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Positive Social Impact

HUMAN CAPITAL DEVELOPMENT [GRI 3-3, 403-6, 404-1, 404-2, 404-3]

WHY IT IS IMPORTANT

Our commitment to the relentless development of human capital underscores our strategy to keep our workforce perpetually prepared and highly skilled. This is pivotal in ensuring competence to execute essential strategies, underlining business sustainability across all facets of the triple bottom line.

At KLCCP Stapled Group, we view the cultivation of human capital as a strategic investment in our company's future. Recognising our people as one of our primary assets, we actively invest in learning and development, fortifying the base of our sustained growth and success. We see it as a wise investment ensuring our key capital remains resilient and robust in the face of dynamic business challenges.



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OUR APPROACH

A Year of

Positive Impact

We empower our talented workforce to drive sustainable growth by prioritising diverse growth strategies. We ensure they have the skills and capabilities to fulfil their aspirations while meeting stakeholder needs and adapting to the dynamic business landscape.

Training and Development

We foster a culture of self-directed learning, enabling our team to acquire essential skills efficiently. Leveraging cutting-edge e-learning platforms like MyLearningX (MLX), Switch and LinkedIn Learning (LIL), we optimise employees' time and commitment to current tasks while allowing them to pursue the learning and development they need for them to grow.

Workforce Sustainability and Core Capabilities-Building

Aligned with our commitment to creating an agile, inclusive and sustainable workforce in a rapidly changing world, we consistently evaluate and enhance our core capabilities. This ensures our talents are equipped with the necessary skills to excel within the Group.

At the same time, we enhance our organisational performance and sustainability via robust succession plans. Leveraging external assessments and PETRONAS, we conduct comprehensive talent reviews to identify and subsequently grow a pool of talented individuals for key positions.

Workforce Engagement and Well-being

We prioritise employee well-being by fostering a positive and inclusive workplace. Our engagements, spanning various channels, aim to inspire commitment and enhance productivity. Initiatives like townhalls and leadership sessions allow employees to voice their ideas. Additionally, our KLCC Sports and Recreation Club (KSRC) organises diverse activities for work-life integration. We have also implemented a Digital Health platform and organise wellness talks as well as health checks to encourage a healthier lifestyle. In addition, all employees have access to non-occupational medical and healthcare services through a comprehensive insurance package.

Underlining our commitment to adding value, we have delivered a leadership learning series to foster talent development, as well as career management engagement sessions to provide clarity on career progression, career conversations, performance management and leadership competencies.

Promoting teamwork, we prioritise alignment among diverse talents within the Group to cultivate cohesiveness, collaboration, communication and trust. Our inclusive approach includes teambuilding programmes labelled as KLCC Integrated Team Alignment (or ceritaKITA) for all staff, fostering a unified and successful journey for the Group.



2023 in Focus [GRI 2-4, 3-3] **People**

KEY INITIATIVES IN 2023

2.4:1

succession ratio of 2 ready talent for each critical position.



100%

completion of core capabilities assessment, from 20% target population involving executives to senior management.



41 Hours

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learning and physical training per staff/year, the highest annual average recorded since the Group's inception.



on Employee Wellness, Diversity and Inclusion





Team Building (ceritaKITA):

4 sessions conducted in 2023, attended by total of 249 individuals. Another 4 cohorts will go through the programme in 2024.

Engagement Sessions on Career Management:

6 Engagements 187 Staff Turnout Engagement sessions focused on:

- Career progression clarity
- Career conversation
- Performance management θ leadership competencies

Specific Initiatives in Suria KLCC

- 1. Developed comprehensive competency profile framework as a tool to measure developmental needs for succession planning.
- 2. Successfully executed the Performance Development and Succession Programme Clinics in collaboration with the Leadership Team to enhance competencies and identify potential growth opportunities.
- 3. Integrated the Harrison 10 Key Leadership Competency seamlessly into the competency profile framework for managers and above.
- 4. Integrated Learning Management System (LMS) into SuccessFactors. The LMS now features a comprehensive array of online training modules, providing accessible and enriching learning opportunities for all staff.

Health and Wellness Programmes:

- Religious activities talks and congregational prayers.
- Sports & recreational activities
- Industrial Relations for Leaders
- Employee Assistance
 Programme
- "Poundfit" Fitness Programme
- Fishing Tournament
- Wellness webinar series by AIA
- Expansion of Employee Assistance Programme
- KLCC Long Service Award
- KLCC Annual Dinner



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Specific Initiatives in MOKUL Hotel

1. Department Trainer Programme

To enhance department trainers on-the-job training skills and knowledge to deliver effective training to colleagues.

2. Interviewing for Success

To enhance managers' skills and ability to select the right candidate for the right job. 31 recruiting managers attended the training programme in March and August 2023.

3. MoveUp Programme

A middle-management programme consisting of 11 modules to equip potential managers with leadership skills and the ability to demonstrate Mandarin Oriental Hotel Group (MOHG) competencies. Nine assistant managers from various departments attended the programme.

4. Rising Fans Programme

An 18-month programme designed to groom emerging talent – fresh graduates and other high potential employees at the start of their careers – to become leaders within MOKUL Hotel. Rising Fans are placed in various departments to enhance their knowledge and gain cross-functional skills and experience. Eight fresh graduates were enrolled in the programme in January 2023 for Rooms, Spa and F&B.



Engagement Programmes	Description
Colleague & Leader of the Month Award	• 23 line colleagues and 11 managers were recognised in 2023
Colleague Appreciation Day	 Jan – Chinese New Year Festive Celebration Feb – Valentine Cookies Competition March – Tea-time with all Colleagues April – Ketupat Weaving Competition May – Hari Raya Festive Celebration June – Spin the Wheel Challenge. July – 25th Anniversary Quiz Challenge Aug – Employees Provident Funds (EPF) roadshow Sept – Legendary Quality Experience (LQE) Celebration Oct – Fabulous Food Run Nov – Colleagues Appreciation Luncheon Dec – Christmas Party at Cafe
Year-End Colleagues Dinner & Dance	• Bringing colleagues together to celebrate the end of the year and to reflect on the events and experiences of the past 12 months.

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NELL	FERIE		L S

Indicator:	2023	2022	2021
Training and Development			
Total investment per year (RM 'mil) Total training hours per year	1.8 40,124	1.0 26,790	0.6 11,243
Total training hours per year – Top Management	1,220	_	_
Total training hours per year – Management	6,006	_	_
Total training hours per year – Executives	16,871	-	_
Total training hours per year – Non–Executives	16,027	_	_
Average training hours per year per employee	41	28	12
Average investment per year per employee (RM)	6,632	1,079	650
Percentage of full-time employees (FTE) participating in training and development programmes	93%	96%	97%
Percentage of employees reviewed under EPM – Total $^{[1]}$	89%		
Percentage of employees reviewed under EPM – Male [2]	50.6%		
Percentage of employees reviewed under EPM – Female [2]	49.4%		
Percentage of employees reviewed under EPM – Top Management $^{[2]}$	3.9%		
Percentage of employees reviewed under EPM – Management $^{[2]}$	19.7%		
Percentage of employees reviewed under EPM – Executive ^[2]	65.6%		
Percentage of employees reviewed under EPM – Non–Executive ^[2]	10.4%		
Percentage of employees reviewed under EPM – Proteges/Interns ^[2]	0.0%		
Percentage of employees reviewed under EPM – Disabled Persons ^[2]	0.4%		

^[1] Total percentage includes KLCCP, Suria KLCC and MOKUL Hotel permanent employees. All employees eligible for performance review has undergone the process, denoted in the 89%. Non-eligibility is due to status of employment, such as employees under probation, or has not performed their duty for 6 months or more within the performance cycle.

^[2] Percentage shown under breakdown of gender and employee category, does not include employee from Suria KLCC and MOKUL Hotel due to specific information not able to be disclosed at this juncture.



HUMAN RIGHTS

[GRI 3-3, 2-7, 2-25, 2-26, 202-2, 405-1, 406-1]

WHY IT IS IMPORTANT

Human rights is about the freedom of every individual to live a life free from fear, harassment or discrimination. In the workplace, it is important to protect human rights in order to demonstrate the value placed on all employees and to nurture a culture in which everyone feels empowered to realise his or her true potential, thereby contributing to the long-term success and sustainability of the Group.

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OUR APPROACH

KLCCP Stapled Group goes above and beyond to ensure every aspect of our business upholds the fundamental human rights of everyone associated with the Group. We prohibit forced or child labour, modern slavery or any other form of unfair conduct across our operations. To enhance our ability to protect rights, the Group is establishing a formal human rights governance framework. This is to be launched in 2024 together with more proactive implementation strategies.

Equality, Diversity and Inclusion

We maintain a diverse workforce encompassing different ethnicities, age groups and genders through robust human capital strategies, including effective recruitment and training initiatives. A well-balanced demographic distribution not only fosters a conducive environment for talent retention but also enhances succession planning opportunities.

Demonstrating our commitment to gender diversity, the percentage of women in our workforce increased from 37.5% in 2022 to 39.0%. We have also made strides in improving gender representation and gender pay equity in all facets of the Group.

Non-discrimination

Embracing and respecting individual differences, we cultivate an inclusive environment where each individual feels valued and empowered to voice their unique perspectives as they contribute to daily activities and decisions.

Our belief in the equal treatment of all employees based on merit and ability is enshrined in our Code of Conduct and Business Ethics (CoBE). Any breach of CoBE will be redressed via a comprehensive grievance mechanism which allows employees to raise concerns confidentially.

The Group's Human Capital Department is well-versed in addressing equal opportunities and dignity at work, leveraging a robust mechanism to resolve grievances promptly and confidentially. This mechanism not only safeguards our workforce against discrimination but also proactively addresses issues at their inception, reinforcing our commitment to a fair and inclusive workplace.





proteges/interns present within the group

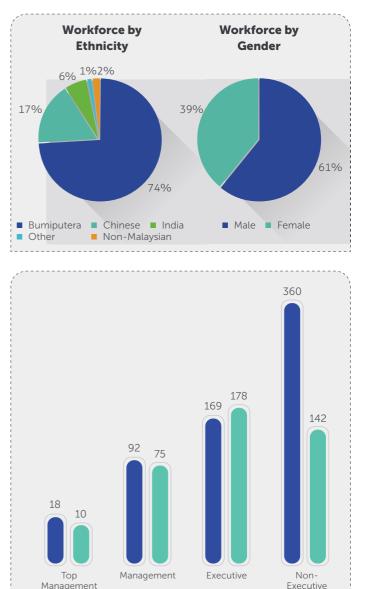
Disabled persons employed within the group

Grievance Mechanism for Human Rights Issues

The Group provides our internal and external workforce a formal grievance mechanism to report any perceived human rights issue. Upon substantiation, all such reports are thoroughly investigated, addressed and resolved.

Managing Human Rights Risks Strategically

We embarked on our social performance journey with the development in [2022] of a 3-Year Social Performance Strategy to manage human rights risks in KLCC. This strategy presents a structured approach to aligning our resources with responsible business conduct across our operations and supply chain.



Male

Female

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KEY INITIATIVES IN 2023

Office and Car Park

Non-Discrimination





KLCC Group Health, Safety and Environment Department (GHSE) conducting a human rights session with KPM service providers

Social Risk Assessment

During the year, we intensified our Social Risk Assessment (SRA) for a deeper understanding of human rights issues across our value chain involving staff, contractors and communities. Through this exercise, KLCCP Stapled Group identified our human rights risks as well as mechanisms to control them. We also established an SRA technical standard to standardise the methodology to assess and mitigate the social risks of projects.

In addition, we conducted several human rights awareness sessions for our contractors introducing them to human rights legislation and practices, as well as our grievance mechanism. These sessions were delivered as part of the 3-Year Social Performance Strategy. 1 2 3 4 5 ► A Year of Positive Impact

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KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Non-Discrimination			
Total number of employee discrimination incidents	0	0	0
Number of corrective actions taken	n/a	n/a	n/a
Gender Equality ^[1]			
Workforce by Gender – Male	639 (61.21%)	603	557
Workforce by Gender – Female	405 (38.79%)	363	356
Employee Position			
Top management (Male)	18 (1.72%)	17	13
Top management (Female)	10 (0.96%)	9	7
Management (Male)	92 (8.81%)	95	151
Management (Female)	75 (7.18%)	70	105
Executive (Male)	169 (16.20%)	_	393
Executive (Female)	178 (17.05%)	_	244
Non-Executive (Male)	360 (34.48%)	_	-
Non-Executive (Female)	142 (13.60%)	_	-
Gender Pay Indicator			
Annual Compensation for Employees – Total (RM)	Mean:	-	-
	116,562		
	Median:		
	92,907		
Annual Compensation for Employees – Male (RM)	Mean:	-	-
	118,316		
	Median:		
Annual Componentian for Employees - Formale (DAA)	95,180 Mean:		
Annual Compensation for Employees – Female (RM)	Mean: 113,878	_	-
	Median:		
	87,984		
	0/,304		

KEY PERFORMANCE INDICATORS			
Indicator:	2023	2022	2021
Diversity (Ethnicity) ^[1]			
Workforce by Ethnicity			
Bumiputera	774 (74.14%)	707	685
Chinese	174 (16.67%)	153	133
Indian	69 (6.61%)	62	54
Other	8 (0.77%)	44	41
Non-Malaysian	19 (1.82%)	-	-
Workforce by Ethnicity – Top Management			
Bumiputera	10 (0.96%)	-	-
Chinese	11 (1.05%)	-	-
Indian	1 (0.10%)	-	-
Other	1 (0.10%)	-	-
Non-Malaysian	5 (0.48%)	-	-
Workforce by Ethnicity – Management			
Bumiputera	90 (8.62%)	-	-
Chinese	56 (5.36%)	-	-
Indian	12 (1.15%)	-	-
Other	4 (0.38%)	-	-
Non-Malaysian	5 (0.48%)	-	-
Workforce by Ethnicity – Executives			
Bumiputera	278 (26.63%)	-	-
Chinese	45 (4.31%)	-	-
Indian	18 (1.72%)	-	-
Other	0	-	-
Non-Malaysian	6 (0.57%)	-	-
Workforce by Ethnicity – Non-Executives			
Bumiputera	396 (37.93%)	-	-
Chinese	62 (5.94%)	-	-
Indian	38 (3.64%)	-	-
Other	3 (0.29%)	-	-
Non-Malaysian	3 (0.29%)	-	-

A Year of Positive Impact

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KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Diversity (Age Group) [1]			
Workforce by Age Groups			
Below 30	291 (27.87%)	248	175
30 - 39	324 (31.03%)	308	316
40 - 49	242 (23.18%)	248	247
50 - 59	173 (16.57%)	160	172
60 Above	14 (1.34%)	2	3
Workforce by Age Groups – Top Management			
Below 30	0	-	-
30 - 39	2 (0.19%)	-	-
40 - 49	7 (0.67%)	-	-
50 - 59	15 (1.44%)	-	-
60 Above	4 (0.38%)	-	-
Workforce by Age Groups – Management			
Below 30	7 (0.67%)	-	-
30 - 39	43 (4.12%)	-	-
40 - 49	70 (6.70%)	-	-
50 – 59	43 (4.12%)	-	-
60 Above	4 (0.38%)	-	-
Workforce by Age Groups – Executives			
Below 30	95 (9.10%)	-	-
30 - 39	162 (15.52%)	-	-
40 - 49	58 (5.56%)	-	-
50 - 59	32 (3.07%)	-	-
60 Above	0	-	-
Workforce by Age Groups – Non-executives			
Below 30	189 (18.10%)	-	-
30 - 39	117 (11.21%)	-	-
40 - 49	107 (10.25%)	-	-
50 - 59	83 (7.95%)	-	-
60 Above	6 (0.57%)	-	-
Human Rights Grievances			
Total number of substantiated grievances recorded	0	0	0
Total number of grievances resolved through formal grievance mechanism	0	0	0

^[1] Workforce total does not include outsourced employees, and proteges/interns. Disabled persons number is not included in the overall total, as it has already been accounted for in each employee category.

	Map to	
Stakeholders:	UNSDG: 3 internet: 	Capitals:

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LABOUR STANDARDS AND PRACTICES [GRI 401-1, 405-2]

WHY IT IS IMPORTANT

It is important to adhere to the country's robust labour standards and practices to support our commitment to treating all employees with the respect and dignity they deserve. This is in line with our commitment to responsible and sustainable business operations, and serves as a strategic investment in our workforce, driving our competitive edge in the industry.

OUR APPROACH

Compensation, Benefits and Talent Retention

In our continuous pursuit of excellence, we have maintained the process of comprehensive reviews, benchmarking against similar industry players. That our dynamic grade structure and well-balanced salary scale is attractive is evident by our increasing retention rate. In 2023, we also started to monitor our absenteeism rate as an indicator of staff well-being, reflecting our labour standards and practices.

The Group acknowledges that employees' interests may change with time, along with a desire to perform different job scopes along their tenure. Hence, we provide an internal sourcing mechanism which allows employees to pursue new roles; and help them to develop the new skillsets they require while leveraging their existing skills.



Our unwavering adherence to Malaysian Labour Laws coupled with zero tolerance for modern slavery or child labour underscores our dedication to ethical employment. Our holistic approach extends to suppliers and partners, holding them to rigorous standards through our Supplier Code of Conduct. By integrating responsible employment practices into our core values, we not only mitigate risks but also foster a workplace culture that aligns with sustainable and socially conscious investing.





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KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Absenteeism			
Number of Absent Days	5,656	_	_
Absenteeism Rate [1]	2%	-	-
Responsible Employment			
Permanent/Full-Time Employees (FTE)	1,023	946	-
Contract Employees	21	20	_
Outsourced Employees	289	341	_
Total Employees	1,333	1307	_
% of Non-Permanent Employees	23%	30%	-
Hiring Trend			
New Employee Hires	256	_	-
New Employee Hires – Male	167	_	_
New Employee Hires – Female	89	_	-
% Filled by Internal Candidates	9%	_	_
Average Hiring Cost/FTE	40,596	_	-
Employee Turnover			
Permanent Employee – Total	184	_	-
Permanent Employee – Top Management	6		
Permanent Employee – Management	31		
Permanent Employee – Executive	51		
Permanent Employee – Non-Executives	96		

^[1] Absenteeism rate is calculated based on [Number of absentee days in the reporting period/Total days scheduled to be worked in the accounting period] x 100

Capitals:

HEALTH, SAFETY AND SECURITY

[GRI 2-8, 2-27, 403-1, 403-2, 403-3, 403-5, 403-8, 403-9, 403-10]

WHY IT IS IMPORTANT

In the realm of sustainable business practices, the KLCCP Stapled Group recognises the vital role that Health, Safety and Security management plays in fostering a resilient and responsible corporate environment. Our steadfast commitment to the well-being of all stakeholders, be they employees, partners, customers or the communities we operate in, underscores our dedication to creating lasting value.

We understand that our success hinges on the well-being of our people and the security of our operations. As such, we strive continually to elevate our health and safety (H&S) standards, ensuring our practices exceed industry benchmarks. By integrating modern technologies, fostering a culture of continual improvement, and championing innovative solutions in all our business functions and operations, we position ourselves as leaders in the H&S realm within the business landscape.

Our sustainability journey is not just about adhering to guidelines; it is a commitment to building a legacy of safety, resilience and ethical stewardship. The KLCCP Stapled Group believes that by prioritising Health, Safety and Security, we not only mitigate risks but also fortify the foundation upon which sustainable business resilience is built.



OUR APPROACH

Health and Safety Management

At the heart of our approach is a robust self-regulated HSE Management System. Fortified by an HSE Policy encompassing our commitment to the highest performance standards, the Group ensures all our business functions and operations are conducted without any harm to internal and external parties.

Both our HSE Management System and Mandatory Control Framework (MCF) are assessed by internal and external parties to ensure the processes meet the requirements of standards subscribed to. Our ISO 45001:2018 certification serves as recognition that the HSE Management System implemented in KLCCUH, KPM and MOKUL Hotel meets international standards. The external assurance conducted by SIRIM in 2023 resulted in a zero non-conformance report (NCR) and only two opportunities for improvement (OFI), the latter an improvement from the previous year. Actions to address the findings have been identified and undertaken to leverage opportunities to improve the management system further.

We also achieved zero non-compliance to laws and regulations from the authorities, reflecting a high level of health and safety performance benchmarked against industry best practices.

Proactive Incident Management

Incident management forms a critical part of the HSE Management System and MCF. Key processes are in place to ensure H&S related hazards and risks that may arise from operational activities are managed and controlled in accordance with the hierarchy of control, through the Hazards and Effects Management Process (HEMP).

The Unsafe Act Unsafe Condition (UAUC) process is another proactive effort undertaken whereby employees report potential hazards or risks identified, without fear of reprisals. Should an incident occur, response procedures are executed to minimise the impact. These are followed by investigations into the root causes and necessary actions to prevent any recurrence.

In 2023, a total of 7.96 million manhours were recorded, of which 61% or 4.86 million manhours originated from contractors. Of the remaining 39% or 3.1 million manhours accounted for by our employees, most were in the hotel and retail segments. Testifying to our commitment to H&S, the Group successfully maintained zero fatalities within our business operations this year, despite the increase in manhours.

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We also recorded four Lost Time Injury (LTI) cases during the year, leading to a frequency rate of 0.50. Actions to address the incidents and prevent their recurrence have been identified and implemented, such as the repair of defective parts or items, inspection of existing controls, and briefings to key personnel on the root causes. All learnings have also been shared with employees.

Generative HSE Culture

A Year of

Positive Impact

KLCCP Stapled Group acknowledges the importance of a strong Generative HSE Culture, which can only be amplified in terms of maturity by instilling personal accountability at all levels. Efforts to enhance such a culture have resulted in increased awareness and understanding of HSE principles among all employees as well as improved leadership effectiveness in driving more initiatives.

In 2023, the Group achieved a rating of 4.25 on the Generative Culture Ladder with a response rate of above 99% in the Culture Maturity Survey across KLCCP. This reflects our dedication to maintaining exceptional HSE practices across our operations. We adhere strictly to HSE standards, cultivating a culture of compliance and leadership among our employees and contractors, reinforcing our position as a sound investment choice.

The HSE training programmes organised in 2023 were pivotal to this achievement. The number of employees trained in the year increased significantly, demonstrating conscientious efforts to inculcate the Generative HSE Culture we desire.

Digitalising HSE

KLCCP Stapled Group has increasingly digitalised our HSE solutions including performance and incident reporting, resulting in increased reporting process cycle efficiency and improved data-driven decision-making.

The solutions implemented not only optimise operational efficiencies by streamlining HSE reporting and management processes, they also enhance our capacity to discern valuable trends and patterns in HSE performance. As a result, we have solidified our reputation as a leader in technology-driven HSE management.

Security Management

Maintaining a robust security and surveillance system is crucial to safeguard the renowned PETRONAS Twin Towers, ensuring open and free access for visitors while managing security incidents affecting nearby structures. The Integrated Security Operation Center (ISOC), equipped with advanced digital technology, serves as the central hub for monitoring security in the KLCC Precinct, supporting our updated security approach.

In 2023, as in previous years, there were no reported security breaches across all KLCCP Stapled Group Assets and Operations.

Additionally, our adherence to ISO 18788:2015 for KLCCUH reflects our dedication to maintaining a security management system that aligns with international best practices.

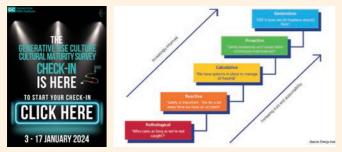


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KEY INITIATIVES IN 2023

Generative HSE Culture



The Generative HSE Culture maturity survey for 2023 was rolled out in January 2024 to all employees, leading to our achieving the 2023 target

Health and Safety Training Programmes



Engagements and roadshows on Generative HSE Culture in 2023



Internal and External Engagements



KLCC HSE Fraternity Engagement



KLCCUH Executive Director was invited as the Keynote Speaker at the 2023 Asia Pacific OSH Conference



Courtesy cisit by the Deputy Director General of JBPM to PETRONAS Twin Towers' Centralised Emergency Control Centre (CECC)





Various training programmes on topics such as Workplace Indoor Air Quality, Fire Safety, Basic Occupational First Aid and Automated Emergency Defibrillator (AED) were conducted in 2023, both in person and virtually

1 2 3 4 5 A Year of Positive Impact

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KEY PERFORMANCE INDICATORS

Indicator:	2023	2022	2021
Manhours			
Manhours Worked ('mil)	7.96	7.61	6.94
Incidents			
LTI Incidents	4	2	1*
LTI Frequency [1]	0.50	0.26	0.14*
Work Related Fatalities	0	0	0
Loss of Primary Containment (LoPC)	0	0	0
Unsafe Act Unsafe Condition (UAUC) Reported	1,110	970	1,339
HSE Programmes			
Internal Audits	9	9	8
Non-conformances Issued	18	20	11
Non-conformances Closed	18	20	11
Inspections Conducted	615	588	601
Inspection Finding Resolution Rate	100%	100%	100%
SIRIM Audit NCR Issued	0	0	0
SIRIM Audit OFI Issued	2	9	5
Number of Entries by Authority	7	4	4
Number of Stop Work Issued by Authority	0	0	0
Number of Training on Environmental Standards	52	44	20
Number of Training on Health and Safety Standards	103	71	53

^[1] LTI Frequency Rate is calculated using the following formula – [(Number of LTI case x 1,000,000 Manhours Worked)/ Total Manhours Worked] * Denotes data that have been restated from prior reports due to updates post disclosure.

	Map to	
Stakeholders:		Capitals: