



Russell Bedford
taking you further

Russell Bedford Malaysia Sustainable ESG Report (2023–2025)



Russell Bedford
taking you further

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Table Of Content

- Introduction
- Material Topics
- People
- Environment
- Governance
- Moving Forward

Introduction

01

About This Report

02

Message from the Executive
Chairman

03

The ESG Committee

About This Report

Russell Bedford Malaysia is proud to present our inaugural Environmental, Social and Governance (ESG) Report 2023 - 2025, marking a significant milestone in our journey towards building a more responsible, resilient, and future-ready organisation. This report outlines our ESG strategy, commitments, and performance for the financial years ended 31 December 2023 to 31 December 2025 and is prepared with reference to globally recognised sustainability reporting principles.

This report tells our sustainability story - how we are infusing ESG considerations into our operations, strengthening our governance practices, empowering our people, supporting our clients, and minimising our environmental impact. We believe that sustainable growth is not only an economic necessity, but also a moral obligation to contribute to a thriving, equitable, and responsible future for all.

As global expectations surrounding climate resilience, ethical conduct, and social responsibility continue to evolve, we recognise the need for businesses to adapt proactively. These shifts present challenges, but also opportunities to innovate, collaborate, and strengthen long-term resilience.

At Russell Bedford Malaysia, we are committed to equipping our people with the right skills, supporting our clients as they navigate emerging ESG requirements, and continuously improving our own practices. This report represents the beginning of our long-term commitment to our ongoing ESG journey and our aspiration to contribute positively to a more sustainable and inclusive future.

Message from the Executive Chairman

It is my privilege to present Russell Bedford Malaysia's inaugural Environmental, Social and Governance (ESG) Report. This marks an important milestone for our firm as we transition from undertaking ESG related activities on an informal basis to embracing a more structured, strategic, and long-term approach to sustainability.

Over the years, we have engaged in various initiatives including community projects, wellness programmes for our people, our annual Townhall, and festive celebrations that bring us together as a community. These efforts reflect our values and the culture we have built. Beginning June 2025, we are strengthening this foundation by formalising our ESG journey, ensuring that our actions are guided by clear objectives, measurable outcomes, and a commitment to continuous improvement. This initiative is not merely a response to global expectations, but a reflection of who we are and what we aspire to contribute as a responsible and forward-looking organisation.

As part of the Russell Bedford International network, our values provide the compass for our sustainability ambitions:

Connectivity

Strengthening relationships with our people, clients, communities, and the environment.

Collaboration

Working together, across all levels of the firm, to design and implement effective ESG strategies.

Positive Impact

Prioritising innovation and responsiveness to the evolving needs of our stakeholders.

Excellence

Upholding integrity, transparency, and professionalism in delivering long-term value.

Message from the Executive Chairman

During the reporting period, we introduced initiatives aligned with these principles, enhancing community engagement, supporting employee wellbeing, and establishing a more robust framework for sustainability governance and reporting. The publication of this inaugural ESG Report consolidates these efforts and reflects our commitment to responsible growth and long term value creation.

This report represents not only a milestone for Russell Bedford Malaysia, but also a collective achievement that reflects the contributions of our people. I encourage everyone across the firm to continue supporting our ESG aspirations and to play an active role in shaping a future that is sustainable, resilient, and meaningful for all.

Thank you for your ongoing dedication and belief in our shared purpose.



Cecil Chin Kim Chung
Executive Chairman

The ESG Committee

Our ESG Committee consists of a dedicated team that brings together diverse expertise and a shared commitment to advancing Russell Bedford Malaysia's sustainability agenda.

The committee comprises of Teoh Wuey Sze, Partner, Chan Nei Yan, Associate Director, and Jessi Lai Huei Feng, Senior Manager.

Together, this team plays a central role in guiding our firm's sustainability journey and strengthening our long-term ESG priorities.

Material Topics

People

- Health and well-being
- Diversity, equity and inclusion
- Talent attraction, development and retention

Environment

- Paper consumption
- Waste management
- Green transportation

Governance

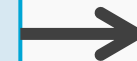
- Risk Management
- Independence, integrity and ethics
- Transparency and accountability
- Data Protection

Material Topics

As we advance our sustainability agenda, Russell Bedford Malaysia has adopted a thoughtful approach to determining our material ESG topics. Our process begins with understanding the issues that matter most to our organisation and the stakeholders who interact with us.



In this inaugural assessment, we engaged closely with our partners and employees to gather their views on the environmental, social and governance matters that have the greatest significance to our business and long-term performance.



This initial phase allows us to build a strong foundation of internal insights and ensures that our priorities reflect the expectations of those most familiar with our operations.

Looking ahead, our commitment is to continuously refine our material topics so that they remain relevant, meaningful and aligned with both global ESG developments and the needs of our stakeholders.

Material Topics

Pillar	Material Topics	Our Commitments
People	<ul style="list-style-type: none">• Health and well-being• Diversity, equity and inclusion• Talent attraction, development and retention	<ul style="list-style-type: none">○ To support the well-being of employees and create a healthy workplace.○ Fostering a culture that promotes diversity and inclusion, ensuring fair practices across hiring, development and advancement.○ Invest in continuous learning and professional growth for our people.

Material Topics

Pillar	Material Topics	Our Commitments
Environment	<ul style="list-style-type: none">• Paper consumption• Waste management• Green transportation	<ul style="list-style-type: none">○ In recognition of the environmental impact associated with paper use, we are committed to adopting responsible practices that minimise paper consumption across our operations and encourage a transition toward more sustainable, digital-first solutions.○ Committed to reducing waste generated across our operations. Our approach focuses on responsible handling, minimisation, and continuous improvement to ensure efficient resource use and support more sustainable business practices.○ Encourage transition of firm’s vehicles to EV

Material Topics

Pillar	Material Topics	Our Commitments
Governance	<ul style="list-style-type: none">• Risk Management• Independence, integrity and ethics• Transparency and accountability• Data Protection	<ul style="list-style-type: none">○ Having strong processes to manage significant risks enhances our firm's resilience. Robust ethical safeguards supported by clear grievance and misconduct-prevention mechanisms are essential to upholding integrity across our operations.○ Continue to digitalise our operations, whilst placing strong emphasis on secure data management and safeguarding our systems against cybersecurity threats.

People

01

Health and Well-Being

02

Diversity, Equity and Inclusion

03

Talent Attraction, Development
and Retention

04

Community

We Value Our People



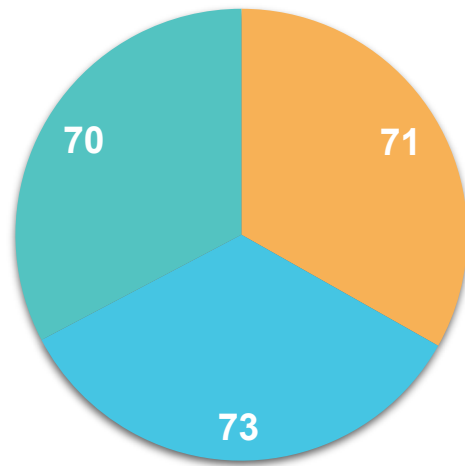
At Russell Bedford Malaysia, we recognise that our people are the foundation of our success. Our approach to talent management focuses on attracting diverse professionals, retaining committed team members, supporting continuous development, and celebrating achievements through meaningful recognition.

By investing in structured training, mentorship, and international opportunities, we empower employees to grow and contribute to the firm's global impact.

Through initiatives that value loyalty, inclusivity, and professional growth, we demonstrate our commitment to building a sustainable workforce and fostering a culture of appreciation and responsibility that extends beyond the organisation into the communities we serve.

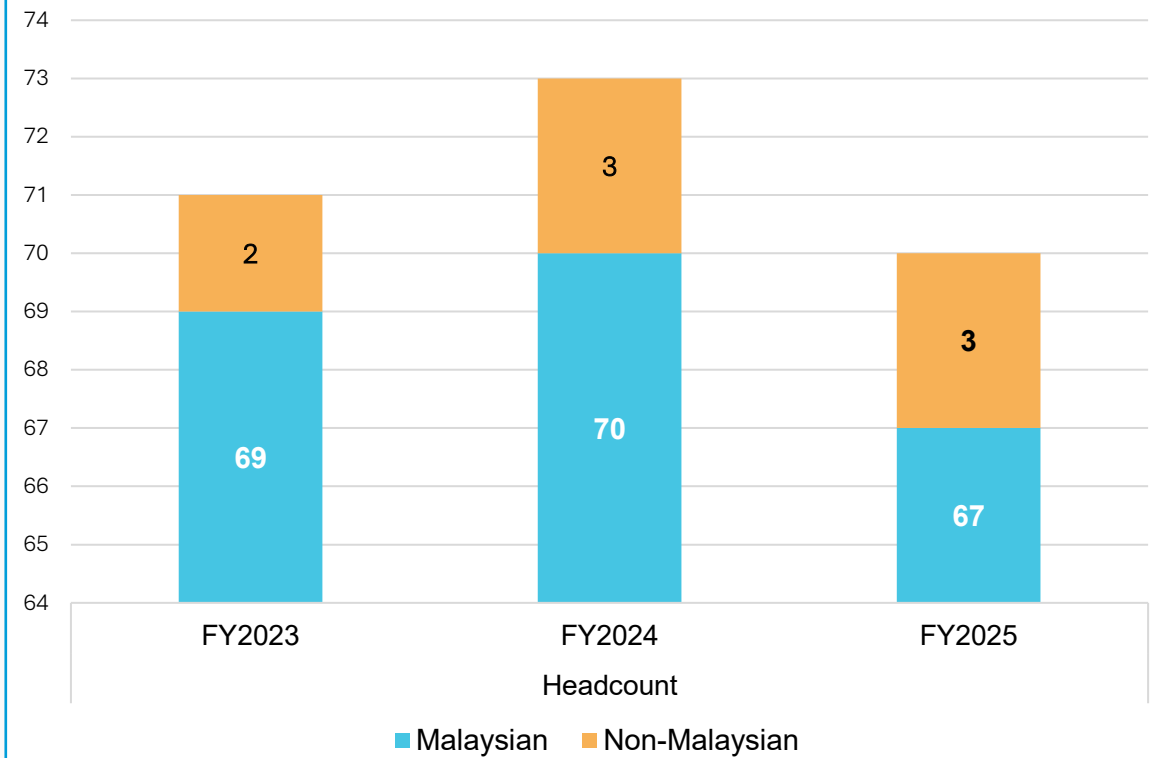
Workforce Overview For 3 Years

Workforce Population by Year



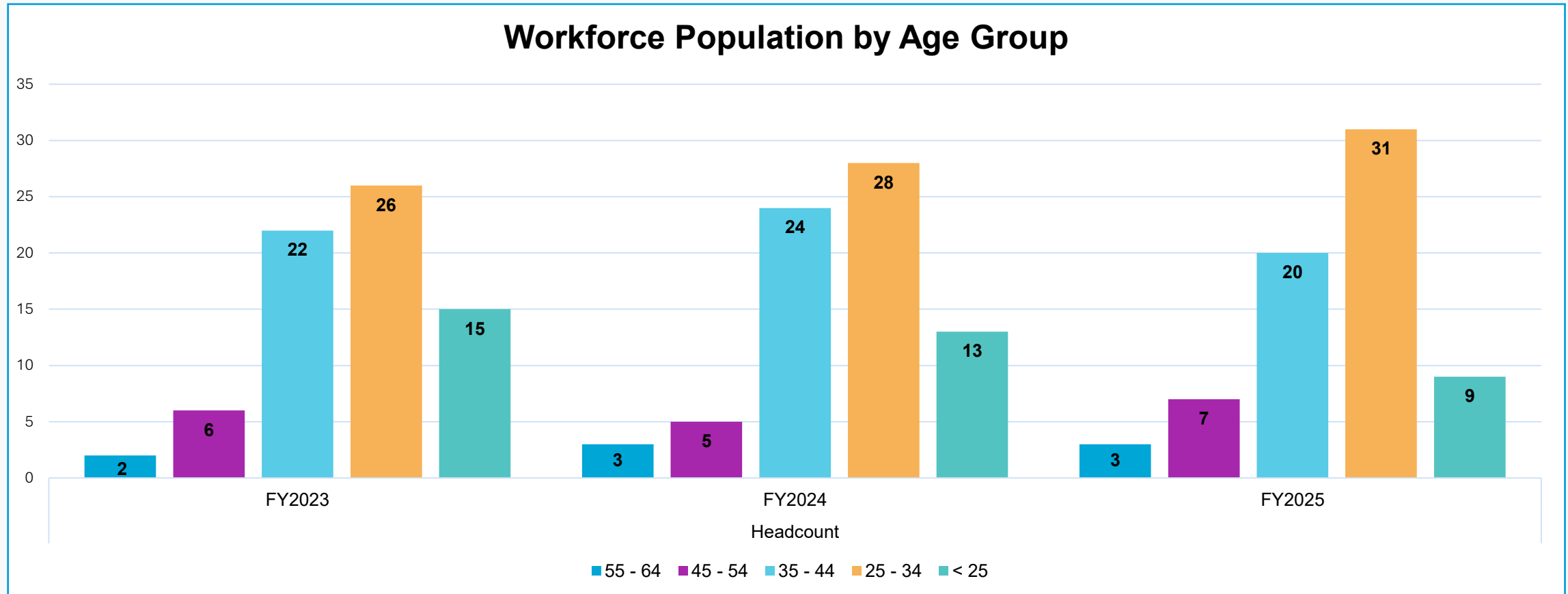
■ FY2023 ■ FY2024 ■ FY2025

Workforce Population by Nationality



■ Malaysian ■ Non-Malaysian

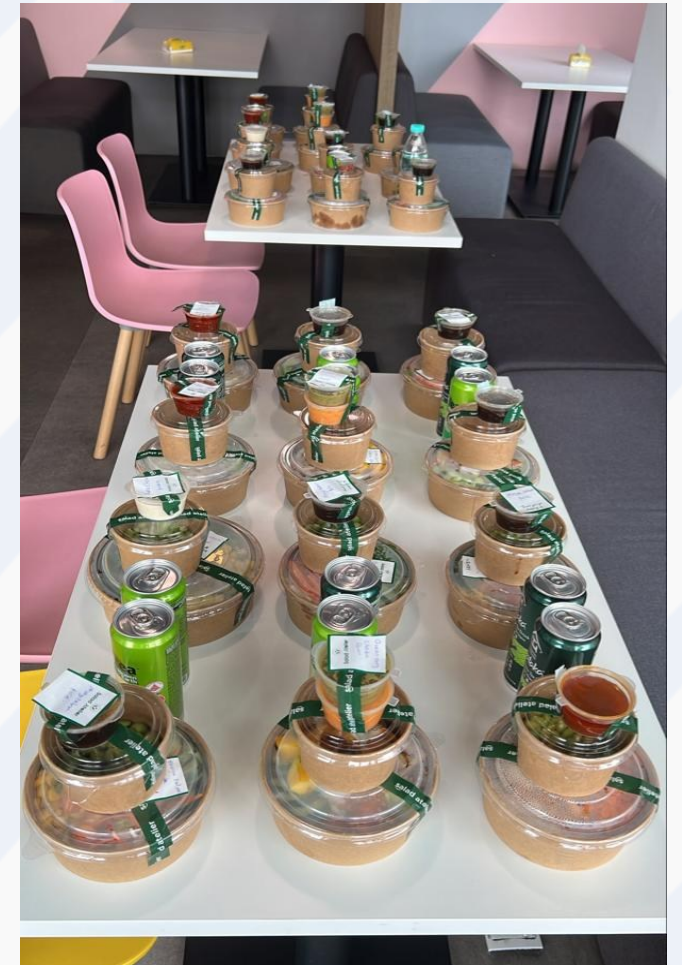
Workforce Overview For 3 Years



Health and Well-Being

Employee Health & Wellness Programme

We celebrated Employee Appreciation Day on 7 March 2025 by organising the Employee Health & Wellness Programme, which includes a Boost Juice voucher for all employees and a complimentary gym class to promote health, energy, and well-being.



International Men's Day

We celebrated International Men's Day in November 2025 with activities such as body scans, 3D stretch sessions, health seminars, and nutritious meals, and by collaborating with Fitokio. It felt like a reset and a chance for everyone to slow down, learn a little more about their health, and share some good vibes together. These initiatives were not only symbolic but measurable, contributing to improved health awareness, stronger employee engagement, and sustainable organisational growth.



Company Trip

Russell Bedford Malaysia's annual trip is a people-first journey designed to recharge, inspire, and connect us. From cultural immersion to local food exploration and inclusive shared experiences, the trip strengthens well-being, belonging, and community connection.



2024 – Hanoi, Vietnam in September 2024



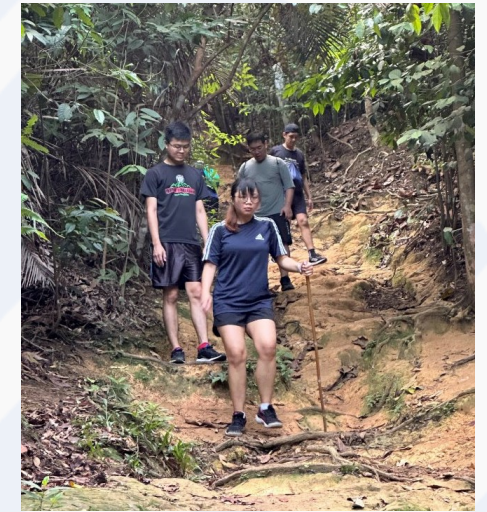
2023 – Genting Dream Cruise in September 2023



2025 – Taipei, Taiwan in September 2025

Sport Events and Inter-Accounting Firm Games (“IAFG”)

Our sports events are all about keeping things fun, active, and connected. By participating in IAFG every year and our sports events happening on the regular basis, there’s always something to look forward to. These activities help us attract people who enjoy a healthy, good-vibes kind of workplace, and they keep our team spirit strong by building camaraderie and supporting a better work-life balance. This also gives everyone a chance to step up, lead, or just enjoy the moment. And of course, celebrating everyone’s effort and achievements make things feel even more inclusive. Through sports, we strengthen our culture, promote wellness, and show that taking care of our people is just part of who we are.

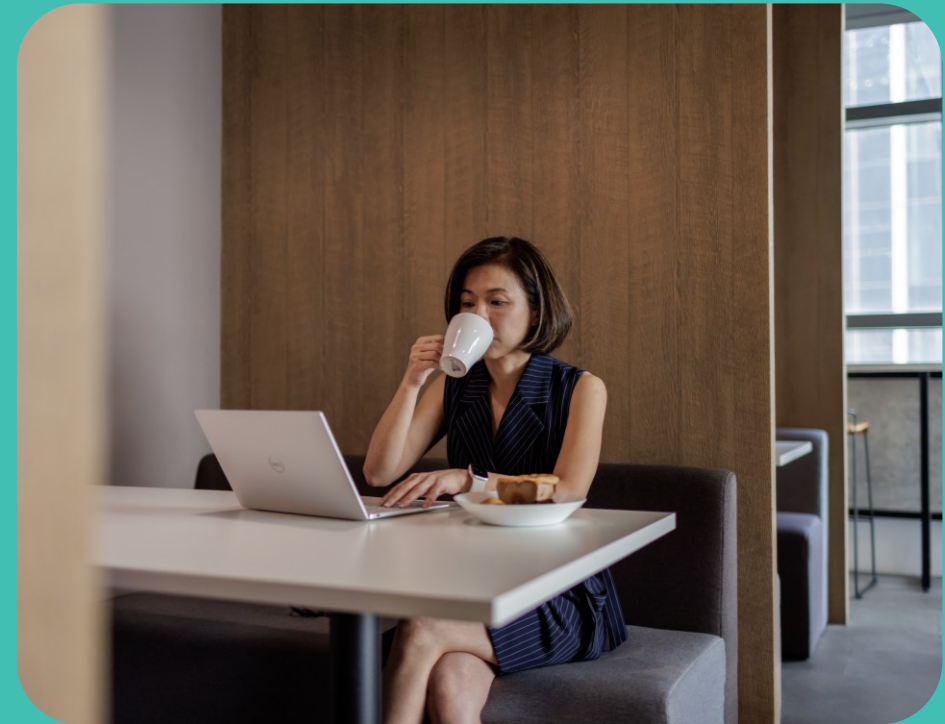


Flexible Workday

Russell Bedford Malaysia's implementation of scheduled flexible workday gives employees the freedom to balance work and personal responsibilities in a way that truly supports their overall well-being.

By allowing individuals to manage their schedules more comfortably on the flexible workday, the initiative helps reduce stress and creates space for meaningful downtime. This flexibility not only boosts mental health but also empowers employees to stay motivated, focused, and more in control of their day.

Ultimately, it reflects our commitment to building a supportive, modern workplace where people can thrive both professionally and personally.





Recharge Week

In September 2024, Russell Bedford Malaysia announced a one-week break from work in conjunction with Malaysia Day and the Prophet Muhammad's Birthday.

This initiative was designed to allow employees to disconnect from work, rest, and rejuvenate—supporting mental wellness, reducing burnout, and fostering a positive and supportive workplace environment.

These efforts reflect our commitment in contributing to a healthy and sustainable workforce.

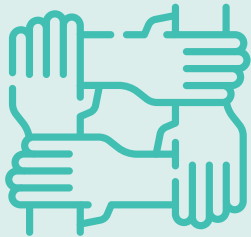
Diversity, Equity and Inclusion (DEI)

At Russell Bedford Malaysia, we are committed to building a workplace that values diversity, equity, and inclusion. By fostering teamwork, supporting professional growth, and ensuring fair treatment for all, we create an environment where individuals from different backgrounds can thrive.

As part of the Russell Bedford International network, we embrace global DEI practices while tailoring initiatives to reflect Malaysia's unique cultural diversity. This commitment strengthens our people, our clients, and the communities we serve.



Diversity



At Russell Bedford Malaysia, diversity is more than a principle — it is a practice embedded in every aspect of our people strategy. We attract talent from different cultural, educational, and professional backgrounds, reflecting Malaysia's rich multicultural society and our global network.



We retain employees by fostering an inclusive environment where individuals of all genders, ethnicities, and experiences feel respected and valued. Through structured training and mentorship, we support the development of diverse perspectives that drive innovation and resilience.



By recognising contributions across all roles and celebrating milestones, we reinforce a culture of appreciation that embraces difference. This commitment to diversity strengthens our workforce, enriches collaboration, and demonstrates our dedication to sustainable and responsible growth.

Equity



At Russell Bedford Malaysia, equality is at the heart of our people strategy. We ensure fair treatment and equal access to opportunities by embedding inclusivity into our recruitment, retention, and professional development practices.



Our programmes attract diverse talent, support continuous growth through structured training and mentorship, and recognise contributions across all roles. By fostering a workplace where every individual is valued and respected, we strengthen our organisational culture and demonstrate our commitment to sustainable workforce practices and responsible business growth.

Inclusion



Russell Bedford Malaysia cultivates a workplace founded on precision, collaboration, and professional integrity, fostering an environment in which individuals from diverse backgrounds can contribute and succeed. The organisation upholds inclusive practices that ensure all employees are treated with dignity and respect, and that their perspectives are acknowledged in decision-making processes.



By maintaining an inclusive work environment, we ensure that employees—regardless of background—are valued, supported, and equipped to contribute meaningfully to organisational objectives. This approach strengthens human capital development, enhances employee engagement, promotes equitable treatment, and reinforces a sense of belonging across the workforce. Through these measures, we demonstrate our ongoing commitment to advancing a people-centered, supportive, and high-performing organisational culture.

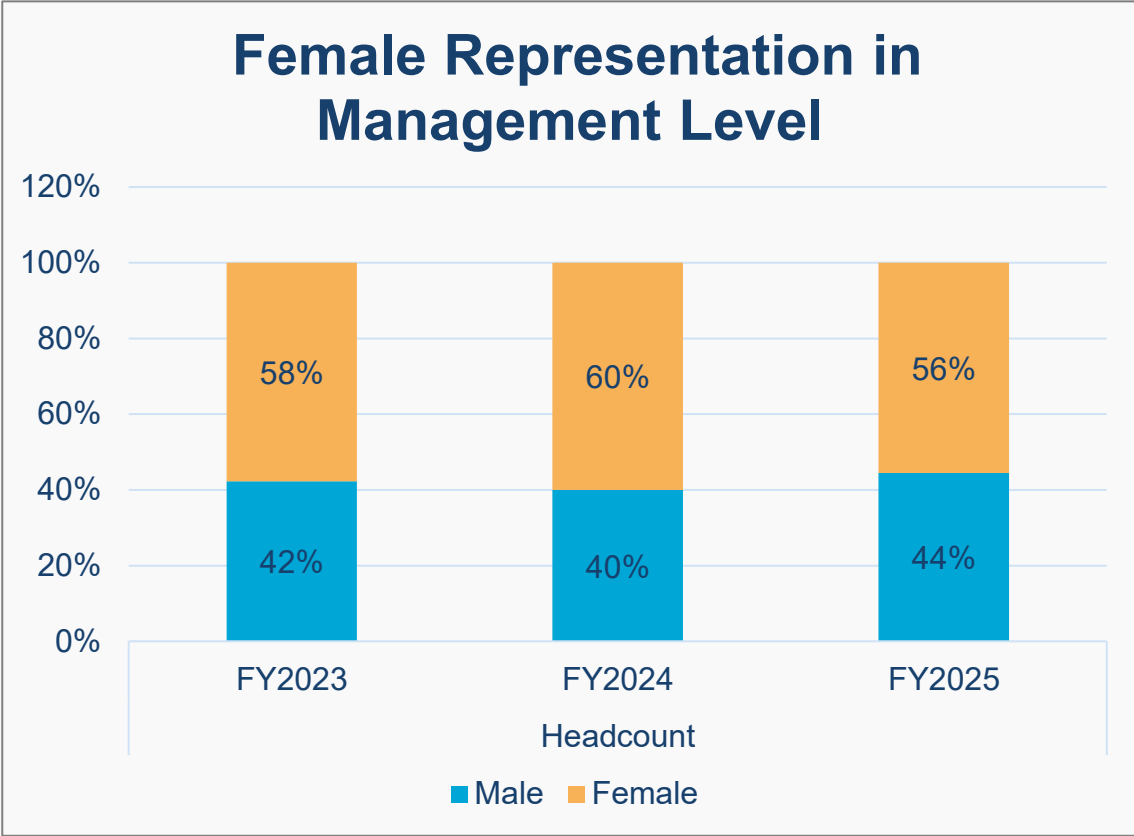
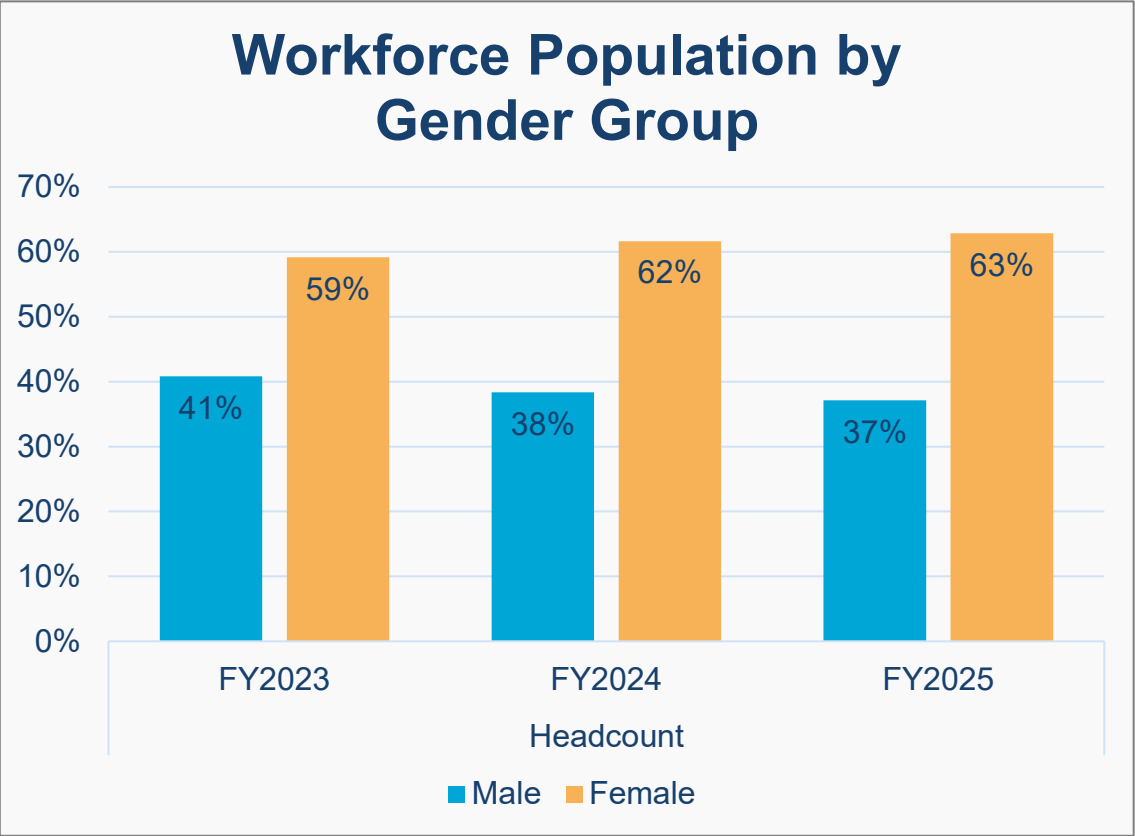
Gender Equality

Russell Bedford Malaysia is committed to promoting gender equality through fair access to opportunities, merit-based advancement, and inclusive leadership development.

The firm supports women in taking on influential roles across service lines and encourages their participation in strategic, managerial, and technical functions. By fostering an environment where female employees can grow, contribute, and lead, we strengthen diversity of thoughts, enhances decision-making, and reinforces a progressive and equitable workplace culture.



Gender Equality



Festive Events & Celebrations

At Russell Bedford Malaysia, festive celebrations are more than social gatherings—they reflect our commitment to diversity, equity, and inclusion (DEI), and they strengthen the sense of belonging among employees. As a firm operating in a multicultural environment, we embrace major cultural festivals and celebrate them as an integral part of our people-first culture and ESG-driven values.

In addition to festive observances, we also commemorate key organisational milestones such as the firm's anniversary. These events provide meaningful opportunities to recognise our collective growth, honour the contributions of our people, and reinforce the shared identity that connects us all.

We also take pride in celebrating employees' achievements—whether professional certifications, long-service milestones, or promotions. Highlighting these accomplishments demonstrates our commitment to merit-based development and reinforces a culture where individual growth is acknowledged and valued.

Together, these celebrations foster connection, mutual understanding, and appreciation for the rich cultural and professional diversity represented within our workforce, contributing to an inclusive and supportive organisational environment.

Festive Events & Celebrations



20th Firm's anniversary in July 2023



Hari Raya celebration in April 2024



Chinese New Year celebration in February 2024

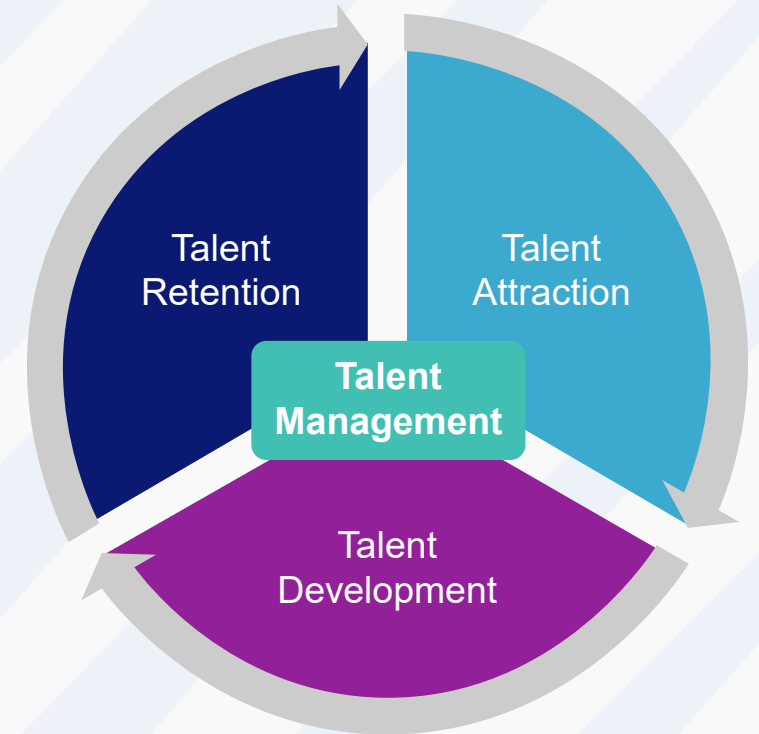


Christmas & New Year celebration in January 2025

Talent Attraction, Development and Retention

Russell Bedford Malaysia continues to strengthen its positioning as a forward-thinking and responsible organisation. Its approach to talent attraction, development and retention is a critical driver of both business performance and ESG commitments.

People are at the centre of Russell Bedford Malaysia's ability to deliver high-quality services, innovate, and build long-term trust. Embedding ESG principles into the firm's people strategy enhances its ability to secure the right talent, empower them, and keep them engaged.



Talent Development



Russell Bedford Malaysia is committed to building a capable and future-ready workforce through continuous learning and professional development.

Our talent development programme comprises structured in-house training aligned with the firm's standards and regulatory requirements, supported by regular internal technical forums that promote knowledge sharing and collaborative learning across teams. To complement internal initiatives, we also engage external trainers to deliver specialised technical training and industry updates.

Through this integrated approach, we aim to enhance professional competence, support employees' growth, and strengthen organisational resilience in a changing business environment.

Long Service Award



Our long-serving employees have played a vital role in shaping our culture and supporting our sustainable growth. By recognising their dedication and resilience, we reaffirm our belief that people are at the heart of Russell Bedford Malaysia. This acknowledgement reflects our ongoing commitment to fostering an inclusive, supportive, and purpose-driven workplace where every individual feels valued and empowered.

Career Counselling



Transparency is a cornerstone of our responsible business practices at Russell Bedford Malaysia. By openly communicating policies, career pathways, and performance expectations, we attract talent who value integrity and retain employees through trust and accountability.

Transparent processes in career counselling support continuous development, reinforce fairness and inclusivity. This commitment to openness strengthens our organisational culture, builds confidence, and demonstrates our dedication to sustainable and ethical growth.

Subsidy Scheme for Professional Study

Our Subsidy Scheme for professional study reflects our commitment to continuous learning and workforce sustainability. By supporting employees in pursuing advanced qualifications and certifications, we attract ambitious talent, retain committed professionals, and foster career development through structured learning pathways.

This initiative also reinforces recognition by valuing employees' dedication to professional growth and celebrating their achievements. Through investment in education, we strengthen organisational expertise, empower individuals to reach their full potential, and demonstrate our responsibility to build a resilient and future-ready workforce.



Internship Programme

Our internship programme reflects Russell Bedford Malaysia's commitment to developing future talent and strengthening the professional services pipeline. We provide structured training, guided mentorship, and hands-on job exposure that enable interns to gain practical industry experience while building foundational competencies for long-term career growth.

As part of this programme, we offer opportunities to local university students across Malaysia, supporting graduates from diverse academic backgrounds. These placements help nurture homegrown talent, build professional readiness, and ensure that students gain meaningful insight into real-world audit, tax and advisory functions.

In addition to local placements, Russell Bedford Malaysia also welcomes international interns, including students from KUAS in Japan. Their fresh perspectives and international outlook further enrich our workplace culture, support global collaboration, and contribute to responsible and long-term workforce development.



Community

CSR Day

Our annual CSR Day reflects our commitment to responsible business practices by engaging employees in meaningful community service and volunteer initiatives.

These activities strengthen our organisational culture, promote inclusivity, and contribute to positive social impact.

By integrating CSR Day into our broader sustainability strategy, we demonstrate our dedication to employee well-being, community development, and long-term responsible growth.



**Beach clean-up at Port Dickson
@ 1 December 2023**

CSR Day



The Lighthouse Children Welfare Home @ 19 September 2024



Dignity Farm Academy in Bentong, Pahang @ 22 July 2025

Annual Contribution to Reef Check Malaysia

Russell Bedford Malaysia demonstrates its commitment to environmental stewardship through its annual contribution to Reef Check Malaysia, supporting their ongoing coral conservation and reef rehabilitation efforts.

This initiative reflects the firm's dedication to protecting marine ecosystems and promoting long-term environmental resilience.



Annual Complimentary Budget Seminar

Our Budget Seminar equips employees and clients with essential financial literacy skills, helping reduce financial stress and strengthen resilience.

By supporting professional growth and recognising participation, the programme fosters engagement and long-term sustainable development.



**Budget seminar 2024 at Sheraton Imperial
Kuala Lumpur @ 28 November 2023**

Annual Complimentary Budget Seminar



Budget seminar 2025 at Le Méridien Kuala Lumpur @ 10 December 2024



Budget seminar 2026 at DoubleTree by Hilton Kuala Lumpur @ 9 December 2025

Annual Complimentary Budget Seminar

We also conduct dedicated session in Japanese language led by our Japanese Director, reflecting our commitment to inclusive engagement and client-centric support.

This session is designed to serve our Japanese clients by providing practical budgeting insights that support both personal and organisational resilience. By delivering the seminar in a familiar language and cultural context, we demonstrate our care for the specific needs of our Japanese clients.

This initiative strengthens engagement, builds trust, and contributes to long-term sustainable development.



Environment

01 Paper Consumption

02 Waste Management

03 Green Transportation

Paper Consumption

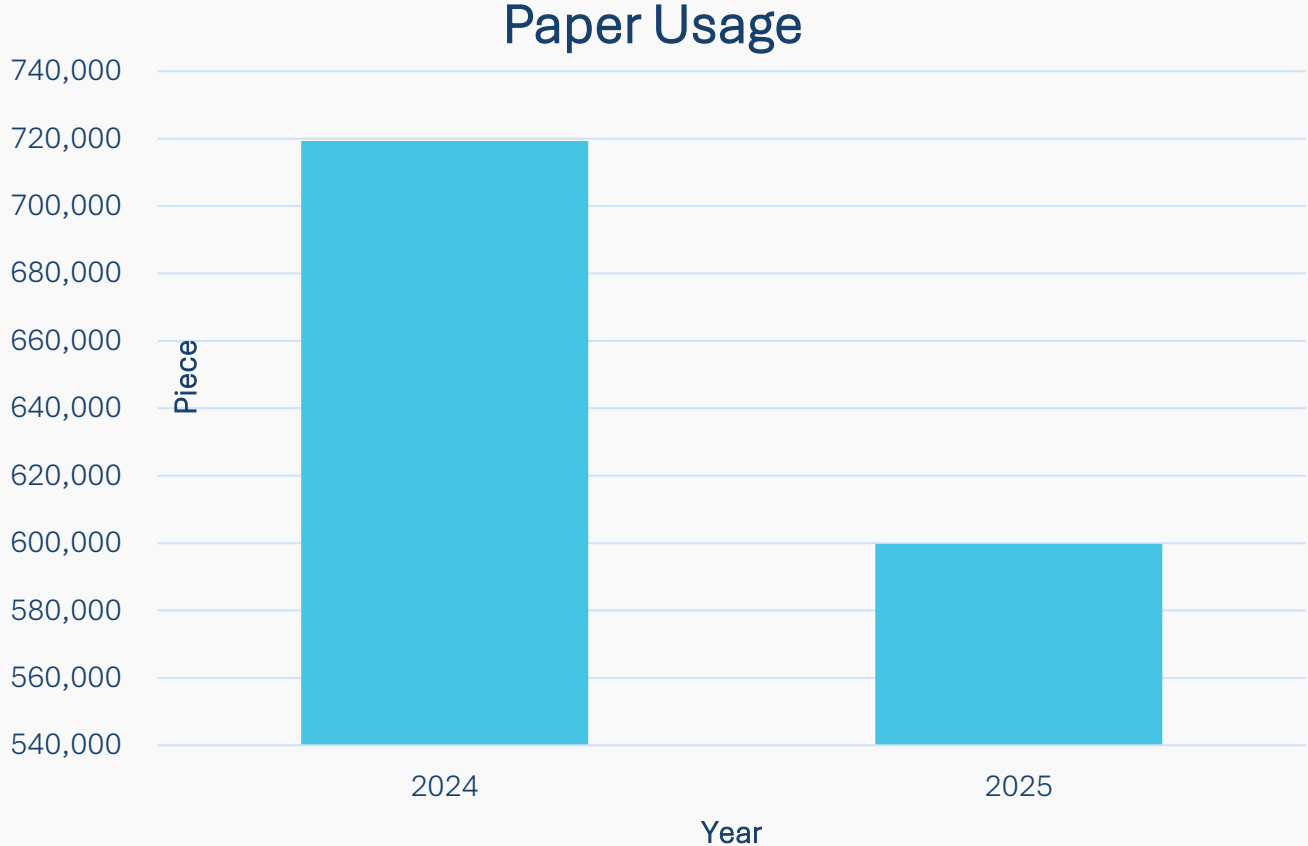
Russell Bedford Malaysia continues to enhance its operational sustainability through the adoption of environmentally responsible practices. As part of our digitalisation efforts, we have implemented the use of digital signatures, reducing reliance on physical documentation and lowering paper consumption across the firm. This initiative supports greater efficiency, streamlines workflows, and contributes to the reduction of our environmental footprint.

In addition to digital transformation, we are committed to using responsibly sourced office materials. Our name cards and letterheads are produced using FSC-certified paper, ensuring that the paper products we use originate from forests managed in an environmentally and socially responsible manner. This choice reinforces our commitment to sustainable procurement and supports global efforts toward ethical and traceable resource use.

Through these measures, we demonstrate our ongoing commitment to sustainability by integrating digital solutions and responsible material choices into everyday business practices.



Paper Consumption



Paper consumption reduced by 17% from Year 2024 to Year 2025

Waste Management

Russell Bedford Malaysia recognises that responsible management of electronic waste (“e-waste”) is an important component of environmental stewardship and sound data governance. The disposal of obsolete and end-of-life IT assets is therefore managed in a controlled manner to address both environmental and data protection considerations.

IT asset disposal is carried out through ISO-certified e-waste disposal service providers that operate in accordance with applicable Department of Environment (DOE) requirements. This ensures that electronic waste is handled in line with recognised quality, environmental and occupational health and safety standards.

To safeguard data confidentiality, sensitive storage media are subject to on-site physical data destruction, such as drilling or degaussing, prior to disposal. Obsolete IT equipment is subsequently dismantled and segregated at certified facilities to support material recovery and minimise landfill disposal.



Green Transportation



As part of Russell Bedford Malaysia's commitment to promoting sustainable mobility, the firm continues to broaden the use of electric-powered vehicles (EVs) within our operations. Out of the company's fleet of nine vehicles, three are fully electric and one is a plug-in hybrid electric vehicle (PHEV). This reflects our ongoing efforts to transition towards lower-emission transportation solutions.

To further encourage the adoption of EVs among employees, an EV incentive was introduced as a benefit to eligible employees. The firm provides a monthly EV allowance to eligible employees who purchase electric vehicles. This allowance is designed to support charging costs and promote environmentally responsible transportation choices.

Through these initiatives, Russell Bedford Malaysia hopes to reduce its carbon footprint, contribute to cleaner air quality, and foster a culture of sustainability within the organisation.

Governance

01 Risk Management

02 Independence, Integrity and Ethics

03 Transparency and Accountability

04 Data Protection

Risk Management

Russell Bedford Malaysia adopts a structured approach to risk management to safeguard the firm's operations, reputation, and stakeholders. A key component of this framework is robust client due diligence ("CDD"), which supports the identification, assessment, and management of risks associated with new and existing clients.

Before entering into any business relationship, the firm conducts background checks that include verification of client identity, ownership structure, business activities, and source of funds. Clients are assessed based on risk factors such as industry, geographic exposure, and transaction patterns, with enhanced due diligence applied where higher risks are identified. Client information is subject to ongoing monitoring and periodic review to ensure continued compliance with applicable regulatory requirements.

These processes support compliance with anti-money laundering and counter-financing of terrorism requirements and contribute to the firm's overall resilience and professional integrity.



Independence, Integrity and Ethics

Russell Bedford Malaysia is committed to maintaining independence, integrity, and ethical conduct across all aspects of its operations. The firm operates under a clear governance framework supported by internal policies, professional standards, and a strong ethical culture.

All employees are required to adhere to the firm's Code of Ethics, which sets out expectations relating to honesty, fairness, professionalism, and responsible conduct. Ethical awareness is reinforced through regular compliance briefings, onboarding programmes for new employees, and ongoing training on matters such as anti-bribery, corruption prevention, and professional responsibilities.

These measures help ensure that ethical standards are consistently upheld and embedded into daily decision-making, supporting the firm's reputation as a trusted professional services provider.



Transparency and Accountability

Transparency and accountability are central to Russell Bedford Malaysia's governance practices. The firm promotes open communication and clear reporting structures to support informed decision-making and organisational alignment.

Key platforms such as annual townhall sessions and strategic management workshops provide opportunities for management to share business updates, strategic priorities, and governance-related matters with employees. These forums also encourage dialogue, feedback, and shared accountability across the firm.

In addition, comprehensive documentation, internal controls, and audit trails are maintained to support regulatory compliance, quality assurance, and oversight by relevant authorities.

Annual Townhall



2023 Townhall @ Port Dickson



2024 Townhall @ The Gardens Hotel



2025 Townhall @ TGV Pavilion Bukit Jalil

Russell Bedford Malaysia conducts an annual townhall session as part of its governance and transparency practices. The townhall provides a platform for management to promote open communication and organisational alignment.

This townhall supports transparency, accountability, and engagement across the firm.

Strategic Management Workshop

Russell Bedford Malaysia conducts strategic management workshops to support governance, leadership alignment, and organisational resilience.

These workshops provide a structured forum for partners and management to review business performance, assess key risks, and align strategic priorities to strengthen the firm's ability to respond effectively to change and uncertainty.



2023 @ The Banjaran Hotsprings Retreat, Ipoh



2024 @ The Chateau Spa & Wellness Resort, Bukit Tinggi



2025 @ PARKROYAL Penang Resort

Data Protection

Russell Bedford Malaysia places strong emphasis on protecting client and firm information as part of its governance and risk management framework. Data protection practices are designed to safeguard sensitive information throughout its lifecycle, including during the use, storage, and disposal of IT assets.

Procedures are in place to ensure that data contained in laptops and other devices is securely erased prior to disposal, repurposing, or donation. These processes are managed by the IT function and documented to ensure compliance with internal policies and applicable data protection requirements.

By implementing structured information security and data protection measures, the firm mitigates the risk of unauthorised access or data breaches and demonstrates accountability in managing confidential information.



Moving Forward

As we publish Russell Bedford Malaysia's inaugural ESG report, we affirm our commitment to embedding sustainability, responsibility, and integrity at the core of how we operate. This report marks the beginning of a long-term journey—one defined by purposeful direction, measurable actions, and a shared belief that business success and meaningful social impact must go hand in hand.

Moving forward, Russell Bedford Malaysia will continue strengthening our environmental stewardship, fostering a diverse and empowered workforce, and upholding the highest standards of ethics and governance.

Transparency will remain central to our approach. We will continuously evaluate our progress, refine our approaches, and share regular updates as we advance toward our ESG commitments. With each step, we aim to build a more resilient, responsible, and future-ready Russell Bedford Malaysia—one that contributes positively to people, the planet, and the broader ecosystem in which we operate.

Our journey has just begun, and we are committed to doing the work, learning along the way, and driving impact that shapes a more sustainable future.



Disclaimer

This ESG content is provided for general information purposes only and reflects Russell Bedford Malaysia's practices, policies, and initiatives as at the date of publication. It is not intended to be exhaustive, nor does it constitute legal, regulatory, financial, or professional advice.

While reasonable efforts have been made to ensure the accuracy of the information presented, no representation or warranty is given as to its completeness or ongoing accuracy. ESG practices and expectations may evolve over time due to regulatory, operational, or business developments.

Readers should not rely solely on this information when making decisions and are encouraged to seek appropriate professional advice where necessary.