSK Construction, Olympic Cable, as well as our hospitality chain, Swiss-Garden International. It enables us to plan, introduce and monitor preventive measures to ensure that potential OSK risks are effectively controlled at all times. At OCC, we have an Environmental, Health and Safety Policy that guides our environmental, health and safety performance.

Adding to established OSH protocols, the Group actively manages and supervises the effectiveness of safety and

## HEALTH AND SAFETY

health requirements at both our headquarters and subsidiaries are guided by our Incident Management Policy. The policy provides a clear definition and approach to incident lodgement and management to minimise the potential adverse impacts to the Group. The policy also outlines the roles and responsibilities of the Management and employees in relation to incident management.

As part of the Incident Management Policy, we adhere to Emergency Response Handling Procedures for effective management of preparations and responses to emergency situations at our Atria Shopping Gallery. This ensures the safety of our customers, retailers and employees at the mall. Our emergency response procedures cover a wide range of exigencies including both minor emergencies including personal injury, robbery and utility failures and major incidences including fire, explosion, bomb threat and natural disaster.

 \*Kindly refer to Appendix B on pages 77 to 78 for further details on the list of the activities carried out by our respective Safety, Health and Environment committees, and the type of safety and health trainings implemented during the year.

In FY2020, as a result of the strict safety and health control measures that we implement across our businesses, we continued to maintain zero work-related injuries or ill-health of our employees at our construction sites (Ryan & Miho and Iringan Bayu), property investment and hospitality premises including Atria, Faber Towers, Plaza OSK, Swiss-Garden Beach Resort Kuantan, Swiss-Garden Hotel and Residences Genting Highlands, as well as vacation club premises in Malaysia. OSK continues to work towards zero incident at our workplace.

As part of standard practice, we record all incidents and report them immediately to ensure the necessary mitigation and corrective actions are taken.

### OSK Health Week

As part of efforts to support OSKers' physical and mental well-being during COVID-19, we continued to organise our annual OSK Health Week ~ Your Health Matters from 23 until 28 November 2020 – virtually. We partnered with the National Cancer Society of Malaysia ("NCSM") to hold virtual talks to share valuable health tips with our employees on two crucial but often-ignored topics:

- Top 5 Cancers in Malaysia
- Talk Mental Health

We continued our yearly support for the National Blood Bank this year by organising a blood donation campaign during OSK Health Week, where are our employees may donate their blood at the blood bank's premises, in accordance with the Ministry of Health's COVID-19 safety guidelines.



**OSK Group**

## OSK HEALTH WEEK 2020

*Your Health Matters*

For many of us, the disruptions caused by the COVID-19 pandemic has delivered a profound impact across many areas of our lives. Little do we know that feelings of stress and anxiety from extended periods of change and uncertainty may lead to long-term effects on our health and well-being.

This year's Health Week, we bring you talk sessions that shed light on 2 of the most "silent" yet pervasive threats to our health - Cancer and Mental Health. Characterised by multiple underlying factors (or "triggers"), and still facing a persistent social taboo, let's understand more about cancer, and how maintaining good mental health can help us lead a more positive, productive and fulfilling life.

#### TOP 5 CANCERS IN MALAYSIA

Topic outlines:

- The most common cancer diagnosed in Malaysia
- Signs and symptoms
- Risk factors
- Recommendation for cancer screenings

23 November 2020, Monday  
12.30 pm - 1.30 pm  
Microsoft Teams

#### TALK ON MENTAL HEALTH

Topic outlines:

- Fundamentals of Mental Health
- Mental Health Red Flag in Workplace
- Coping skills and strategies to enhance better psychological well-being
- Where to get support

25 November 2020, Wednesday  
12.30 pm - 1.30 pm  
Microsoft Teams

Both talks will be led by experts from the National Cancer Society Malaysia (NCSM) and will be held virtually via ME Teams. If you interested to attend, kindly register by **20 November 2020 (Friday)**. Click [HERE](#) to register.

Do you know that the country's blood supply has reduced by 45% due to the COVID-19 pandemic? Let's save lives by joining the National Blood Centre's (Pusat Darah Negara) blood donation drive to help raise supply for critical care patients.

Due to SOP restrictions, the blood donation drive will be held at Pusat Darah Negara, Jalan Tun Razak, this year.

Kindly provide your name and contact number by: [ahil@fakush.3small@oskgroup.com](mailto:ahil@fakush.3small@oskgroup.com) by **15 November 2020 (Wednesday)** to register for the blood donation. See you there!

### HELP SAVE LIVES DONATE BLOOD

28 Nov 2020, Saturday  
1.00pm - 4.00 pm  
Pusat Darah Negara,  
Jalan Tun Razak

**1** Bag of BLOOD  
**SAVES 3** LIVES

#oskhealth #cancerawareness #healthylife #osk

OSK Group organised annual health week in November

HEALTH AND SAFETY

COVID-19 Outbreak: A Story of Togetherness, Unity and Resilience

The Third Wave:

At the time of preparation of this report, despite the recent approval of vaccines for emergency usage by health authorities in advanced nations, the coronavirus continued to spread in successive waves with subsequent mutations ravaging cities across the world, forcing most to implement lockdown and social distancing measures, while health institutions faced increasing pressure with unabating high number of daily cases.



Plaza OSK and Atria set up preventive and awareness measures at its premises to fight COVID-19 pandemic

In Malaysia, total positive COVID-19 cases reached 264,269 with 213,814 individuals recovered and a total death toll of 965, as of 14 February 2021.

Source: <http://covid-19.moh.gov.my/terkini>

Amidst the reimposition of MCO 2.0 effective 13 January until 18 February 2021, and which was further extended to 4 March 2021, the Group continued to adopt a proactive stance in protecting all OSKers, customers, tenants, business partners and stakeholders from the outbreak of the COVID-19 through strict compliance with the SOPs established by the Ministry of Health and the National Security Council.

**Employees' Safety and Health**  
Is Our #1 Priority  
**Breaking the Transmission of COVID-19**  
Is Our #1 Commitment

**Our Key Focus in Combating COVID-19:**

- Continue to protect the health and safety of all OSKers and the people they are in close contact with.
- Stay vigilant and responsive to the Government's latest initiatives and announcements.
- To help contain and flatten the curve of COVID-19 through various preventive measures across all the Group's premises.
- To ensure business continuity through adoption of technology and digitalisation.

Throughout the MCO, Conditional MCO, Recovery MCO and MCO 2.0 period, our business operations ensured full compliance with applicable SOPs and those in essential sectors continued to operate with minimal disruption, while the team strived to mitigate risks at all corners to safeguard all OSKers and everyone around us.

Reminders on the importance of maintaining a healthy lifestyle, practising social distancing, upholding high standards of hygiene and vaccine updates were continually emphasised across various channels including via our internal employee portal, emails, and signages at entrances, lobbies, and lifts.

## HEALTH AND SAFETY

Below are some of the on going initiatives adopted by the Group in response to the COVID-19 outbreak at all of our business premises and work locations:

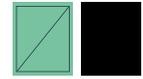
Further COVID-19 precautionary measures undertaken to support the Group's businesses throughout the crisis:

	Two registration channels for visitors before accessing Plaza OSK i.e. via MySejahtera and Plaza OSK's QR code.		Hand sanitisers placed across the Group's offices and business premises.		Imposed travel prohibition and advisories in accordance with the SOPs issued by the authorities.
	Automatic temperature check for all employees and visitors across all OSK offices.		Ensure social distancing of minimum one meter is practised at all times.		Encouraged OSKers to continue leveraging the use of technology to conduct virtual meetings, enable remote access and digitalise our processes.
	Mandatory requirement to wear a face mask in all public areas across all OSK offices.		Disinfection chambers placed at the entrances of Plaza OSK and our construction site.		Active communication with OSKers (i.e. health updates, announcements, online learning, etc.)

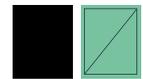
Further COVID-19 precautionary measures were undertaken to support the Group's businesses throughout the crisis:

Business Operations	Human Capital	Support Functions
<ul style="list-style-type: none"> <li> Secured/ built up sales orders during the COVID-19 pandemic.</li> <li> Optimised cost and expenses.</li> <li> Managed existing inventories.</li> <li> Managed our supply chain.</li> <li> Ensured healthy cash flow and balance sheet.</li> <li> Created alternative/ 'new normal' methods to carry out the required tasks.</li> <li> Strengthened cyber and social media capabilities to broaden customer engagement.</li> </ul>	<ul style="list-style-type: none"> <li> Restriction on internal inter-floor movements (lunches, physical meetings, document transfers, etc.).</li> <li> Restriction on unnecessary interstate movements. restriction</li> <li> Immediate test for close contacts of COVID-19 patients.</li> <li> Mandatory home isolation for employees who were unwell.</li> <li> Maintained operational efficiency and explored alternative roles for employees during lockdown (non-core functions).</li> <li> Frequent sanitisation of all public areas across the Group's premises.</li> <li> Minimised physical contact with external service providers.</li> </ul>	<ul style="list-style-type: none"> <li> Enhanced Group IT support to ensure secure and reliable mobility and offsite capabilities.</li> <li> Agile financial operations (transaction processing, fund movements etc.).</li> <li> Took care of the well-being of our employees (employee engagement and support).</li> <li> Maintained regulatory awareness and compliance (i.e. Temporary Measures for Reducing the Impact of Coronavirus Disease 2019 (COVID-19) Act 2020)</li> <li> Ramped up facilities management services (i.e. installed social distancing markers, MySejahtera registration, tenant updates, hygiene upkeep, etc.).</li> </ul>

**HEALTH AND SAFETY**



Atria uses pharmaceutical grade sanitisers and disinfectants to ensure the highest level of protection for its shoppers, tenants and employees.



A COVID-19 disinfection chamber was installed at our Ryan & Miho construction site to sanitise our workers and site visitors.

Here is a summary of the measures taken by each business unit during MCO 2.0 where no more than 30% of the Management team was in the office at any time:

**Property Development and Construction**

**Locations:** Kuala Lumpur, Selangor, Negeri Sembilan, Pahang, Pulau Pinang, and Kedah.

- Cared for construction workers' welfare by providing food, sanitisation and monitoring the health of the workers.
- Compulsory COVID-19 RTK Antigen test screening for all foreign workers with daily temperature monitoring and disinfection at our project sites. We are pleased to report that OSKC recorded zero COVID-19 cases among its employees. To-date, 879 routine RTK-Ag tests have been conducted covering OSKC's site workers, external construction staff, general workers, and security guards.
- To prevent the possible spread of COVID-19, OSKC acted swiftly to tighten the perimeters of its construction sites by providing a disinfection chamber and recording body temperature daily checklist.
- To minimise the unnecessary movements among workers, there is a sundry shop on-site at the workers' quarters. Anyone who reports or shows any acute respiratory illness or symptoms will be sent for medical care immediately.
- Daily monitoring of COVID-19 prevention checklist and providing updates to the Ministry of International Trade and Industry on a weekly basis.

- Gradual business recovery towards the second half of the year following PENJANA and PERMAI stimulus packages.
- Expanded sales channel to virtual platforms including Virtual Show Room, online marketing campaigns, social media and phone calls.
- Kickstarted work from home for employees with all work discussions, planning and updates carried out via online communications.

**Hospitality – Hotels and Vacation Club**

**Locations:** Damai Laut, Kuantan, Genting Highlands, and Kuala Lumpur

- Full compliance with COVID-19 guidelines issued by the Ministry of Tourism, Arts and Culture ("MOTAC").
- Developed in-house SOPs for COVID-19 including daily temperature and MySejahtera screening, providing hand sanitisers and health declaration by employees.
- Organised training session on COVID-19 preparedness and contingency plan.
- Continued enforcement of SOPs and health reminders through notices, townhalls and daily briefings.
- Minimal staff on duty and minimal usage of utilities.
- Sales activities were performed on virtual platforms.
- Virtual training for SGI VC sales staff.

## HEALTH AND SAFETY

### Property Investment

**Locations:** Plaza OSK, Atria and Faber Towers

- Compliance with all SOPs during MCO 2.0 including MySejahtera tracking, face masks, social distancing, hand sanitisers, reduced operating hours and disinfection procedures.
- Building maintenance and security services continued to support essential services tenants.
- Identified areas for cost minimisation, especially usage of utilities.
- Developed rosters for OSKers who are carrying out support services and issued official authorisation letter from the Company to facilitate movement of employees.
- Close communication with tenants on the latest developments through tenant circulars.
- Compulsory COVID-19 swab test screening for all frontline and foreign workers.
- At Plaza OSK, we installed a thermal scanner at the entrance to accurately and efficiently check the temperature of all employees and tenants while ensuring smooth traffic flow during peak hours; fitted a disinfection chamber for all visitors; and procured a misting device to allow us to carry out our own internal disinfection exercise.

### Industries

**Locations:** Nilai, Taiping, Bandar Tenggara, and Melaka

#### Acotec

- Factory operations continued with reduced capacity.
- Compulsory COVID-19 swab test screening for all factory workers.

#### Olympic Cable

- Our cables factory in Melaka continued to operate at reduced capacity in compliance with MITI requirements and MOH guidelines.
- Enforcement of COVID-19 swab tests, travel history declaration, daily temperature checks, social distancing and PPE usage by all contractors, customers and vendors.
- Social distancing and PPE usage, travel and close contact declaration, as well as plant-wide disinfection were implemented for all employees.
- Compulsory COVID-19 swab test screening for all foreign workers.

### Capital Financing

**Locations:** Plaza OSK

- Monitored the credit position of clients effectively throughout the MCO period due to high market volatility.

### Australian Operations (Melbourne)

**Locations:** Melbourne

#### I. Melbourne Square ("MSQ"), OSK's flagship integrated mixed development project in Melbourne, Australia, undertaken by the Group's associate company Yarra Park City

- Limited Restriction was implemented since mid-March by the Government of Australia.
- Construction site remains open and works are on-going.
- No business-related travels both domestic and international until further notice.
- Our office is open and fully operational. All staff are back in the office. However, timing flexibility is given to those taking public transport to work.
- All weekly meetings for project, sales and settlement were being held as usual, mostly via teleconference and/or video conference. Face-to-face meetings only when necessary.
- Our Display Suite is open and property inspections are allowed subject to COVID-19 safe procedures in place.
- In the event of any complete lockdown or further restrictions, MSQ office was well placed to continue business as usual via technology platform that allows remote operations.

#### II. OSK Capital Australia

- Our office continued to open and was fully operational. All staff have been back in the office since November 2020.
- Business-related travels, both domestic and international, are not encouraged until further notice.

## DIVERSE AND EQUAL OPPORTUNITIES

### Promoting a Culture of Inclusiveness and Diversity

Reflecting our undivided support for a diverse and inclusive workforce, OSK's recruitment process adheres to strict merit-based employment guidelines that are based on non-discrimination, fairness and neutrality in terms of gender, ethnicity, religion or age.



OSK places emphasis on developing teamwork and leadership qualities among our employees to create a culture of high-performance and accountability to drive the organisation forward.

\* Picture was taken prior to MCO

In this regard, OSK allocates considerable resources towards inculcating a culture of inclusiveness and diversity in the way we work, collaborate and communicate, which understands and accepts individual differences in age, cultural background, physical abilities and disabilities, race, religion and gender. The Group strongly believes that adopting a wide band of inclusion provides us with the advantage of diverse perspectives and deeper cultural awareness that will in turn contribute to better decision-making and value for the business.

**DIVERSE AND EQUAL OPPORTUNITIES**

We have formulated our Diversity and Inclusion Policy that provides a framework for OSK Group underscoring inclusive and acceptable practices and behaviour for all employees. In doing so, we actively ensure fair employment and equal treatment of all employees across all business divisions in the Group.

The Group enjoys a fair level of diversity across age groups, employment type and ethnicity, reflecting the demography of the population where our businesses operate.

Apart from embracing employee diversity, we also invest in active employee engagement programmes to build a healthy work life balance and develop strong working relationships amongst each employee. We believe that effective employee engagement through a people-driven culture strengthens individual ownership and a sense of belonging to the Group.

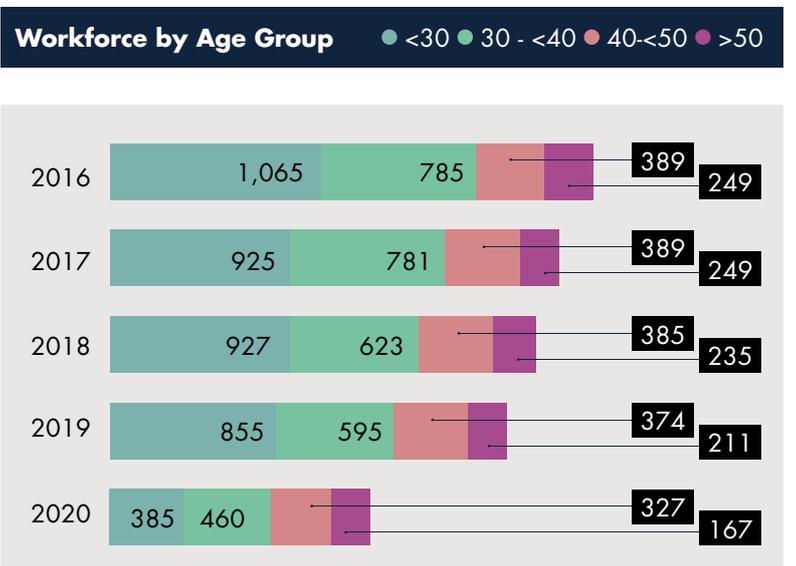
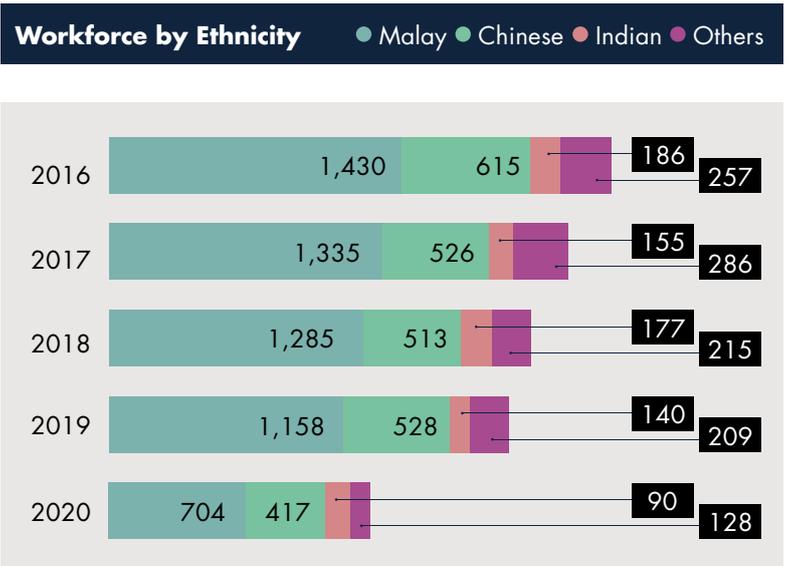
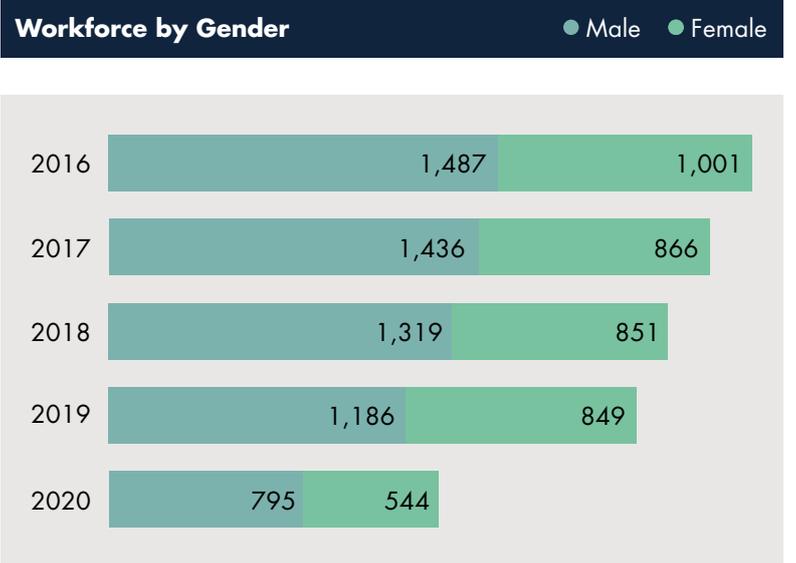
As we continue to support our employees’ growth and development throughout their tenure with the Group, we strive to maintain an optimum employee retention rate to drive our business priorities, subject to workforce dynamics in the respective industries.

**Our Employees:** As at 31 December 2020, OSK hired a total of 1,339 employees for our core operations headquartered in Kuala Lumpur, as well as all five business divisions in Malaysia, where the majority of our business premises are based. About 13% of our employees are hired on a non-permanent temporary basis with varying tenures.



Supporting our employees’ career growth and personal development are central to the Group’s human capital strategy.

\* Picture was taken prior to MCO



## DIVERSE AND EQUAL OPPORTUNITIES

**Employee Optimisation:** During the year, a human capital exercise was carried out to streamline the Group's cost structure and mitigate the economic impact of MCO. It was the single most difficult decision made by the Management and one which affected us deeply, but was nonetheless necessary to prevent further losses to the Group. The exercise involved employees in our Hotels and Resorts Division, which suffered the biggest impact as a result of the COVID-19 pandemic.

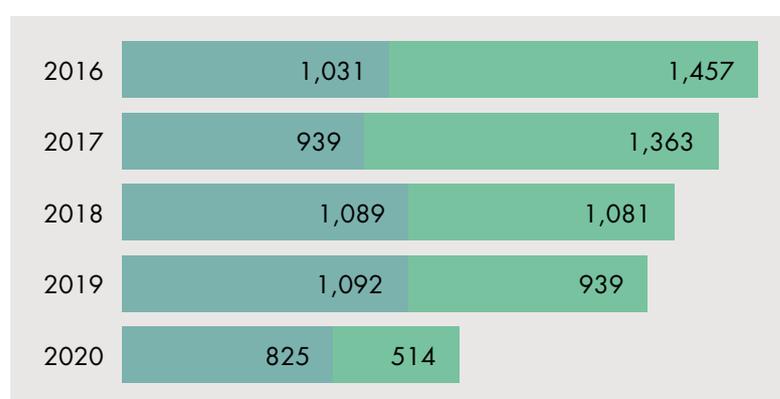
These exercises have resulted in a reduction in a year-on-year reduction of our total headcount of about 30%. All affected employees were treated with respect and compensated in full in accordance with prevailing regulations within the Employment Act, where applicable. Concurrently, a comprehensive transition programme entailing reskilling workshops, stress management, job portal matching and internal redeployment was carried out with success.

**Employee Retention:** Despite the unfortunate layoff exercise involving our hospitality arm, OSK takes pride that our inclusive and supportive

culture and effective talent retention initiatives have resulted in the evident lengthening of our employees' length of service. The average tenure of our employees is about five years and more than 40% of our employees have been with OSK for more than five years.

**New Hires:** OSK continues to broaden the diversity of our talent pool through new hires. In 2020, the Group's overall new hire rate remained stable at 10%.

### Workforce by Employment Type



### Our Human Capital Demographics

Metrics		2016		2017		2018		2019		2020	
<b>Overall</b>											
Total	Female	2,488	1,001	2,303	866	2,170	851	2,035	849	1,339	544
	Male		1,487		1,436		1,319		1,186		795
Permanent		2,140		1,780		1,898		1,666		1,167	
Non-permanent		348		522		272		369		172	
<b>Race</b>											
Malay		1,430		1,335		1,265		1,158		704	
Chinese		615		526		513		528		417	
Indian		186		155		177		140		90	
Others		257		286		215		209		128	
<b>Age</b>											
Less than 30		1,065		925		927		855		385	
30 to less than 40		785		781		623		595		460	
40 to less than 50		389		366		385		374		327	
50 and above		249		230		235		211		167	
<b>Employment Type</b>											
Executive		1,031		939		1,089		1,087		825	
Non-executive		1,457		1,364		1,081		948		514	

## COMMUNITY ENGAGEMENT

### Supporting People and Communities

The Group's community engagement efforts have grown from strength to strength over the years, anchored by our belief that real change starts from meaningful conversations about issues that matter to us and the community.



OSKers volunteering at an OSK Foundation Chinese New Year 'Gifts of Hope' event in Setapak, Kuala Lumpur.

\* Picture was taken prior to MCO

Over the years, our approach has shifted from philanthropic donations and ad hoc practices to a more structured and strategic approach that aligns development priorities of our communities with our business goals.

We continuously develop and maintain relationships with our key community constituents, governmental agencies and charitable organisations, as well as encourage our employees to take part in our communities through volunteering.

**COMMUNITY  
ENGAGEMENT**

**Atria Partners OSK Foundation to Celebrate World Alzheimer’s Month 2020**

Atria, in partnership with OSK Foundation and Alzheimer’s Disease Foundation Malaysia (“ADFM”), celebrated the World Alzheimer’s Month (“WAM”) 2020 in a two-day event comprising a series of advocacy and awareness activities, as well as a fund-raising initiative via the “Remember Me” Purple Ribbon Campaign. Bearing the theme, ‘Let’s talk about dementia’, WAM2020 aims to raise awareness and challenge the stigma associated with dementia. Held globally every September, World Alzheimer’s Month brings forth events and activities dedicated to raising awareness of dementia among the public by designing a line of informative and educative seminars, talks and healthy exercises activities to create dialog, awareness and understanding about dementia. This meaningful campaign encourages Malaysians to be an Ambassador of a Dementia-friendly society, and to show that they care about their loved ones or someone they know who is diagnosed with dementia or is a caregiver for a dementia patient.



ADFM provided free health check for the public during the WAM 2020 celebration in Atria.

OSK Foundation, in collaboration with Atria, helped raised RM40,000 for ADFM via the “Remember Me” Purple Ribbon Campaign.

**OSK Foundation Empowers Women through Entrepreneurial Workshops and Training**

OSK Foundation has once again charted a significant partnership with the Women’s Institute of Management (“WIM”) to organise a series of Small Business Training and Financial Management Workshops for underserved women groups across Malaysia. The two-day workshop, which covers every state in Malaysia including Sabah and Sarawak, offer a guided module supplemented by on-ground training and mentorship.

It also serves as an advocacy platform to eliminate entrepreneurial roadblocks for underserved women particularly single mothers, enabling them to fully participate in the growth of their local economy. The module includes marketing and branding aspects, establishing customer relationship, time management, book keeping and craft workshop. Since its inception, five workshops have been held successfully in Negeri Sembilan, Pahang, Melaka, Sabah and Johor with a target participation of over 500 women across the country.



A number of underserved women have started their own handicraft business to supplement their income after attending the WIM workshops.

## COMMUNITY ENGAGEMENT

List of other community engagements carried out by our business divisions:

Property Investment	Property Development	Hospitality
<p><b>Atria Shopping Gallery</b></p> <ol style="list-style-type: none"> <li>1. A Bountiful Celebration of Spring</li> <li>2. Chinese Mute Year TARC College Campaign</li> <li>3. Atria Comic Mini Fest</li> <li>4. International Cat Show</li> <li>5. Bon Appetit Movie Treat</li> <li>6. The Mermaid Market</li> <li>7. Pick Up Point F&amp;B Promotion</li> <li>8. WOW Raya Carnival</li> <li>9. Mid-Year Sale Redemption</li> <li>10. Atria on Air</li> <li>11. Atria Wonder Box Redemption</li> <li>12. Jom Makan &amp; Tengok Wayang F&amp;B Promotion</li> <li>13. Malaysia Day Colouring Competition</li> <li>14. Mid-Autumn Festival</li> <li>15. World Alzheimer's Month 2020</li> <li>16. Atria Members' Month</li> <li>17. Atria Care Package CSR Programme</li> <li>18. Atria Halloween HALLOBOX Redemption</li> <li>19. Atria Halloween Social Media Contest</li> <li>20. Atria Deepavali Décor &amp; Social Media Contest</li> <li>21. A Colourful Christmas Wonder</li> <li>22. Year End Sale Redemption</li> </ol>	<ol style="list-style-type: none"> <li>1. Contributing to Dasar Komuniti Negara, we completed and handed over the ZeComm Centre (Zero Waste Centre) to the residents of PPR Bagan Jaya to encourage a zero-waste lifestyle, in collaboration with SWCorp.</li> <li>2. Mercy Malaysia Food Relief Programme for B40 families across PPR Homes in Malaysia providing food assistance during the MCO enforcement.</li> <li>3. Irangan Bayu - Phase 1 "Pastura" buyers' appreciation event was held in January 2020 where 221 families became the first homeowners at Irangan Bayu, Negeri Sembilan.</li> <li>4. You City III – Chinese New Year 2020 Celebration in collaboration with Dissy (Malaysian YouTubers).</li> </ol>	<p><b>Swiss-Garden Hotel and Residences Genting Highlands</b></p> <ol style="list-style-type: none"> <li>1. Food distribution to Sri Sayang Welfare Home, a home for the aged and handicapped in Batang Kali, Hulu Selangor.</li> <li>2. Food distribution to police workforce at Genting checkpoints during MCO as a gesture of gratitude to our frontliners.</li> <li>3. Set-up of collection box for ASNAF in the Hotel lobby, aimed to help orphans under their care. Collection stands at RM522.</li> </ol> <p><b>SGI Vacation Club</b></p> <ol style="list-style-type: none"> <li>1. Conducted Members Luncheon</li> </ol>
<p><b>Faber Towers</b></p> <ol style="list-style-type: none"> <li>1. Xmas Wish List with Shelter Home for Children's</li> <li>2. New Year Celebration with Pusat Kebajikan Komuniti Suriana</li> </ol>		

## MARKET PRESENCE

### Delivering Professionalism and Imparting a Positive Market Presence

The Group recognises that our biggest asset is our employees and significant resources are channelled to nurturing their professional and personal growth throughout their career with us.



We prioritise the hiring of locals across all businesses under the Group.

As a caring and responsible employer, we are committed towards providing an inclusive and equal opportunity work environment that integrates people from different backgrounds, ethnicity, age groups, languages, physical abilities and skillsets under the OSK Group's corporate culture and values.

We prioritise hiring the general workforce from the local community or country. Our senior management team comprised all Malaysians during the financial year.

## OSK FOUNDATION: HELPING THE UNDERSERVED IN THE COMMUNITY

OSK Foundation supported over **1,200 beneficiaries** with a total disbursement of **RM1.2 million** in FY2020.

Total philanthropic disbursements by OSK Foundation have **exceeded RM3.9 million** since its establishment in **May 2015**.

We take pride in being a responsible corporate citizen and constantly endeavour to being an agent of change of positive change in the community.



During FY2020, OSK Foundation partnered with the Dignity for Children Foundation to mitigate disruptions to classroom learning caused by COVID-19.

\* Picture was taken prior to MCO

Through OSK Foundation, the Group's philanthropic arm that was established in 2015, we have been contributing to the betterment of the less fortunate and indigenous communities through donations, sponsorships and targeted initiatives to catalyse social mobility, improve learning outcomes and improve the community's living standards.

This year, we have included a section detailing snapshots of the impact and the UN SDG contributions we have made in the community to provide exposure on the good work carried out by our beneficiaries and to inspire change on a bigger scale.

The Foundation is governed by its Board of Trustees ("BOT") chaired by OSK Holdings Berhad Executive Chairman Tan Sri Ong Leong Huat, MBSB Bank Berhad Chairman Tan Sri Azlan Zainol and the President of the International Strategy Institute and the Economic Club of Kuala Lumpur Tan Sri Dato' Dr Michael Yeoh.

**OSK FOUNDATION:  
HELPING THE UNDERSERVED IN THE COMMUNITY**

STANDALONE PROJECTS	COMMUNITY IMPACTS IN FY2020	UN SDG CONTRIBUTIONS
Gifts of Hope	<ul style="list-style-type: none"> <li>Festive celebration with charitable homes for Chinese New Year, Deepavali and Christmas.</li> <li>111 children and 79 old folks positively impacted.</li> </ul>	
TAR University College Scholarships	<ul style="list-style-type: none"> <li>Five scholars completed their TAR University College diploma programmes.</li> </ul>	

STANDALONE PROJECTS	COMMUNITY IMPACTS IN FY2020	UN SDG CONTRIBUTIONS
Women’s Institute of Management (Small Business Training & Financial Management Workshops)	<ul style="list-style-type: none"> <li>Women’s entrepreneurial workshops held in two states in the peninsular.</li> <li>60 single mothers, Orang Asli women, and estate women.</li> </ul>	
Chumbaka	<ul style="list-style-type: none"> <li>Eight high-need schools in three areas - Pandamaran, Klang, and Papar involving 23-25 teachers.</li> </ul>	
SUKA Society	<ul style="list-style-type: none"> <li>Supported the running of one Orang Asli pre-school benefiting 10 Orang Asli pre-schoolers.</li> </ul>	
Alzheimer’s Disease Foundation Malaysia	<ul style="list-style-type: none"> <li>Supported the running of the Atria-Alzheimer’s Community Centre in running activities that benefit 600 individuals including patients, caregivers, volunteers and community groups.</li> <li>Raised RM40,000 in conjunction with World Alzheimer’s Month 2020.</li> </ul>	
Closing the Gap (2018-2020 cohort)	<ul style="list-style-type: none"> <li>30 scholars from B40 families benefited with RM800,000 worth of scholarships accepted to-date.</li> </ul>	
Malaysian Collective Impact Initiative (“MCII”)	<ul style="list-style-type: none"> <li>Held 41 programmes involving 827 teachers, headmasters and school staff engaged and 13,000 students impacted.</li> </ul>	

## OSK FOUNDATION: HELPING THE UNDERSERVED IN THE COMMUNITY

### Education: Empowering Knowledge

OSK Foundation believes that education is the most effective driver of change, as it remains the biggest socio-economic equaliser in our society. The Foundation adopts the view that when we ensure education is accessible for all, not only are we providing them with the tools and means to build a more progressive society, but more importantly, we are also enabling them and their families to escape the cycle of poverty.

Therefore, OSK Foundation works to connect with a broad range of education institutions and non-profit organisations that deliver quality education for all levels and backgrounds, focusing our efforts particularly on the less fortunate.

### Kolej Universiti Tunku Abdul Rahman ("TAR UC") Scholarship

OSK Foundation continued to support students from low-income households with full scholarships.



\* Picture was taken prior to MCO

OSK Foundation scholars volunteering at a charity food fair to raise funds for a welfare home. Community service is one of the requirements for scholars to maintain their OSK Foundation scholarship.



\* Picture was taken prior to MCO

Chumbaka organised a three-day STEM workshop at Sekolah Kebangsaan Kapar for 25 teachers from 10 selected schools in Klang, Selangor.

### Malaysian Collective Impact Initiatives ("MCII")

OSK Foundation continued its sponsorship of a three-year STEM education programme to activate Innovation Clubs in 14 Primary and Secondary Schools under the ambit of the Malaysian Collective Impact Initiative MCII in the Pandamaran, Klang, and Kapar areas.

## → OUR COMMUNITY DIARY



\* Picture was taken prior to MCO

A group photo of the scholars and mentors during the launch of the year 2020 cohort.

### Empowering High Achievers through Closing the Gap ("CTG")

OSK Foundation supported TFM Foundation's Alumni Project, known as "Closing the Gap". CTG is an independent organisation that aims to help high potential students from disadvantaged families to gain access to quality higher education through mentoring programmes.

### Supporting e-Learning for Underprivileged Children

Sponsored the purchase of laptops for Dignity for Children Foundation that supports the e-learning of over 260 underprivileged upper primary and secondary school students.

### Persatuan Kebajikan Kanak-Kanak Kajang ("PKKKK")

PKKKK is a non-profit organisation in Kajang which runs various programmes including providing free tuition and meals for children who come from underprivileged or broken families. The Foundation supports the centre's rent and utilities, children's meals, teacher's salary, transportation and stationeries.

**OSK FOUNDATION:  
HELPING THE UNDERSERVED IN THE COMMUNITY**

**Empowering Women through Entrepreneurial Workshops and Training**

OSK Foundation continued its advocacy for women’s financial literacy and financial independence through our partnership with the Women’s Institute of Management (“WIM”) to organise a series of Small Business Training and Financial Management Workshops for underserved women across the country including Orang Asli, Orang Sungai and single-parent women. The two-day workshop offered comprehensive training and mentorship for women who wish to start their own small businesses.



\* Picture was taken prior to MCO

WIM workshop participants learned to present their mock business plan during the entrepreneurship workshop.

**Community Development:  
Improving the Lives of Those Affected by the COVID-19 Pandemic**

During the year, OSK Foundation actively contributed to the community’s well-being through active partnership in various programmes and initiative to support lower-income groups during times of the COVID-19 pandemic.

**Supporting early education of Orang Asli children**

OSK Foundation continued its sponsorship of the Orang Asli pre-school, Kelas Komuniti Asalnika in Kg Pos Musuh, Tapah, Perak, via SUKA Society.

**COVID-19 relief support with Medical Relief Society Malaysia (“MERCY Malaysia”)**

Together with OSK Property, OSK Foundation collaborated with MERCY Malaysia to provide immediate relief to 200 families across Peninsula Malaysia with food packs to ease their burdens during the Movement Control Order (“MCO”).



200 families received food packs at the height of the COVID-19 pandemic.



More than 1 million face masks, 35,000 PPEs and hospital equipment were sent to more than 30 designated hospitals.

**Extending a Helping Hand to Fight COVID-19**

OSK Foundation joined corporate Malaysia in the fight against COVID-19 by contributing RM500,000 to The Edge COVID-19 Equipment Fund to purchase and deliver face masks, PPEs and hospital equipment to more than 30 designated hospitals that were treating COVID-19 patients.

## OSK FOUNDATION: HELPING THE UNDERSERVED IN THE COMMUNITY

### Donations to Various Social Welfare Homes for COVID-19 Relief

OSK Foundation donated to various welfare homes to ease their burdens during the time of MCO caused by the COVID-19 pandemic.



\* Picture was taken prior to MCO

Pusat Jagaan Sai Sarih Setia Kasih, is a nursing home in Ipoh that specialises in caring for patients with psychiatric illnesses.

### Instilling Change in The Community – Initiatives by Business Units

In keeping with our integrated sustainability approach, businesses under OSK Group also played a role in helping the local communities where they operate.

### Celebrating ‘Gifts of Hope’ with the Less Fortunate

OSK Foundation’s Gifts of Hope programme was set up to provide opportunities for employees to share the joy of major festive celebrations with the less fortunate and give back to society. The programme endeavours to create goodwill among charity homes, while helping to reduce their burden through in-kind and cash contributions from employees and the Foundation.

### Gifts of Hope Deepavali

OSK Foundation celebrated Deepavali with over 100 children and elderlies from three charitable homes in the Klang Valley i.e. Pertubuhan Kebajikan Yesuvin Mahligai (YM) Selangor, Pusat Jagaan Kanak-kanak Istimewa Lagenda, and Rumah Kebajikan Karunai Illam. Each home received groceries and daily necessities contributed by OSK employees and tenants in Plaza OSK.

## → OUR COMMUNITY DIARY

### OSK Property Supports Dasar Komuniti (“DKN”) Negara

OSK Property is proud to be part of the DKN initiative or the National Community Policy. As an initiative under the National Housing Policy 2.0, OSK Property is committed to improve the living environment of the residents of Program Perumahan Rakyat (“PPR”) Jalan Thamby in Butterworth, Penang.

The Foundation supported and fund the building and development of a Zero-Waste Community (“ZECOMM”) Centre at PPR Taman Bagan Jaya under this initiative.



The completed ZECOMM Centre at PPR Taman Bagan Jaya in Penang.



\* Picture was taken prior to MCO

A group photo of showing OSK volunteers and caretakers at Pertubuhan Kebajikan Rumah Kasih Jing Yuan in Setapak, Kuala Lumpur.

### Gifts of Hope Chinese New Year

The Foundation, brought some Chinese New Year joy to over 40 underprivileged patients with serious disability and/ or life-limiting ailments at Rumah Kebajikan Rumah Kasih Jing Yuan in Setapak, Kuala Lumpur.

**OSK FOUNDATION:  
HELPING THE UNDERSERVED IN THE COMMUNITY**

**Creating Dementia Awareness and Caring for the Aging Community**

In conjunction with World Alzheimer’s Month 2020 (“WAM2020”), the Foundation and Atria Shopping Gallery, in partnership with Alzheimer’s Disease Foundation Malaysia (“ADFM”), produced the



The AACC in Level Three of Atria is a one-stop support centre for Alzheimer’s disease patients and their caregivers.



The WAM2020 celebration and fund-raising campaign was launched by Bandar Utama assemblywoman Y.B. Puan Jamaliah Jamaluddin.

“Remember Me” purple ribbon as a fundraising campaign alongside a month-long programme that includes webinars and talks on tackling the onset of dementia, how to support people with dementia, exhibition booths as well as activities such as chair yoga exercises, free health screening and memory tests that is held at the Atria ADFM Community Corner (“AACC”).

→ **OUR COMMUNITY DIARY**

**Faber Towers Fulfils Christmas Wishes**

The management of Faber Towers organised a Christmas Wish donation drive at Faber Towers to fulfil the wishes of 32 kids Shelter Home for Children.

Faber Towers collaborated with its tenant JD Depot to send goody bags filled with groceries to 50 children at Pusat Kebajikan Komuniti Surina.



The team from Faber Towers handed over donated gifts to the Shelter Home for Children.



BOTM provides a selection of preloved reading materials in urban libraries to promote literacy in the community.

**Books on the Move**

OSK Foundation, OSK Holdings Berhad and OSK Ventures International Berhad teamed up in a book donation drive to inspire reading among the community. All pre-loved books were donated to Books on the Move’s (“BOTM”) community libraries in KL Gateway Mall, The LINC KL, Paradigm Mall and Jaya One. BOTM is a global book sharing movement to get people reading on their daily commutes and to help increase literacy within the urban community.

## OSK FOUNDATION: HELPING THE UNDERSERVED IN THE COMMUNITY

### Hearing from our Community Partners

#### WOMEN'S INSTITUTE OF MANAGEMENT ("WIM")



\* Picture was taken prior to MCO

#### Type of support:

- OSKF has sponsored WIM's Basic Entrepreneur Workshop since 2019.

#### Positive Impact Achieved:

- To-date, five workshops have been conducted, benefiting over 150 underserved women in Negeri Sembilan, Pahang, Melaka, Sabah and Johor.
- The programme has enabled these underserved women to learn new handicraft skills that strengthen their ability to earn additional income and gain financial independence.

"The OSK Foundation's sponsorship of WIM's Workshop on Small Businesses for Marginalised Women throughout Malaysia has brought about encouragement and new inspiration to these women to enter into income earning activities which will elevate the standard of living for them and their families.

They are very happy and grateful to the OSK Foundation."



#### Dato' Dr. Nellie Tan-Wong

Co-Founder, Deputy Chairperson of WIM

#### SUKA SOCIETY



\* Picture was taken prior to MCO

#### Type of support:

- OSKF supported SUKA's Empowered2Teach programme since 2016 to 2020
- OSKF supports the full expenditure of the Orang Asli Pre-School in Pos Musuh, Tapah.

#### Positive Impact Achieved:

- 69 Orang Asli young students in Pos Musuh village have the opportunity to receive early childhood education, and prepare them for formal national education when they reach the age of 7 (Standard 1). The pre-school minimises chances of Orang Asli children dropping out from school, thereby improving literacy among the Orang Asli community.
- The Pos Musuh pre-school is one of the best performing community pre-schools in our Empowered2Teach programme.

"We would like to thank OSK Foundation for being our long-term partner in supporting our efforts in creating greater access to education for Orang Asli children.

For the past four years, OSK Foundation has partnered us in empowering Salbina, our Orang Asli teacher in Pos Musuh, Tapah, to teach and push for education within her village. Salbina's community preschool has provided 69 Orang Asli young students the opportunity to receive early childhood education. OSK Foundation's long-term partnership and commitment to the programme has helped Salbina's pre-school to become the best performing community preschool in our Empowered2Teach programme. Her pre-school scored a final overall average result of 91%. All education initiatives are long term and as such we are very thankful for OSK Foundation's long-term commitment in pushing for education for marginalised communities in Malaysia for years to come!"



#### Anderson Selvasagaram

Executive Director of SUKA Society

## OSK FOUNDATION: HELPING THE UNDERSERVED IN THE COMMUNITY

### Hearing from our Community Partners

#### CLOSING THE GAP ("CTG")



##### Type of support:

- OSKF supported CTG for the 2018 cohort (three-year programme)

##### Positive Impact Achieved:

- The 2018 Cohort reported a retention rate of 97% and ended in August 2020 with 30 scholars.
- University destinations: Among the 30 scholars, 15 have successfully entered university, with 7 of them currently pursuing their studies in 4 of the top 5 Research Universities in Malaysia. 14 scholars will be applying for university only in 2021 due to delays in pre-university examinations and changes of plans as a result of the pandemic in 2020.
- Scholarships obtained: In total, the Cohort has been offered ~RM1.3 million in scholarships since 2018, with ~RM800,000 in scholarships accepted.

"Majority of our CTG students will be the first in their families to attain higher education - for some, they would be the first SPM graduates. Some students come from single-parent households; and some of these households also have unstable income sources. More than 83% of our 2018 Scholars are from households with income below RM4,000 per month.

- 2018 cohort of scholars are from 8 schools across 6 towns/ areas, primarily in Klang and Ampang
- 31 students started the programme
- 30 students ended the programme



#### Ida Thien

Co-Founder and Managing Director of CTG

#### PERSATUAN KEBAJIKAN KANAK-KANAK KAJANG ("PKKKK")



\* Picture was taken prior to MCO

##### Type of support:

- Since 2019, OSKF funded PKKKK's free tuition and meals programme for children who come from underprivileged or broken families around the Kajang area.

##### Positive Impact Achieved:

- The monthly sponsorship provided free meals, after-school tuition, and daily transportation to school for 67 underprivileged schoolgoing children.
- The support extended by the Foundation has not only elevated the socio-economic status of the community, but also inculcates positive values as part of sustainable community living.

"We would like to thank OSK Foundation for supporting us monthly for the past two years of free meal and tuition programme at PKKKK. For the past two years, your support has helped us reach 68 students in 2019 and 67 students in 2020.

Our free meal and free tuition programme still goes on as usual during the pandemic. During MCO, we brought in 10 students in every two-hour rotation to help them with their school work online and provide a free meal. By doing this, we manage to help most of the students to finish their school work – many whom do not have any access to internet in their home.

Besides fetching, teaching and giving them food, we also bring them on Sundays to have games, dance and lunch together. Some Sundays we do cookies and cook together. We do all these programmes so that the students will continue to come to the centre to study, to do their school work and to have food as many students here are from single mother family, and very often the mother is not at home."



#### Susie Devaki

Founder of PKKKK

## OSK FOUNDATION: HELPING THE UNDERSERVED IN THE COMMUNITY

### Hearing from our Community Partners

#### DIGNITY FOR CHILDREN FOUNDATION

dignity



#### Type of support:

- In 2020, OSKF sponsored the purchase of 60 laptops for Dignity's underserved children under the Umbrella Emergency Fund for COVID-19.

#### Positive Impact Achieved:

- The laptops will significantly improve digital literacy for underserved children, while enabling effective home-based e-learning especially during the Covid-19 pandemic. The laptops will also be used in coding classes to help students excel in IT and problem-solving skills.

"First and foremost, Dignity for Children would like to thank OSK Foundation for your continuous and generous support extended to Dignity.

We are thankful for OSK Foundation sponsoring 60 Chromebooks to support Dignity's e-learning platform, ensuring our underprivileged and marginalised students are connected to our online classrooms.

On Mar 18, when the Movement Control Order was implemented to address the COVID-19 outbreak, hence Dignity had to adapt fast to our changing reality. One of the major moves was implementing an e-learning platform, ensuring the students are not left-out whilst they are studying remotely at home.

A total of 260 students will be benefited from the use of the Chromebooks, students also will be exposed to a new subject – coding class next year. We believe this class will help develop problem-solving skill and an excellent way to help our students think more logically, we know that these Chromebooks will greatly benefit the students as we prepare them for this technological age.

We're doing everything best to support this new approach and we are grateful for OSK Foundation's generosity and kindness. Students at Dignity can continue to benefit from abundant opportunities to learn, grow and excel. Despite all the lockdown is happening, we are proud to see the efforts of our students continuing their academic lessons.

We look forward to greater things in the year ahead with OSK Foundation and many more years to come."



#### Norman Ng

Marketing and Sales Manager of Dignity for Children Foundation



A classroom session in progress at the Dignity for Children Foundation.

# WASTE



OSK partnered with Lovely Disabled Home Recycle Centre in the 3R charity recycling campaign.

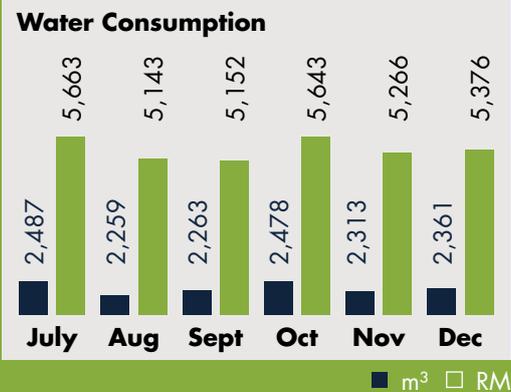
## Minimising Our Environmental Footprint

**OSK strives to incorporate sustainable practices in all our activities including our processes, daily operations and how we manage our wastes.**

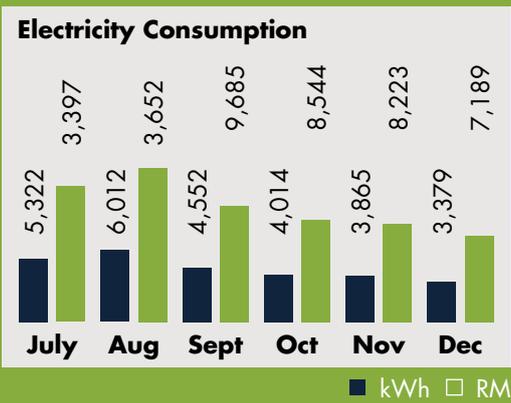
In FY2020, we initiated a 3R Sustainability Campaign in Plaza OSK; a three-month awareness campaign to inculcate the values of 3R (Reduce, Reuse, Recycle) at the workplace.

The campaign also aimed at promoting a resource-efficient and productive work culture by advocating the 5S workplace organisation method: Sort (Seiri), Set in Order (Seiton), Shine (Seiso), Standardise (Seiketsu), and Sustain (Shitsuke) to enhance employees' awareness on the importance of systematic work organisation and being resource conscious.

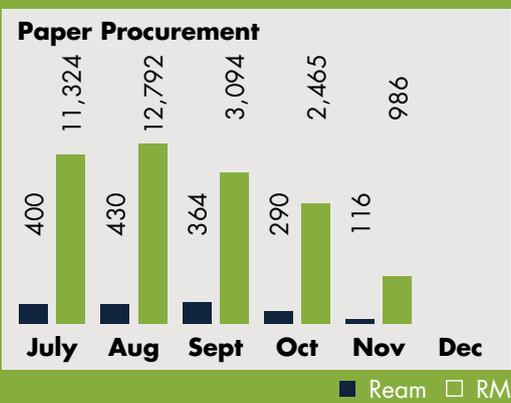
We collected a total of 546 kg (September-November 2020) of recyclables, through our partnership with Lovely Disabled Home Recycle Centre. Throughout the campaign period, we recorded an increase of 277 m<sup>3</sup> of water usage primarily due to frequent hand-washing and cleaning of the premises by employees during MCO period. We also recorded a consumption reduction of 25,920 kWh of electricity and 520 reams of A4 paper (260,000 A4 sheets).



Total water consumption increased during the pilot 3R Sustainability Campaign period attributed to increase cleaning and washing activities at Plaza OSK as part of hygiene upkeep measures to protect against COVID-19.



Using the preceding month August as benchmark, total electricity consumption reduced during the campaign period with total savings of RM11,924 equivalent to 5,067 kWh of electricity.



Using the preceding month August as benchmark, total paper procured for consumption reduced during the campaign period with total savings of RM4,411 equivalent to 520 reams or 260,000 sheets of A4 paper.

## WASTE

Our waste management initiatives include various measures to instil conscientious use of natural and manufactured resources, as well as ethical treatment of wastes by business units. Here is a summary of the waste management initiatives at the respective business divisions:

### OSK Property



- At Ryan & Miho, 69% of total construction waste generated (2,672,350 kg as at November 2020) was sent for recycling through certified recycling vendors, and 15.53% of construction contents came from recycled materials including sustainable materials such as sustainable timber, and reused or repurposed steel.

### Olympic Cable Company



- At OCC, production material wastes consisting of scrap metals, insulation compound and wooden pallets were collected and sold to third-party recycler every week. Clean waste is collected and reused in the production process.
- We employ strict environmental procedures for operations and control of this facility and for appropriate disposal of hazardous waste. For used lubricant waste, they were kept in special drums, stored, and disposed by the approved waste disposal company whenever the scheduled disposal reached its limit.
- We ensure no prohibited scheduled waste materials such as used oil, fuel, lubricants or chemicals were sent to the landfill.

### Swiss-Garden International

- All wastes from our hotels are disposed in a professional manner by licensed waste disposal operators and fully compliance with prevailing regulations.
- The estimated waste recycling weightages below are for the entire Windmills Upon Hills complex (which includes Swiss-Garden Hotel & Residences Genting Highlands):
  - Paper: 1,700 tonnes
  - Plastic: 3,000 tonnes
  - Cardboard boxes: 3,000 tonnes
  - Glass/cans: 1,100 tonnes
  - Food waste: 18 tonnes (F&B wastes at Swiss-Garden Hotel & Residences Genting Highlands are stored separately and disposal collection is done twice a week).
- At Swiss-Garden Beach Resort Kuantan, used cooking oil is also collected monthly by a professional vendor. About 1,200 liters of used cooking oil are sent for recycling every year to be processed into biodiesel.
- Go Green "Help Save the Planet" Programme is being practised at both Swiss-Garden Hotel & Residences Genting Highlands and Swiss-Garden Beach Resort Kuantan. The programme encourages guests to only request for towels and linen change, when necessary as part of the hotels' environmental initiative. The message is communicated to guests by placing a "Help Save the Planet" note on all beds.
- Eco Friendly Programme was implemented at Swiss-Garden Hotel & Residences Genting Highlands through an amenities bottle buy-back and soap scrap exchange programme with our vendors.



### SGI Vacation Club

- During the relocation of our Kuantan Sales Office to our Kuala Lumpur Sales Office, all excess 34 sets of staff workstations and chairs were donated to SK Balok in Kuantan, Pahang.
- Similarly, we donated all surplus 32 sets of staff workstations and chairs from our Johor Bahru Sales Office were donated to SK Ayer Molek in Johor Bahru, Johor, when it was relocated to our Kuala Lumpur Sales Office.
- We minimise the disposal of single-use plastic water bottles by installing electric water dispensers in all SGI VC office and sales offices.

# WATER



\* Artist's impression

Ryan & Miho harvests rainwater to water the greenery in its public areas and common facilities.

## Caring for Every Drop

**As one of the world's most precious and vital resources, we are committed to ensuring that we use water responsibly and sustainably.**

We continue to promote the reduction of water footprint through best practices such as rainwater harvesting, reuse of greywater water and water recycling, wherever possible, to ensure that water conservation is optimised across our business operations.

All our property projects are fitted with water efficient sanitary fittings, which include dual flush and basin taps installed with constant flow regulator and aerator to reduce the water consumptions. To promote green living, Ryan & Miho and You City III use rain water harvesting system to recycle rain water for landscape irrigation.

Our cables manufacturing business, Olympic Cable Company, stores and recycles harvested rain water via a water recycling system used for production cooling purposes, and to reduce the consumption of treated pipe water.

### Water Conservation

OSKP's green property projects feature rainwater harvesting systems that reduce water consumption by 50%. Water consumption for landscape irrigation has also been reduced by 50% via the use of native and adaptive plants. At the same time, all OSKP projects use water-efficient sanitary fittings such as dual-flush water closet, basin taps installed with constant flow regulator and aerator to minimise water consumption.

#### Water Consumption at SBKN (m<sup>3</sup>)

2018		98,257
2019		113,075
2020		77,282

Swiss-Garden Beach Resort Kuantan reduced cold water pressure for its water pump resulting in a consumption reduction of 30% of water used during the year.

#### Water Consumption at SHRGH (m<sup>3</sup>)

2018		0
2019		44,000
2020		30,000

Swiss-Garden Hotel and Residences Genting Highland reduced water consumption by 80% for common areas by optimising water used for landscape irrigation and cleaning purposes.

\*2018 – SHRGH had not commenced operations.

#### Water Consumption at SGI VC (m<sup>3</sup>)

2018		34,093
2019		44,227
2020		26,118

SGI VC minimised water consumption during the MCO period by reducing housekeeping frequency to once every three days.

#### Water Consumption at Faber Towers (m<sup>3</sup>)

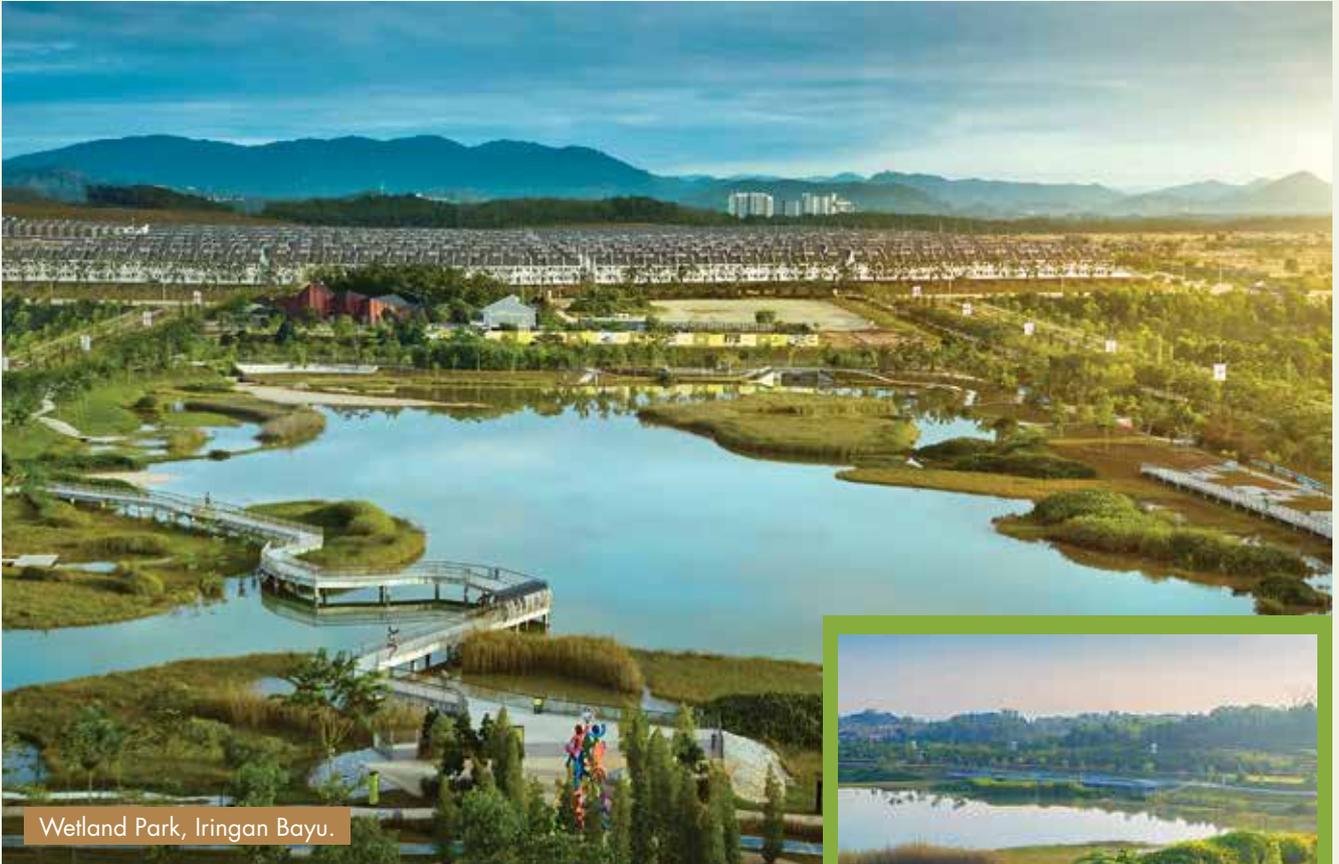
2018		53,111
2019		51,219
2020		40,492

Our commercial investment asset Faber Towers achieved tangible improvement in water consumption reduction due to improved water management measures and lower office occupancy during the MCO period.

Other water-efficient amenities across our investment assets, hotels and vacation club premises include:

- Low-flow sink and bathtub faucets, showerheads and toilets at our hotels.
- Dual-flush valves on water closets that provide a full flush and optional half flush.
- Lavatory with water-efficient features including sink aerator and sensors that optimise water volumes.
- Using higher-efficiency plumbing fixtures.

## BIODIVERSITY



Wetland Park, Iringan Bayu.

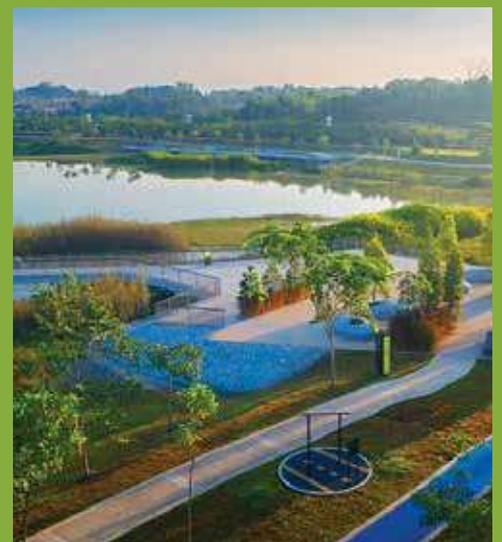
### Promoting Biodiversity at Our Townships

**Conserving our biodiversity is vital to maintaining a resilient natural environment. For OSK, a resilient natural environment is vital to the sustainable development of our businesses.**

The Group aims to enhance and protect biodiversity and ecosystems, reduce water usage, as well as conserve and restore natural resources around its developments.

With rising standards of living, many put quality of life as a priority for modern families. People are opting for a conducive environment suitable for growing families. This is the vision behind our 22-acre wetland park in Iringan Bayu, Seremban, which offers a whole new level of holistic community living and a green-comfort living.

The expansive Wetland Park in the 770-acre Iringan Bayu township is part of OSK Property's appreciation for nature that demonstrates the diversity of flora and fauna, as well as promoting a healthy ecosystem that supports environmental conservation.



Wetland Park provides tranquility to the residence.

More than a recreational space, we also envision the Wetland Park as a place to cultivate an appreciation for biodiversity not only for our homebuyers, but also the community.

An ecological check shows the Iringan Bayu Wetland Park currently consists of more than 200,000 wetland plants, 972 trees of 60 different species and has attracted more than eight bird species and 11 local fishes. The 972 trees planted at the public park serve as a natural carbon sequester, which we aim to nurture to full maturity in the coming years.

# ENERGY



SGI Vacation Club Melaka.

## Improving Our Energy Efficiency

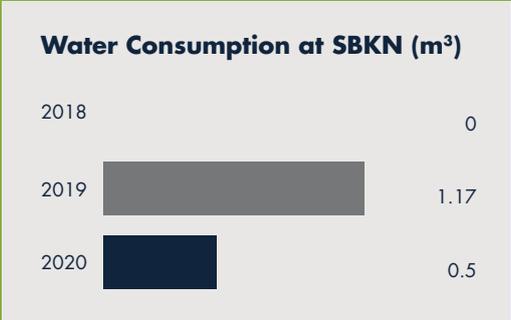
**This year, the Group made greater progress in optimising energy consumption through conscious efforts in reducing wastages.**

We are committed to contributing towards curbing climate change by creating greater energy efficiencies and minimising our carbon footprint as much as possible.

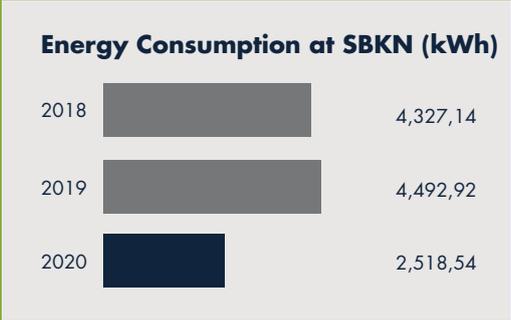
As we set the goals to reduce our consumption of water and energy at the workplace, we are also investing in research and development to improve efficiencies and reduce environmental impact for the Group and our customers.

## Smart Energy Management

Swiss-Garden Hotel and Residences Genting Highlands issues friendly guest notices and reminders on energy conservation during their stay with us. Inspections and walkabouts are done regularly by Managers on Duty to mitigate energy wastage across the premises. Implementation of the energy saving plan at the hotel reduced energy expenses by approximately 25% during the year. The overall energy reduction plan also helped decrease machinery wear and tear due to optimised usage.



2018 – SBKN had yet to commence operations.  
 2019 – Higher energy consumption during the initial six months of opening on higher occupancy.  
 2020 – 12 months of lower occupancy and business, especially throughout the MCO period.



Swiss-Garden Beach Resort Kuantan (“SBKN”) switched off all machineries with high energy consumption from April to July 2020 during the MCO period. These include chiller, guest lifts, hot water system, sewage plant, swimming pool water pump and the laundry machines. Corridor lights on all floors, except staff walkway, were also kept off. Daily inspections were carried out by maintenance staff on duty. Implementation of the energy saving plan at the hotel reduced energy expenses by approximately 80% during the year. The overall energy reduction plan also helped increase the lifespan of machineries and energy saving installations due to optimised usage.



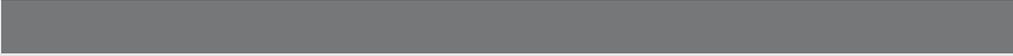
Swiss-Garden Beach Resort Kuantan.

## ENERGY

**Smart Energy Management (Cont'd)**

- All rooms in hospitality assets under SGI VC including SGI Vacation Club @ Damai Laut Holiday Resort and SGI Vacation Club Villas @ Damai Laut Holiday Resort, Timur Bay Seafront Residence Kuantan, and Swiss-Garden Residences Bukit Bintang, Kuala Lumpur, are fitted with Energy Saving Unit ("ESU") card slots to minimise energy wastage.
- SGI VC's Melaka property is fitted with Variable Refrigerant Flow ("VRF") air-conditioning system and uses solar energy for water heating. All common areas and air-conditioning in the rooms are turned off when there is no in-house member or guests. We use minimal lightings inside the hotel's common areas and turn off the electric water dispenser machine, as well as the Master Antenna Television ("MATV") system when there is no in-house member or guests.

**Energy Consumption at SGI VC (kWh)**

2018		1,886,655
2019		2,550,072
2020		795,239

Among the energy optimisation measures implemented by our property arm, OSKP, to-date include:

- All OSKP projects are fitted with LED street lightings for less energy consumption.
- Iringan Bayu Wetland Park uses solar powered lightings to save energy consumption.
- Ryan & Miho and You Vista are equipped with photo and motion sensors connected to lights and fans in common areas which will automatically switch off when no one is around.
- We have initiated the solarisation of our OSKP sales galleries during the year. The first to kick-off will be our Iringan Bayu Sales Gallery (installation in progress) with expected completion in 2021. We will be installing 119.7 KW of solar panels on the roof of our sales gallery. Estimated energy savings will be 150,000 kWh per annum, which is about 80% of the energy consumed by our Iringan Bayu Sales Gallery. Plans are also underway to solarise other OSKP sales gallery located at Bandar Puteri Jaya in Sg. Petani, Kedah, and Shorea Park in Puchong, Selangor.

Energy savings features installed in our community mall Atria include:

- Escalators are sensor-based and stop when not in use.
- Energy efficient LED lights installed across the premises and parking facility.
- Uses a Building Control System to optimise energy usage efficiency in the building, such as Air Conditioning and Mechanical Ventilation ("ACMV") and lighting.
- Installed EV charging facility, called 'ParkEasy', at its basement parking to promote energy-efficient travel. The EV charging bays can be reserved via the ParkEasy app (available for iOS and Android smart phones).

ENERGY

**Smart Energy Management (Cont'd)**

- To conserve energy in our commercial investment asset Faber Towers, all light fittings in the building are retrofitted with LED lights, and the operations timing of our Air Handling Unit (“AHU”) had been reduced. We also increased the chiller temperature by 1°C from 6.5°C to 7.5°C, levelled up the AHU temperature setting by 1.5°C to 2.5°C for selected floors, optimised compound and billboard lightings, and reduced operating amenities (where applicable) during the MCO period. As a result, Faber Towers achieved a year-on-year savings of 15.3% (or RM175,329) in energy expenditure in FY2020.

**Energy Consumption at Faber Towers (kWh)**

2018	2,454,523
2019	2,333,533
2020	2,019,285

- To conserve energy, the lights at Plaza OSK’s common areas are controlled by auto-timer. The Building Management team switched off centralised air-conditioning at floors with offices that were not operating throughout the MCO period.



In striving to promote green living among our shoppers, Atria installed new EV charging bays at its basement parking. The parking bays are available for use by the public with prior booking using the ParkEasy mobile app.

## CLIMATE CHANGE



Ujana Perbandaran Sungai Petani.

### Building a Cleaner Tomorrow

**Over the years, our sustainability strategy has begun to focus on issues related to climate change, carbon reductions, renewable energy, plastics use and disposal and organisational alignment with the Group's latest sustainability blueprint.**

The rise of the 'new normal' caused by COVID-19 had a profound impact on how we manage sustainability, including the important issue of climate change. While we continued to incorporate operational adjustments to adapt to the 'new normal', we were equally committed to doing our part to reduce environmental degradation and mitigate our carbon emissions as we transition towards a low-carbon economy.

OSK has addressed some of the issues associated with climate change by focusing on increasing the greenery in our developments, and improving our energy performance and resource efficiency.



### Natural Carbon Sink in Bandar Puteri Jaya, Sungai Petani

The 30-acre Ujana Perbandaran Sungai Petani (Sungai Petani Urban Park), nestled within the Bandar Puteri Jaya township developed by OSK Property, is the largest public recreational park in Sungai Petani, Kedah. A testament of our commitment to care for the environment, the well-known green lung not only serves as recreational space where local residents can carry out healthy outdoor activities, it also serves as a permanent natural carbon sink to mitigate carbon emissions in the residential township.

The park, launched on 30 November 2019 by then Federal Territories Minister YB Tuan Haji Khalid bin Abdul Samad and the then Chief Minister of Kedah YAB Dato' Seri Utama Haji Mukhriz Tun Mahathir, is just a stone's throw away from the Yarra Park township developed by OSK Property.

# GREEN BUILDINGS



Ryan & Miho in Section 13, Petaling Jaya.

\* Artist's impression

## Rethinking Greener Homes

**To further integrate sustainability into our property development projects, elements of Green Building Index (“GBI”) was incorporated into the design and construction of our Ryan & Miho project in Petaling Jaya.**

The environmental rating system for buildings was developed by the Malaysian Institute of Architects and Association of Consulting Engineers Malaysia to promote efficient building design, while taking into consideration the preservation of the environment.

As the Group’s first GBI Gold certified project, Ryan & Miho promotes green living through an integrated, whole-building design approach to reduce impact on the surrounding environment. Ryan & Miho achieved Provisional GBI Gold certification in September 2019.



Swimming pool at the facilities deck in Ryan & Miho.

\* Artist's impression



**Ryan & Miho was awarded the GBI Gold certification based on the following six design assessment criteria:**



Energy efficiency



Indoor environmental quality



Sustainable site planning and management



Materials and resources

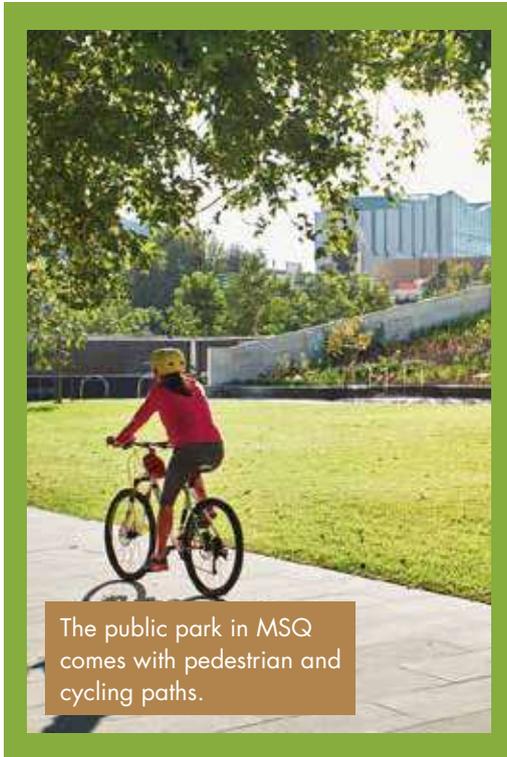


Water efficiency



Innovation

## GREEN BUILDINGS



The public park in MSQ comes with pedestrian and cycling paths.

The Melbourne Square ("MSQ") project has completed its newest park featuring pedestrian pathways, a tree-lined boulevard, pocket gardens, water features and a collection of sub-tropical plants, Australian natives and exotic species. The expansive public park, billed as Southbank's largest, spans more than 3,745 m<sup>2</sup> effectively giving the suburb a new green heart.

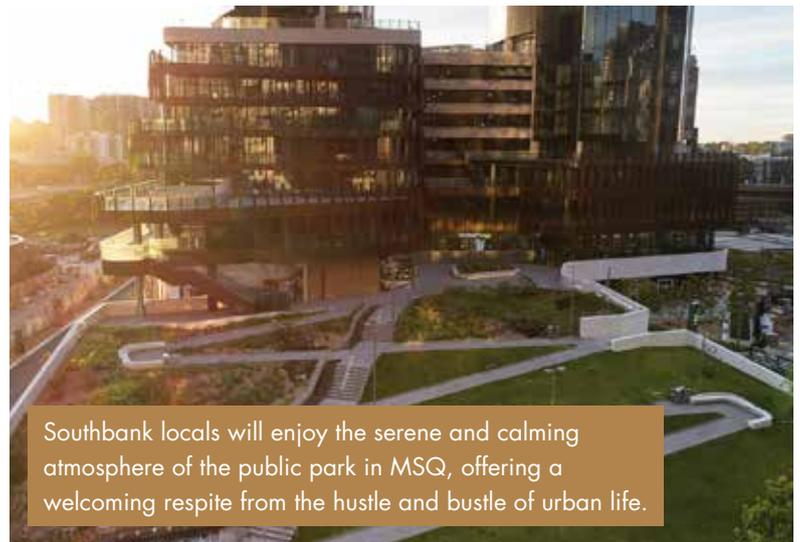
Curated by the urban design specialists, Taylor Cullity Lethlean, Melbourne Square's park is designed as a natural amphitheatre that can be programmed for a range of community events.

With north-facing vistas to take advantage of the sun, the park is part of the green spine

taking shape in Southbank as part of ongoing greening works, including plantings along the Southbank Boulevard and the opening of Boyd Park in 2019. Melbourne Square, a five-acre mixed development project with lush parklands and green open spaces, is designed and built as a connected, work-live-play precinct created with a holistic approach to environmental sustainability, health and well-being.

With sustainability in mind, Melbourne Square fits seamlessly into the city landscape, with six different landscaped terraces throughout for occupants to enjoy.

Recognised for its innovative, green and people-centric design, Melbourne Square was named as one of the best developments in the Asia Pacific, winning two accolades in the 2019/2020 Asia Pacific Property Awards in the 'Residential High-rise Architecture' and 'Mixed-use Development' categories, respectively.



Southbank locals will enjoy the serene and calming atmosphere of the public park in MSQ, offering a welcoming respite from the hustle and bustle of urban life.

The park is part of a network of gardens inspired by Melbourne's iconic Royal Botanic Gardens and qualities from other cities such as Paris, Berlin and Spain. Located over a gently rising slope, which provides an amphitheater feel, visitors to Melbourne Square's public realm are welcomed at the base street level by an elegant display of florals. A water feature, cascading down the pathway leads visitors up to a terrace providing a breathtaking gateway to the development.

### Open Spaces

# 3,745m<sup>2</sup>

Parklands and greeneries

### Retail Spaces

# 6,200m<sup>2</sup>

Full-line double-storey supermarket, childcare centre and food and beverage outlets.

### Wellness Centre

## Targeting Gold Standard

The WELL Building Standard was developed by integrating scientific and medical research on environmental health with leading practices in building design, construction and management.



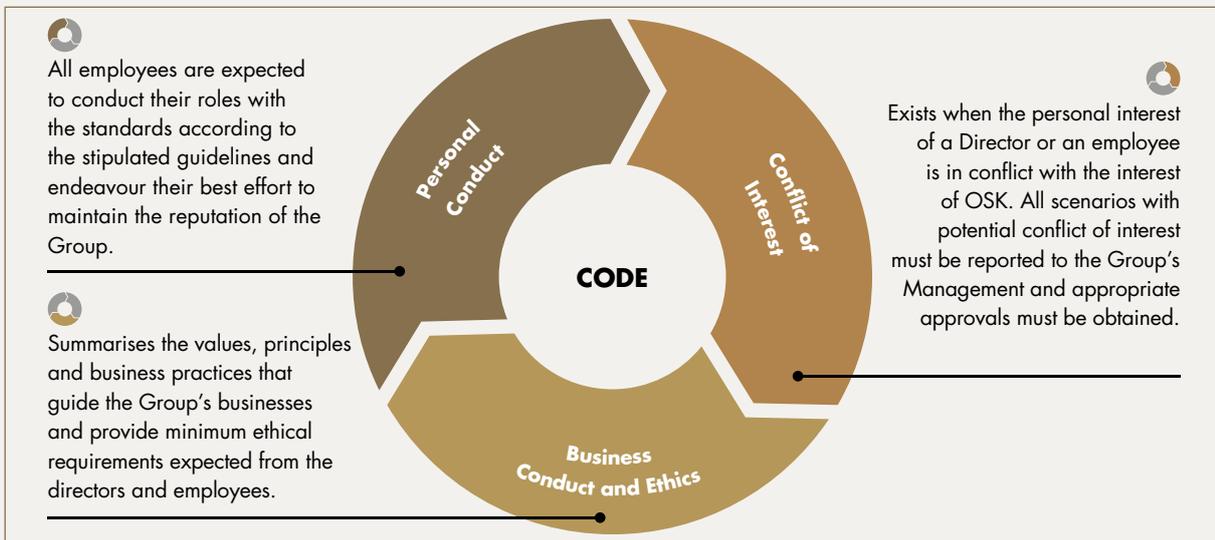
# ETHICS AND INTEGRITY

## Maintaining the Highest Standard of Ethics in our Business

OSK practises a culture of high integrity in all aspects of our business.

→ We place great emphasis on ensuring all our employees are aware of and adhere to our Code of Conduct and Business Ethics ("Code") in all circumstances.

The Code, which was approved and adopted by the Group in February 2018, outlines our central guide and reference for ethical decision-making to ensure business is conducted with integrity. The Code addresses three broad areas of employee performance, namely: Personal Conduct, Conflict of Interest, and Business Conduct and Ethics (as shown in the visual below).



We have also formulated a Whistleblowing Policy that serves as an avenue for employees and members of public to raise concerns of any suspected or known impropriety in conduct that they may have observed in OSK Group through a clearly-defined process and reporting channel, by which reports can be made in confidence and without fear of reprisal.

The process is reviewed regularly. During the year, we made enhancements to ensure that reporting channels are readily available. The Whistleblowing Policy was reviewed in September 2020 to ensure alignment with the Anti-Bribery and Anti-Corruption Handbook ("ABAC Handbook"), which was approved by OSK Board and introduced to all employees of the Group in January 2020 in both English and Bahasa Malaysia versions.

During FY2020, the Group's Corporate Disclosure Policy was reviewed and approved in November to improve our disclosure governance and to further strengthen practises under our Corporate Governance ("CG") Code with regards to effective communication with stakeholders.

We are proud that we continue to be listed on the Minority Shareholder Watch Group's List of Top 100 Companies for CG Disclosure (ranked 60th in 2019), as well as List of Top 100 Companies for Overall CG and Performance (ranked 70th in 2019).

\*Source:

<http://www.mswg.org.my/list-of-top-100-companies-for-cg-disclosure-2019-by-rank>

<http://www.mswg.org.my/list-of-top-100-companies-for-overall-cg-performance-2019by-rank>

## QUALITY PRODUCTS AND SERVICES

### Taking Pride in Quality Excellence

We believe that providing quality services and products will strengthen and retain the trust of our customers, and forge mutually beneficial partnerships across our businesses.



Atria in Damansara Jaya offers a wide selection of quality dining options for shoppers.



As a Group with multi-business activities, we strive to continually improve our quality and service performance across various aspects of our operations to maintain high levels of satisfaction for all our stakeholders.

A testament of our commitment to uphold the highest standards and ensure the best value for our customers, our products and services are recognised by industry-leading quality standards, certifications and benchmarks across our business units, as follows:

Subsidiary/ Business Division	Certification/ Specifications/ Standards	Description
Acotec	BS 476: Part 22: 1987 Quality Management System (ISO 9001:2015)	Product Listing Certification Manufacturing of Precast Concrete Wall Panel
Olympic Cable Company	Quality Management System (ISO 9001:2008) TUV SUD PSB SIRIM QAS International Jabatan Kerja Raya Malaysia Tenaga Nasional Berhad	Design and manufacture of low and medium voltage power cables Various product ranges
OSK Property	Quality Management System (ISO 9001:2015)	Provision of building construction services
OSK Construction	Quality Management System (ISO 9001:2015) Occupational Health and Safety (OHSAS 18001:2001) Environmental Management System (ISO14001:2015)	Provision of building construction Services Provision of construction services for building works Provision of environmental responsibilities
Swiss Garden International	Quality Management System (ISO 9001:2015)	Provision of Hotel Management Service
SGL Vacation Club	Malaysian Association of Hotels Membership Malaysia Inbound Tourism Association ("MITA")	Provision of Timeshare Services Provision of Timeshare Services

## QUALITY PRODUCTS AND SERVICES

In OSK, we take our quality and service performance seriously and take every effort to ensure that we constantly improve our delivery to meet the expectations of our guests. We practise open communication with stakeholders across the delivery value chain to allow us to understand the experience of our customers, and to incorporate measures to improve and build our brand and reputation in the industry.

Apart from ensuring top-notch quality in the properties that we build, OSKP incorporates a proactive approach in maintaining high levels of customer satisfaction through four customer survey Touch Points to trace the level of satisfaction in each stage of our customers' journey. Aiming at providing good customer experience, the surveys help track the satisfaction of our customers throughout their journey by allowing them to rate their purchasing experience and the quality of our homes. The Touch Point survey results are tabulated and forms part of the Key Performance Indicator of our OSKP Customer Care Team.

To continuously gauge the satisfaction of our tenants at our investment assets, such as Faber Towers, we conduct annual surveys that include the performance of our management office, maintenance services, housekeeping, security and car park efficiency. In FY2020, we secured a customer satisfaction rating of 3.85/ 5.00 (3.69/ 5.00 in FY2019).

Atria, on the other hand, registered 4.08/ 5.00 for its Customer Satisfaction Score, derived from its annual customer feedback survey. The score reflects further improvement in the rating of services and amenities provided to shoppers, especially on hygiene, SOP compliance and shoppers' safety and convenience. Notably, there was no reported major breakdown in the mall's facilities during the year.

Our Hospitality Segment, through Swiss-Garden International ("SGI") and SGI Vacation Club ("SGI VC"), consistently achieves high levels of guest satisfaction through quality services delivered at our properties. Being a people-first business, we believe that the ability to leave lasting memories and putting a smile on people's faces is crucial to our success.

At SGI, we place priority on building strong relationships with our guests and go the extra mile to make them feel at home. We carry out a customer satisfaction survey for all guests staying in our hotels via an online survey form that is emailed to guests one day after check-out. For the year in review, SGI achieved a customer satisfaction score of 3.80/ 5.00. Customer feedback is monitored daily at the hotels and all comments are shared, and improvements are made promptly where applicable. Upon receiving guests' comments and feedback, actions are immediately taken by the respective departments, to check and ensure that corrective measures are taken to avoid recurrence. SGI's corporate office is updated on a frequent basis on each hotel's service performance.

For SGI VC, we are committed to respond to every feedback received from our guests and will take the necessary follow-up action to ensure all concerns are addressed and to benchmark our services in the future. To continuously gauge our members' satisfaction, every member will receive a Vacation Review SMS a day before their check-out for them to submit their feedback on their staycation experience. The response rate received between January and December 2020 was 14% (based on 6,502 SMS surveys sent) with a rating score of 84%.

For members who reach out to us on the phone, we also send them a Call Experience Survey after the end of their call. The response rate received from January until December 2020 was 19.3% (based on 15,607 SMS surveys sent) with a rating score of 94%.

In FY2020, Astera Phases 2C and 2D in Iringan Bayu, Seremban, achieved a QCLASSIC quality score of 77% and 75% respectively reflecting our ongoing commitment to deliver products that are of the highest quality and standards to our customers. Issued by the Construction Industry Development Board ("CIDB") of Malaysia, QCLASSIC is a system or method to measure and evaluate the workmanship quality of a building construction work based on the Construction Industry Standard (CIS 7:2006). QCLASSIC assessments are carried out through site inspection and use the principles of first-time inspection to encourage the developer and contractor to "Do Things Right the First Time and Every Time".

\*Source:

 <https://www.cidb.gov.my/en/construction-info/quality/qclassic/what-quality-assessment-system-construction-qclassic>

**Atria**  
SHOPPING GALLERY

Atria achieved a customer satisfaction score of 4.08/ 5.00.



**SWISS-GARDEN**  
INTERNATIONAL | HOTELS, RESORTS & INNS

SGI achieved a customer satisfaction score of 3.80/ 5.00.

**SGI VACATION CLUB**  
A MEMBER OF OSK GROUP

SGI VC achieved a vacation review score of 84/ 100 and a call experience rating of 94/ 100.

## ECONOMIC PERFORMANCE

### Staying Financially Strong During the COVID-19 Pandemic

The challenges faced during the year 2020 not only helped strengthen our resilience, but it also enhanced our ability to respond to future disruptions.



The Ryan & Miho project in Section 13, Petaling Jaya, is well-received by homebuyers and has enjoyed a strong take-up rate in FY2020.

\* Artist's impression



Safeguarding our ability to create value for all our stakeholders continued to be our top priority during FY2020.

Despite the challenges posed by the COVID-19 pandemic, among which include continuous movement control restrictions since March 2020, the Group recorded a set of commendable results for the financial year in review. The Group registered a Profit Before Tax of RM410.8 million on the back of a total revenue of RM1.1 billion.

All business segments recorded a positive PBT in FY2020 other than the Construction and Hospitality Segments, which recorded losses attributable to the current COVID-19 crisis. Nonetheless, we are pleased to note that the Property Development and Capital Financing divisions' performance had improved by 20% and 47% year-on-year, respectively.

The improved performance of the Property Development division was mainly due to progress billings from ongoing property development projects, which saw commendable take-up rates coupled with additional cost savings achieved upon finalisation of accounts of the completed

projects. We are pleased to note that this achievement is the result of close collaboration and synergy between the Property Development and Construction divisions which optimised our cost structure and delivery efficiency, known as our "Prop-Con Model" initiative.

Navigating our business operations amidst the risks and impacts brought by the COVID-19 pandemic was a challenging task. Nonetheless, the Group's comprehensive risk management framework and the timely activation of our business continuity plan facilitated a swift and orderly transition as we adapted to the 'new normal' operating environment. This was achieved through a risk identification and evaluation exercise, which helped develop solutions for the Group's various businesses in adapting to the changing landscape, while ensuring that we comply with all applicable SOPs issued by the Governments of Malaysia and Australia.

Throughout FY2020, we conducted several risk management related awareness programmes for all business units to strengthen the Group's risk oversight. This include the Enterprise Risk Management awareness programme and the business continuity management awareness programme for all business units within the Group to further enhance the Group's ability to operate with minimal disruption during and post-COVID.

In addition, the Group Risk Management ("GRM") team also conducted an internal controls and risk mitigation programme in the form of a 'crisis simulation' carried out across all business units and support function group ("SFGs") to validate the our readiness in facing unexpected disruptions. Subsequently, GRM also looked into periodic risk reviews, assessments and reporting to the Board for advice and oversight.

# REGULATORY COMPLIANCE

## Upholding High Levels of Compliance at All Times

Regulatory compliance remains one of the central pillars in our corporate culture and forms the basis of the way we conduct our businesses.



*\* Picture was taken prior to MCO*

→ As we continue to grow our businesses, meeting regulatory compliance across all aspects of our operations ranging from protecting the safety and well-being of our employees to ensuring that we continue to deliver top-tier products and services, has become a critical performance standard that we hold firmly to. Our commitment towards meeting all legal and regulatory obligations is well established within the organisation with various internal controls and processes in place to identify, assess and respond to compliance requirements as they evolve within our dynamic business environment.

### Compliance with all prevailing laws and regulations

- Employment Act 1955
- Minimum Wages Order 2018
- Companies Act 2016
- Occupational Safety and Health Act 1994
- Factories and Machinery Act
- Environmental Quality Act 1974
- Personal Data Protection Act 2010
- Temporary Measures for Reducing the Impact of Coronavirus Disease 2019 (COVID-19) Act 2020

In 2020, no significant fines or penalties had been incurred for non-compliance with the above relevant laws or regulations. As a reflection of our continued commitment towards high standards of corporate governance and compliance across all businesses, we are proud that OSK has been listed for the sixth consecutive year in the list of "Top 100 Companies for Corporate Governance Disclosure" (60th place in 2019), and the fourth consecutive year on the "Top 100 Companies for Overall CG and Performance" (70th place in 2019) by the Minority Shareholders Watch Group.

# ANTI-CORRUPTION

## Our Stand on Corruption and Illicit Activities

The Group is committed to fighting corruption and unethical practices in all our businesses.



\* Picture was taken prior to MCO



As part of our Management's commitment to eliminate corruption and bribery in the organisation, the Anti-Bribery and Anti-Corruption Handbook ("ABAC Handbook") was approved by OSK Board and introduced to all employees of the Group in January 2020. Subsequently, as part of measures in ensuring ABAC compliance in all our business operations, we enforced our third-party ABAC Declaration Form across the Group's suppliers and vendors in August 2020.

The Handbook is published onto our company website and Intranet to ensure the broader reach. It is also included into Induction training for new joiners to the company.

# REPUTATION

## Growing the OSK Brand in the Industry

Trust and integrity define OSK’s brand and reputation, and form the foundation of our code of ethics and conduct.



OSK Property team won seven awards in the StarProperty Awards 2020.

→ In identifying ourselves as an innovative, transparent and caring organisation, we take pride in delivering products and services that are aligned with sustainability and industry best practices as we strive to continue to deliver long-term value for our stakeholders. Throughout the years, our formula of engaging in effective two-way communication with our stakeholders including our customers, the community, Government agencies, regulators, as well as the general public, has helped us strengthen our reputation as a responsible company. And in keeping with being a leading industry player, the Group’s various businesses keep abreast of the latest industry developments and practices, and share thought leadership on current issues through active participation in industry associations and engagements with trade and statutory bodies.

Company	Membership of Associations
Acotec	<ul style="list-style-type: none"> <li>• Member, Construction Industry Development Board (“CIDB”)</li> <li>• Malaysia Fire Protection Association (“MFPA”)</li> </ul>
Atria	<ul style="list-style-type: none"> <li>• Member, Malaysia Shopping Malls Association (“PKK”)</li> </ul>
OSKC	<ul style="list-style-type: none"> <li>• Member, Construction Industry Development Board (“CIDB”)</li> <li>• Member, Master Builders Association Malaysia (“MBAM”)</li> <li>• Member, Real Estate and Housing Developers’ Association (“REHDA”) Malaysia</li> </ul>
OSKP	<ul style="list-style-type: none"> <li>• Member, Real Estate and Housing Developers Association Malaysia (“REHDA”)</li> <li>• International Corporate Ordinary Member, International Real Estate Federation (“FIABCI”) Malaysian Chapter</li> </ul>
SGI	<ul style="list-style-type: none"> <li>• Member, Malaysian Association of Hotels (“MAH”)</li> <li>• Member, Malaysian Association of Hotel Owners (“MAHO”)</li> </ul>
SGI VC	<ul style="list-style-type: none"> <li>• Member, Malaysian Holiday Timeshare Developers’ Federation (“MHTDF”)</li> <li>• Member, Malaysian Association of Hotels (“MAH”)</li> <li>• Member, Malaysia Inbound Tourism Association (“MITA”)</li> </ul>

## REPUTATION

### Awards and Recognitions

In the year 2020, we were delighted and honoured to be recognised for our success. Here is a closer look at the accolades and awards we received during the year:

Company	Awards
<b>OSK Property</b>	<b>StarProperty Awards 2020</b>
	<b>Corporate Awards</b>
	<ul style="list-style-type: none"> <li>• StarProperty All-Stars Award – Best Overall Champion</li> <li>• StarProperty Consumers’ Choice Award</li> </ul>
	<b>Project Awards</b>
	<i>Excellence</i>
	<ul style="list-style-type: none"> <li>• Windmill Upon Hills – The Holiday Home Award</li> <li>• Luminari – The Northern Star Award</li> </ul>
	<i>Honours</i>
<ul style="list-style-type: none"> <li>• Timurbay – The Eastern Star Award</li> </ul>	
<i>Merit</i>	
<ul style="list-style-type: none"> <li>• Ryan &amp; Miho – The Long Life Award</li> <li>• You City III – The Proximity Award</li> </ul>	
<b>Swiss-Garden International</b>	<b>The Edge Property Excellence Awards</b>
	<ul style="list-style-type: none"> <li>• Top Property Developers Awards 2020 (Ranked 12<sup>th</sup>)</li> </ul>
	<b>iProperty Development Excellence Awards 2020</b>
	<ul style="list-style-type: none"> <li>• Community CSR Award</li> </ul>
	<b>Sin Chew Business Excellence Awards 2020</b>
<ul style="list-style-type: none"> <li>• OSK Property (Property Excellence Awards and CSR Excellence Awards)</li> </ul>	
<b>Swiss-Garden International</b>	<b>Swiss-Garden Hotel &amp; Residences Genting Highlands</b>
	<ul style="list-style-type: none"> <li>• Galatian Signature Award: Signature Mountain View Hotel and Regional Winner in Asia</li> <li>• Traveloka Certificate of Best Travelers’ Experience</li> <li>• Hotels.com Loved by Guests Awards 2020</li> </ul>
	<b>Swiss-Garden Beach Resort Kuantan</b>
	<ul style="list-style-type: none"> <li>• TripAdvisor 2020 Travelers’ Choice Award</li> </ul>
<b>Swiss-Garden International</b>	<b>Swiss-Inn Johor Bahru</b>
	<ul style="list-style-type: none"> <li>• Agoda Customer Review Award</li> <li>• Booking.com Traveler Review Award 2020</li> <li>• Hotels.com Loved by Guests Awards 2020</li> </ul>
	<b>Swiss-Garden Hotel Bukit Bintang</b>
<ul style="list-style-type: none"> <li>• Booking.com Traveler Review Award 2020</li> </ul>	
<b>SGI Vacation Club</b>	<b>Agoda Customer Review Award 2020</b>
	<ul style="list-style-type: none"> <li>• 8.8 Average Score for SGI Vacation Club Melaka</li> </ul>
	<b>Booking.com</b>
<ul style="list-style-type: none"> <li>• Booking.com Traveller Review Awards 2020 (SGI Vacation Club Hotel)</li> </ul>	

## SUSTAINABLE PROCUREMENT

### Developing a Robust, Cost-Effective and Sustainable Supply Chain

The Group continues to build a supply chain that shares our firm commitment to comply with all prevailing regulations in all areas of our operations, in line with the expectations set out in our Procurement Operations Manual which was rolled out in May 2020.



The Group is aware that having a robust procurement network for all our businesses is crucial to our long-term sustainability, even more so to be able to engage an extensive resource of reliable, cost-effective, high quality and sustainable products that can help OSK adapt effectively to changing market dynamics. This is a strategic advantage that we have been, and shall continue to pursue going forward.

## DATA PROTECTION

### Safeguarding Data Integrity at All Times

Proper management and protection of personal and sensitive information is a core requisite in our code of conduct, and forms the basis of our ability to continue to build trust with our customers and business partners.



→ We emphasise and understand the importance of the ethical treatment of the data that is entrusted to us by our customers, vendors, employees and business partners. Care is taken that all personal data that is being collected, handled, stored, analysed and protected is being carried out in a responsible manner and in line with our Corporate Values. All businesses under the Group are committed to maintaining data privacy and security. We do not divulge, share, trade or sell personal or sensitive information to external parties for marketing or promotions purposes.

OSK Group's Personal Data Protection Policy ("PDPP") defines how personal data of various parties dealing with the Group

are collected, used and protected. The PDPP informs stakeholders on how the Group manages personal data, in compliance with the requirements of the Personal Data Protection Act 2010.

At the practical level, considerable efforts have been invested in ensuring a high level of cybersecurity is achieved through the implementation of a risk-based control approach and enforcement through documented policies and procedures, and software and hardware controls to manage our IT security risks. No significant cybersecurity breach was reported throughout the year.

Our Group IT team has also worked to ensure that there are relevant preventive, detective, and recovery measures in place across all our businesses' operations. Additionally, we also monitor the health of all systems and have in place contingency plans for potential disruptions to critical systems and processes. To ensure continuous follow-through, Group IT also promotes cybersecurity awareness among all OSKers through education and periodic cybersecurity announcements and alerts.

## WHAT'S AHEAD

We took another bold step forward in our sustainability journey in 2020 to strengthen our ability to create value for our stakeholders and future-proof challenges in the horizon with the adoption of our sustainability blueprint “OSK, Growing Together” and aligning our sustainability efforts with the UN SDGs.

With this, we effectively outlined the basis of our sustainability contributions in the coming years, and where value is channelled from the work that we do. Our sustainability ethos of “Moving Forward, Progressing Together” will continue to serve as our guiding light to make meaningful changes and bigger impacts for our people, business and customers, and the community.

Here are among the next steps we will take in FY2021 onwards in our sustainability journey:



### Concise Reporting Under the Three Key Themes in Our Sustainability Blueprint

In the future reporting framework, our existing 20 material matters will be embedded within the three underlying themes of “OSK, Growing Together”.

### Integrated Sustainability Reporting <IR>

In line with the gradual transition of our Annual Report to integrated reporting <IR> format in 2020, our sustainability reporting will also commence incorporating <IR> elements into our Sustainability Report in the coming year.

### Greater strides in renewable energy across our premises

Besides nurturing trees as natural carbon sequesters in our parks, active efforts are underway to incorporate renewable energy features across our property developments and factories.

As stated by our Executive Chairman in his message earlier:

“ At OSK Group, we are committed to lead the transition towards a sustainable future. As we continue to chart greater heights in our sustainability achievements, I wish to take this opportunity to thank members of our Board, the Management and all OSKers for your unwavering support, commitment and drive to embrace sustainability as an integral part of the Group’s culture during these turbulent times. ”

## APPENDIX A

### Talent Management and Learning Development Initiatives (continued from page 29)

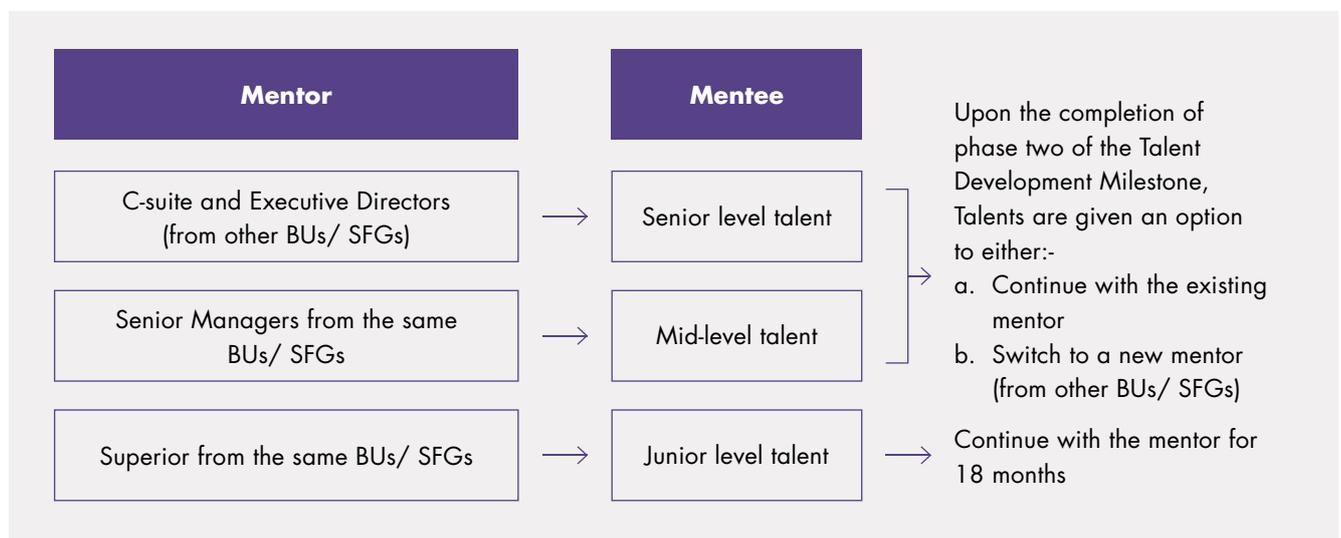
During the year, our Group Human Resources ("HR") team strengthened the Group's talent management framework by establishing a more robust talent assessment structure via three instruments namely:

- I. Potential assessment;
- II. Personality assessment; and
- III. 360° feedback

Besides ensuring a high match in aptitude and competency of key functions and roles, our HR team also completed assessments for a pool of 50 high potential talents across three leadership pipelines at senior, mid-level and junior levels across all business units and support function groups.

Identified high potential talents embarked on an 18-month career development journey, under a structured roadmap to accelerate personal development and preparedness for future leadership roles. The programme comes with a variety of interventions including a mentoring programme and incorporating the 10:20:70 learning concept i.e. 10% formal learning include self-reading, classes, social learning; 20% learning from others (peer coach and mentoring programme; and 70% on-the-job learning).

### OSK Mentoring Structure

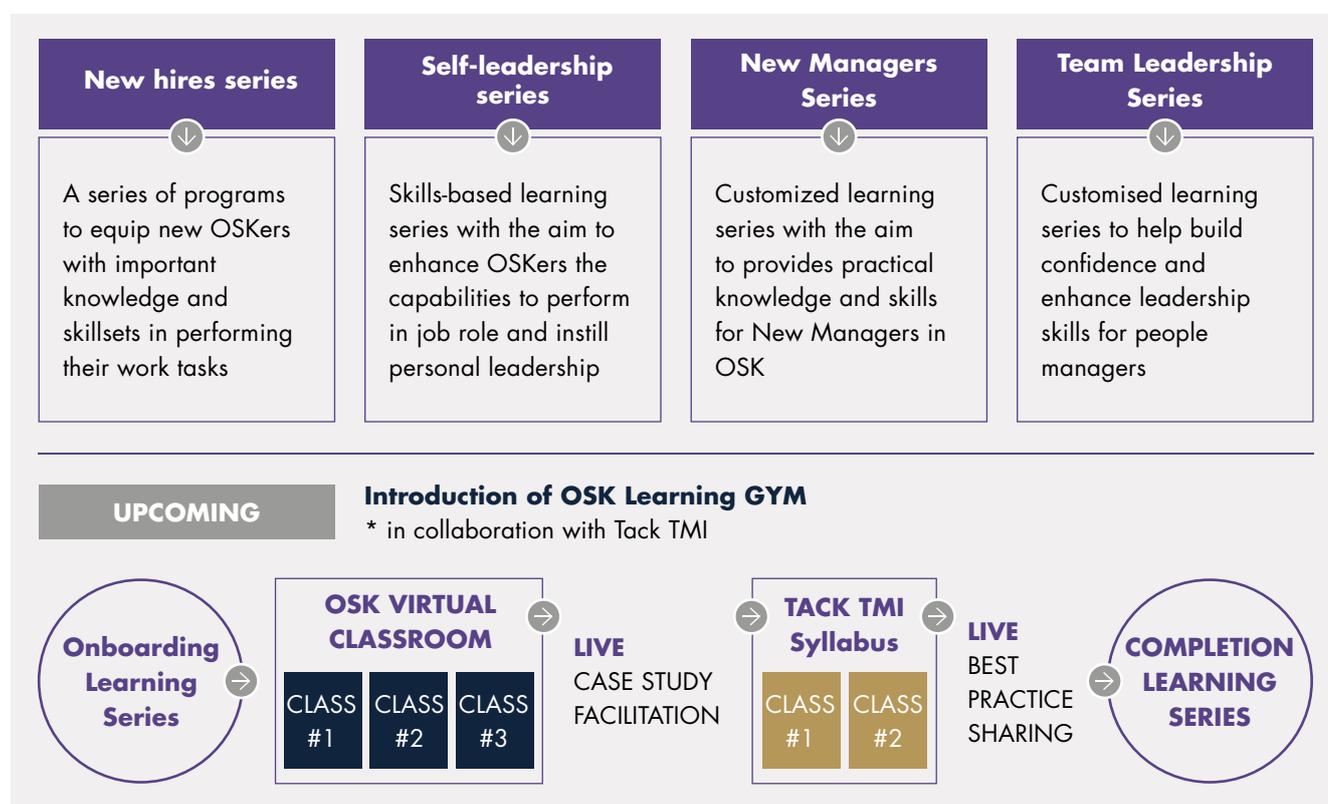


On the learning and development front, we restructured our training curriculum in alignment with the Group's leadership competency framework, and rolled out the OSK Learning Gym catered for OSKers at different stages of their career. This includes:

- I. New hires series – targeted for new recruits to build personal capacity and efficiency
- II. Self-leadership series – targeted for individual contributors covering self-effectiveness and self-management topics.
- III. New managers series – targeted for first-time managers to facilitate their transition from being an individual contributor role to people manager roles.
- IV. Team leadership series – targeted for people managers covering team effectiveness and people management topics.

## APPENDIX A

## OSK Learning Series / GYM



During the year and throughout the various MCO periods, we continued to organised a series of training sessions aimed at further strengthening the Group's performance-driven culture, enhancing personal learning and growth, and improving recruitment outcomes. Some of our key learning and development highlights are as follows:

- Internally designed and delivered two courses entitled, "Effective Performance Management" and "Performance Conversation" which were attended and completed by 180 people managers.
- Organised the Annual Awareness Workshop for Leadership Team, People Managers and all Employees. The Annual Awareness Workshop was conducted to strengthen performance management within the organisation.
  - > Leadership team: Leadership Roles in Domestic Inquiry (date: 14 October 2020)
  - > People managers: The Importance of Managing Employee Performance (dates: 21 July 2020 and 23 July 2020)
  - > All employees: Talk on Sexual Harassment & Social Media (date: 16 December 2020)
- Rolled out Competency-based Interviewing workshop to enhance greater effectiveness in our hiring process with a revised competency model and a simplified interview guide. The workshop was attended by 82 hiring managers.
- A total of four workshops were introduced to nurture the management capabilities of first-time people managers. The workshops were attended by 33 new managers.
- Pivoted from classroom to virtual learning:
  - > Launched 11 'bite-sized' webinars using Microsoft Teams during the MCO period with 1,247 participants (within a period of two months).
  - > Launched 32 mini-learning series called 'BrainyBytes' with online resources and videos.
- Introduced our quarterly learning dashboard for business heads and CEOs to drive continuous learning among all employees in the respective business divisions.
- We also began to measure learning impacts by evaluating the application of knowledge and skills at the workplace after completing selected courses.

## APPENDIX B

### Safeguarding the Safety and Health of our Employees, Tenants and Customers (continued from page 33)

Activities carried out by the respective Safety, Health and Environment committees include:

- Assist in the development of safety and health rules and safety systems at the workplace;
- Review the effectiveness of safety and health programmes and control methods;
- Carry out workplace assessments to pre-empt potential hazards and the necessary reporting procedures with the necessary recommendations for corrective actions;
- Implement regular review of safety and health policies;
- Conduct mandatory crime, safety and health inspections and prevention training programmes with the authorities;
- Discuss latest safety and health updates with safety and enforcement officers; and
- Maintain updated records on hazard assessments and incidents.

The table below shows the training and briefing sessions conducted by the various business divisions during the year:

In strengthening our preparedness against potential emergencies, the Group ensures employees are kept abreast of the latest Safety and Health information and skills through briefings, trainings and continuous education as part of efforts to ensure a safe working environment. In 2020, we continued to conduct training sessions for our employees, subcontractors, and relevant stakeholders where safety and health management tools and guidelines were shared.

To upkeep the self-awareness and safety competency of our construction employees, we conducted a total of 198 COVID-19 SOP briefings to all workers during the year, with 8 Emergency Response Team refresher briefings.

#### No. Safety and Health Training

##### Swiss Garden International ("SGI")

- |   |   |
|---|---|
| 1 | Contingency Plan for Business Recovery, COVID-19 Preparedness (Swiss-Garden Hotel and Residences Genting Highlands)   |
| 2 | Dangers & Proper Usage of Chemicals, What to Do in an Emergency (Swiss-Garden Hotel and Residences Genting Highlands) |
| 3 | Kitchen Equipment Handling (Swiss-Garden Hotel and Residences Genting Highlands)                                      |
| 4 | COVID-19 Awareness Training (Swiss-Garden Beach Resort Kuantan)   |

##### Olympic Cable Company Sdn Bhd ("OCC")

- |   |                 |
|---|-----------------|
| 5 | Manual Handling |
| 6 | Forklift Safety |

## APPENDIX B

**No. Safety and Health Training (Cont'd)****Olympic Cable Company Sdn Bhd ("OCC")(Cont'd)**

- |    |   |
|----|---|
| 7  | PPE and Chemical Training                   |
| 8  | Hearing Conservation Training               |
| 9  | HIRADC and SOP Briefing                     |
| 10 | LOTO Training                               |
| 11 | Welding and Gas Safety Awareness            |
| 12 | First Aid and Rescue                        |
| 13 | Safety and Health Induction for New Workers |

**OSK Construction**

- |    |   |
|----|---|
| 14 | Preparation for Safety and Health Assessment System in Construction ("SHASSIC") Assessment                                |
| 15 | On-site Safety ("OSS") Awareness Training   |
| 16 | Basic Occupational First Aid, Cardiopulmonary Resuscitation ("CPR") and Automated External Defibrillator ("AED") Training |
| 17 | HIRADC Workshop Training  |
| 18 | SHASSIC Assessor Training   |
| 31 | Chemical Handling & Noise Conservation Awareness Training   |

**Atria Shopping Gallery**

- |    |                                |
|----|--------------------------------|
| 32 | Refresher First Aider Training |
|----|--------------------------------|

# GRI INDEX TABLE

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GRI 102: General Disclosure	102-1 Name of the organization	About This Report
	102-9 Supply chain	Sustainable Procurement
	102-13 Membership of associations	Reputation
	102-14 Statement from senior decision-maker	Chairman's Message
	102-15 Key impacts, risks and opportunities	What Matters to Us
	102-16 Values, principles, standards, and norms of behaviour	Ethics and Integrity
	102-17 Mechanisms for advice and concerns about ethics	Ethics and Integrity
	102-18 Governance structure	Sustainability Governance
	102-19 Delegating authority	Sustainability Governance
	102-21 Consulting stakeholders on economic, environmental, and social topics	Stakeholder Engagement
	102-32 Highest governance body's role in sustainability reporting	Sustainability Governance
	102-40 List of stakeholder groups	Stakeholder Engagement
	102-42 Identifying and selecting stakeholders	Stakeholder Engagement
	102-43 Approach to stakeholder engagement	Stakeholder Engagement Quality Products and Services
	102-44 Key topics and concerns raised	Stakeholder Engagement
	102-45 Entities included in the consolidated financial statements	Annual Report 2020
	102-46 Defining report content and topic boundaries	Material Sustainability Matters
	102-47 List of material topics	Material Sustainability Matters
	102-50 Reporting period	About This Report
	102-52 Reporting cycle	About This Report
102-53 Contact point for questions regarding the report	About This Report	
102-55 GRI content index	GRI Index Table	
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundary	Driving Sustainability Implementation Platform
	103-2 The management approach and its components	Driving Sustainability Implementation Platform Innovation
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	Economic Performance
GRI 202: Market Presence	202-2 Proportion of senior management hired from the local community	Market Presence

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GRI Standard	Disclosure	Section
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	Sustainable Procurement
GRI 205: Anti-Corruption	205-2 Communications and training about anti-corruption policies and procedures	Anti-Corruption
	205-3 confirmed incidents of corruption and actions taken	Anti-Corruption
GRI 302: Energy	302-4 Reduction of energy consumption	Energy
GRI 303: Water and Effluents	303-5 Water consumption	Water
GRI 304: Biodiversity	304-3 Habitats protected or restored	Biodiversity
GRI 306: Effluents and Waste	306-2 Waste by type and disposal method	Waste
GRI 401: Employment	401-1 New employee hires and employee turnover	Diversity and Equal Opportunities
GRI 405: Diversity and Equal Opportunities	405-1 Diversity of governance bodies and employees	Diversity and Equal Opportunities
GRI 404: Training and Education	404-1 Average hours of training per year per employee	Talent Management
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety
	403-5 Worker training on occupational health and safety	Health and Safety
	403-9 Work-related injuries	Health and Safety
	403-10 Work-related ill health	Health and Safety
GRI 413: Local Communities	413-1 Operations with local community engagement, impact, assessments, and development programs	Community Engagement
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Protection
GRI 419: Socioeconomic Compliance	419-1 Non-compliance with laws and regulations in the social and economic area	Regulatory Compliance



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