ISSN 0580-5120

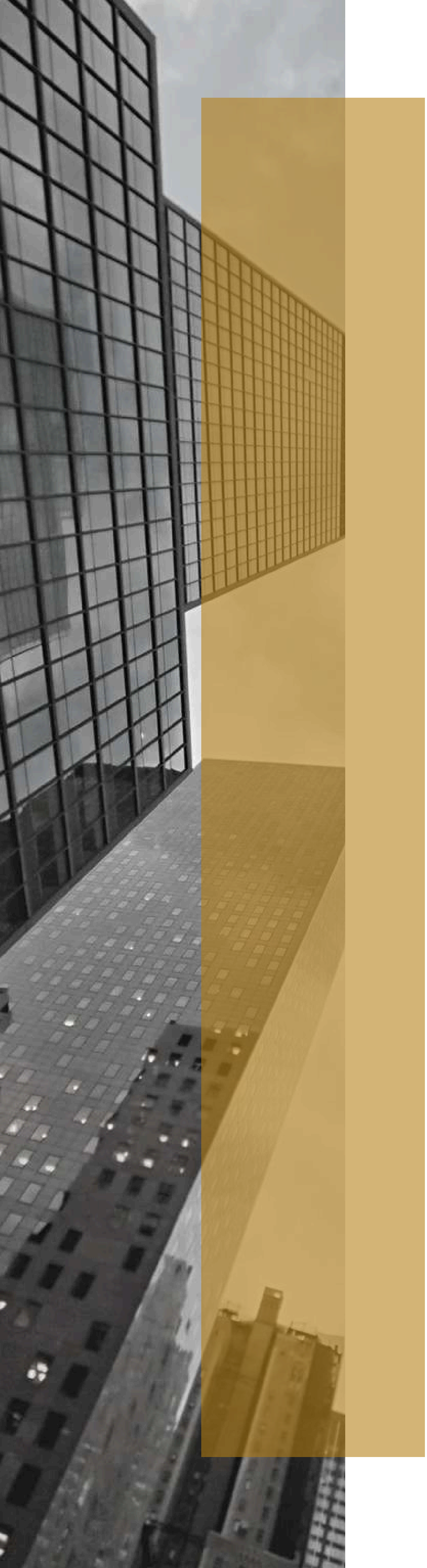
MAPA

THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION
PERSATUAN PENGELUAR-PENGELUAR PERTANIAN TANAH MELAYU

2025/2026

ANNUAL REPORT

www.mapa.net.my



MAPA

THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION
PERSATUAN PENGELUAR-PENGELUAR PERTANIAN TANAH MELAYU

MAPA was established on 25th August, 1966 to replace the MPIEA (Malayan Planting Industries Employers' Association) which was set up on 27th September, 1947. MAPA was formed to unite all employers in the Plantation Industry and to protect and preserve their rights and interest against employees' trade unions.

MAPA is the single largest employers' trade union representing plantation companies. It was registered under the relevant provisions of the Trade Union Act, 1959.

As a trade union, the main roles and functions of the Association are largely governed by its own Rules and the provisions of the Trade Unions Act, 1959 and the Industrial Relations Act, 1967. This is reflected in the whole range of services that is provided to cater to the needs and interests of agricultural employers.

BENEFITS

There are various benefits upon becoming members of MAPA. These benefits, among others, are as follows :-

- Uniformity and unity in action and approach towards labour and industrial relations matters.
- Minimise interference and pressure from external forces.
- Professional advice on labour and industrial relations matters.
- Representation and assistance during discussions and meetings with workers' trade unions.
- Representation and assistance during discussions and meetings at Labour & Industrial Relations Department, Ministry of Human Resources.
- Representation at Labour Court, Industrial Court, High Court, Court of Appeal and Federal Court.
- Negotiate Collective Agreements with workers' trade unions.
- Conducts Company's In-house Trainings, Workshops and Seminar.
- Conducts National Seminars,Talks and Workshops at nominal fees.

LABOUR COURT

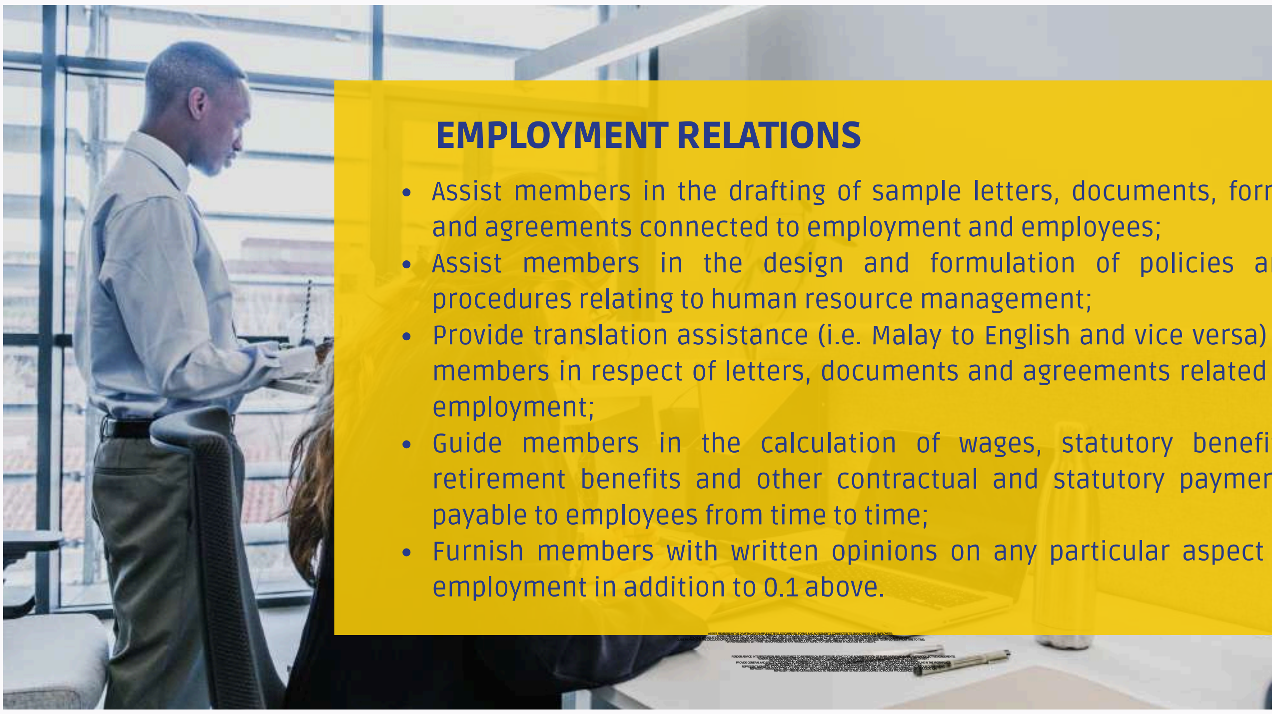
NATIONAL CONFERENCE

COLLECTIVE AGREEMENTS

SERVICES AND ASSISTANCE RENDERED BY MAPA TO MEMBER COMPANIES

INDUSTRIAL RELATIONS

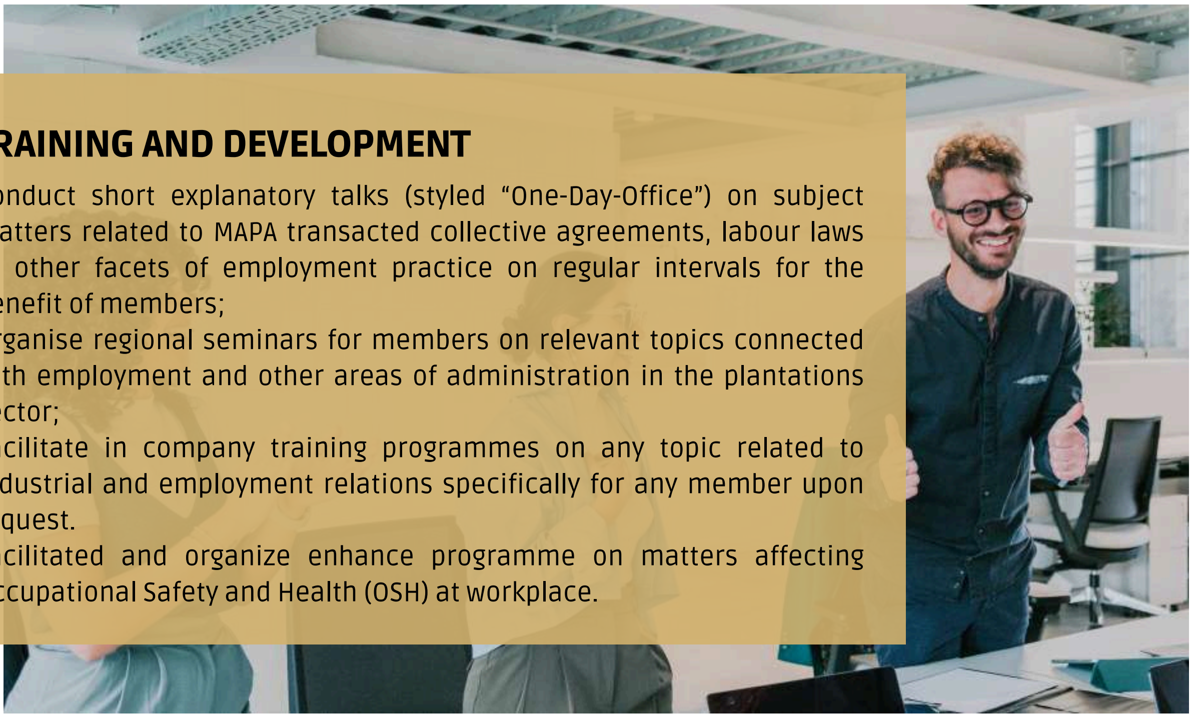
- Render advice, interpretation and assistance to members on matters relating to the administration of MAPA/NUPW and MAPA/AMESU Collective Agreements;
- Render advice and interpretation to members on labour laws and on other applicable laws connected to employment;
- Provide guidance to members on the comprehension and implementation of MAPA Circulars to members;
- Provide general and specific guidance to members on technical and procedural matters relating to the enforcement of discipline in the workplace;
- Represent members at joint meetings held in the workplace (estates and mills) with regard to trade disputes;
- Represent members at conciliatory meetings held at the Industrial Relations Department and pre-inquiry meetings at the Labour Department;
- Represent members at the ‘Labour Court’ and Industrial Court in respect of labour and trade disputes referred for adjudication.
- Represent and render assistance to members prior to and during Domestic Inquiry proceedings.



EMPLOYMENT RELATIONS

- Assist members in the drafting of sample letters, documents, forms and agreements connected to employment and employees;
- Assist members in the design and formulation of policies and procedures relating to human resource management;
- Provide translation assistance (i.e. Malay to English and vice versa) to members in respect of letters, documents and agreements related to employment;
- Guide members in the calculation of wages, statutory benefits, retirement benefits and other contractual and statutory payments payable to employees from time to time;
- Furnish members with written opinions on any particular aspect of employment in addition to 0.1 above.

SERVICES AND ASSISTANCE RENDERED BY MAPA TO MEMBER COMPANIES



TRAINING AND DEVELOPMENT

- Conduct short explanatory talks (styled "One-Day-Office") on subject matters related to MAPA transacted collective agreements, labour laws or other facets of employment practice on regular intervals for the benefit of members;
- Organise regional seminars for members on relevant topics connected with employment and other areas of administration in the plantations sector;
- Facilitate in company training programmes on any topic related to industrial and employment relations specifically for any member upon request.
- Facilitated and organize enhance programme on matters affecting Occupational Safety and Health (OSH) at workplace.

MSPO COMPLIANCE

- Render general advice to members on MSPO Malaysian Standards MS 2530-3.2013 & MS 2530-4.2013 (Principles 2, 3 & 4);
- Provide technical assistance on "MSPO Means of Assessing Compliance" (Principle 2, 3 & 4);
- Guide members on MSPO Legal Requirement Register (LRR) with regard to compliance connected with employment.
- Draft or scrutinise "letters of response" from member-companies to MSPO Certification Bodies on any compliance issue within the context of employment.

SERVICES AND ASSISTANCE RENDERED BY MAPA TO MEMBER COMPANIES

EMPLOYMENT TAX MATTERS

- Render advice to members on the following Inland Revenue Board Public Rulings:-
  1. Employment Perquisites;
  2. Benefit in Kind;
  3. Gratuity;
  4. Value of Living Accommodation (VOLA);
  5. Foreign Workers – Tax Treatment;
  6. Compensation for Loss of Employment.
- Render explanatory advice to members on ITFR requirements such as Form E, Form CP 21, Form CP 22, Form CP 22A, Form CP 8 etc. pertaining to or arising from employment.

PERSONAL DATA PROTECTION MATTERS

- Draft sample employee-related documents for member companies under the Personal Data Protection Act 2010.
- Design and develop employment related policies and procedures on personal data protection for member companies.
- Render explanatory advice to member companies on any matters pertaining to the application of the seven personal data protection principles enshrined in the Act.

MAPA ADVISORY PANEL MEETINGS

- Organise and conduct annual meetings of the MAPA Advisory Panels in the region, whereby a platform is established to elicit response from members of their concerns with regard to any issue related to industrial and employment relations in the plantation sector

VISIT ESTATES, MILLS AND FACTORIES

- Organised and conduct visits to member estates, mills and factories to discuss matters relating to labour and Industrial Relations and to resolve only potential trade dispute with workers or trade unions.

ACTING PRESIDENT WRITES

The Association and Its Secretariat

The strength of MAPA lies not only in its membership but also in the professionalism and commitment of its Secretariat.

One of the most significant milestones during the year was the successful implementation of the Association's long-term succession planning programme, which had been carefully deliberated and developed by the Council over several years.

With effect from 1 January 2026, Encik Shafwan bin Datuk Haji Shamsuddin was appointed as Executive Director of MAPA. Having served the Association in various capacities and accumulated valuable experience in labour and industrial relations matters, Encik Shafwan is well positioned to lead the Secretariat into the future. The Council has every confidence in his ability to further strengthen the Association and continue delivering quality services to members.

At the same time, the Council was pleased that the Association would continue to benefit from the vast experience and expertise of Tuan Haji Mohamad bin Audong, who was redesignated as Special Adviser. In this capacity, Tuan Haji Mohamad continues to provide invaluable guidance, advice and consultation on labour and industrial relations matters.

The Council believes that this carefully planned transition ensures continuity, stability and the preservation of institutional knowledge within the Association. We are fortunate that the experience and wisdom of both Tuan Haji Mohamad and Mr. Chandra will continue to be available to guide and support the new leadership during this important period of transition.

Economic Outlook and Industry Performance

The plantation industry continues to operate in a challenging global environment. Although palm oil prices remained relatively supportive during parts of the year, uncertainties in international trade, geopolitical developments, sustainability requirements and rising production costs continue to exert pressure on the industry. Employers are confronted with increasing labour costs, compliance obligations and regulatory requirements while simultaneously striving to maintain productivity and competitiveness. The industry must therefore continue to pursue productivity improvements, technological advancement and sustainable agricultural practices to remain competitive in the global market.

The Road Ahead

As we look ahead, it is evident that the plantation industry will continue to face significant challenges. Labour shortages, rising labour costs, increasing regulatory requirements, sustainability obligations and global economic uncertainties will require careful navigation. Nevertheless, the plantation industry has repeatedly demonstrated its resilience and adaptability.

Through unity, cooperation and constructive engagement with stakeholders, I am confident that we will continue to overcome these challenges and contribute meaningfully to Malaysia's economic growth and development.

TN. HJ. JEFFRY FAIZAL KAMARUDDIN
Acting President, MAPA

MAPA EVENTS

NATIONAL CONFERENCE 2025

DORSETT GRAND SUBANG
26 NOVEMBER 2025

MAPA EVENTS

TWO-DAYS TRAINING WORKSHOP ON CONDUCTING DOMESTIC INQUIRY IN A FAIR AND EFFECTIVE MANNER

MERCURE KUALA LUMPUR GLENMARIE

17 & 18 JUNE 2025

MAPA EVENTS

TWO-DAYS TRAINING WORKSHOP ON CONDUCTING DOMESTIC INQUIRY IN A FAIR AND EFFECTIVE MANNER

IMPIANA HOTEL
SENAI JOHOR

2 & 3 JULY 2025

MAPA EVENTS

TWO-DAYS TRAINING WORKSHOP ON CONDUCTING DOMESTIC INQUIRY IN A FAIR AND EFFECTIVE MANNER

BAYVIEW HOTEL
GEORGETOWN PENANG

15 & 16 JULY 2025

PERSATUAN
PENGELUAR-PENGELUAR
PERTANIAN TANAH MELAYU

THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION

M A P A

**LAPORAN TAHUNAN
2025 - 2026**

PERSATUAN PENGELUAR-PENGELUAR PERTANIAN TANAH MELAYU

Didaftarkan di bawah
Akta Kesatuan Sekerja, 1959
Nombor Pendaftaran: 415

LAPORAN TAHUNAN BAGI TAHUN BERAKHIR 31HB. MAC, 2026

PERSATUAN PENGELUAR-PENGELUAR
PERTANIAN TANAH MELAYU
THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION

OFFICE BEARERS
2025/2026

YANG DI-PERTUA
President

Encik Loh Hang Pai, AMP.
(up to 27.1.2026)

Acting President

Tuan Haji Jeffry Faizal bin Kamaruddin
(w.e.f. 28.1.2026)

TIMBALAN YANG DI-PERTUA PERTAMA/BENDAHARI
First Deputy President/Treasurer

Tuan Haji Razlanshah Abd Malek

TIMBALAN YANG DI-PERTUA KEDUA
Second Deputy President

Tuan Haji Fairuz Ismail

TIMBALAN YANG DI-PERTUA KETIGA
Third Deputy President

Encik Goh Keng Ee

COUNCIL

ACREAGE-GROUP A

MEMBER		*REPRESENTED BY*
Genting Plantations (WM) Sdn. Bhd.	-	Encik Abdul Rahim Wilson Abdullah/ Encik Lau Aik Leong
Tradewinds Plantation Berhad	-	Tuan Haji Fairuz Ismail / Encik Abdul Rashid Abdul Jalil
SD Guthrie Berhad *(formerly known as Sime Darby Plantation Berhad)*	-	Tuan Haji Jeffry Faizal Kamaruddin
Kampar Rubber Tin & Co. Sdn. Bhd.	-	Encik Foo Kuan Lee
Ladang Tai Tak (Kota Tinggi) Sdn. Bhd.	-	Encik Ho Han Seng/ Encik Mohd. Nasir bin Embong
United International Enterprises (M) Sdn. Bhd.	-	YBhg. Dato' Carl Bek-Nielsen, DPMP, DPMS. / Encik Jason Joseph

ACREAGE-GROUP B

MEMBER		*REPRESENTED BY*
Boustead Plantations Berhad (Boustead Estates Agency Sdn. Bhd.)	-	YBhg. Datuk Zulkarnain Md Eusope / Encik Mohd Fadzly Mahyuddin
Ladang Perbadanan-Fima Berhad	-	Encik Nathan Ramalingam
Felda Global Ventures Plantation (Malaysia) Sdn. Bhd	-	Datuk Ts. Borhan Bachi *(from 7.7.2025 to 14.11.2025)* / Encik Mohamad Fauzi Hassan *(up to 6.7.2025)* Encik Hamdan Ismail (w.e.f. 7.7.2025)
United Plantations Bhd.	-	Encik Loh Hang Pai, AMP.
Quek Shin & Sons Pte. Ltd.	-	Tuan Haji Rosli Mohamed Taib
SD Guthrie Research Sdn. Bhd. *(formerly known as Sime Darby Research Sdn Bhd)*	-	Encik Khairul Nizam Idris

ACREAGE-GROUP C

MEMBER		*REPRESENTED BY*
Sin Thye Management Sdn. Bhd.	-	Encik Chua Kok Siang *(up to 4.3.2026)* Encik Yeap Chee Keong *(w.e.f. 5.3.2026)*
Kumpulan Ladang-Ladang Trengganu Sdn. Bhd.	-	Encik Hamdan Ibrahim
National Land Finance Co-operative Society Ltd (Plantation Agencies Sdn. Bhd.)	-	Encik Rezaudin Abdullah *(up to 1.8.2025)* Encik Balakrishnan a/l Kaliannan *(w.e.f. 7.8.2025)* / Encik Vigneswaran Nallaiah
JPG Plantations Sdn. Bhd. *(formerly known as Johor Corporation)*	-	Encik Mohamad Yami Bakar
SD Guthrie Seeds & Agricultural Services Sdn. Bhd. *(formerly known as Sime Darby Seeds & Agricultural Services Sdn Bhd)*	-	Encik Marzukifli Mohamed / Encik R.Thayaparakanthan
TH Plantations Berhad	-	Encik Rosli Yacop *(up to 23.6.2025)* Tuan Haji Alikamal Abu Hassan *(from 24.6.2025 to 19.1.2026)* Datuk Ts. Borhan Bachi *(w.e.f. 26.1.2026)*

ACREAGE-GROUP D

MEMBER		*REPRESENTED BY*
Kuala Lumpur Kepong Berhad	-	Encik Goh Keng Ee
Ayer Manis Rubber Estate Ltd.	-	Encik Hissammudin Mohamad Sabidin
The China Engineers (Malaysia) Sdn. Bhd.	-	Tuan Haji Razlanshah Abd Malek / Tuan Haji Mohd. Ramlan Ramle
Achi Jaya Plantations Sdn. Bhd.	-	YBhg. Dato' Kassim Nani *(up to 31.12.2025)* / Tuan Haji Azman bin Haji Samsuri
Johor Plantations Berhad *(formerly known as Mahamurni Plantations Sdn. Bhd.)*	-	Tuan Haji Amran Zakaria
Riverview Rubber Estates Bhd. *(up to 29.7.2025)*	-	Dr. Leong Tat Thim *(up to 29.7.2025)*
SD Guthrie Technology Centre *(w.e.f. 30.7.2025)*	-	Dr. David Rose Appleton *(w.e.f. 30.7.2025)*

FINANCE/EXECUTIVE COMMITTEE

Tuan Haji Razlanshah Abd Malek - **Chairman**

Tuan Haji Fairuz Ismail

Encik Goh Keng Ee

Encik Abdul Rahim Wilson Abdullah

Encik Rosli Yacop *(up to 23.6.2025)*

Tuan Haji Jeffry Faizal Kamaruddin

Tuan Haji Azman Samsuri *(w.e.f. 29.7.2025)*

NEGOTIATING COMMITTEE

Encik Jason Joseph - **Chairman**

Tuan Haji Razlanshah Abd Malek

Encik Goh Keng Ee *(w.e.f. 29.7.2025)*

Tuan Haji Azman Samsuri

Tuan Haji Rosli Mohamed Taib

Tuan Haji Jeffry Faizal Kamaruddin

Encik Abdul Rahim Wilson Abdullah

Encik Rosli Yacop *(up to 23.6.2025)*

Encik Marzukifli Mohamed *(w.e.f. 29.7.2025)*

Encik Mohd Fadzly Mahyuddin *(w.e.f. 29.7.2025)*

Tuan Haji Alikamal Abu Hassan *(from 29.7.2025 to 19.1.2026)*

Tuan Haji Amran Zakaria (*w.e.f. 29.7.2025)*

Tuan Haji Mohamad bin Audong (Ex-officio)

EXECUTIVE STAFF

HEADQUARTERS

Executive Director
Tuan Haji Mohamad bin Audong *(up to 31.12.2025)*
Email: mohamad@mapa.net.my

Encik Shafwan bin Datuk Haji Shamsuddin *(w.e.f. 1.1.2026)*
Email: shafwan@mapa.net.my

Deputy Director
Encik V.T. Chandra Segaran *(up to 31.12.2025)*
(Northern Region)
Email: vtchandra@mapa.net.my

Assistant Director
Encik Shafwan bin Datuk Haji Shamsuddin *(up to 31.12.2025)*
Email: shafwan@mapa.net.my

Special Adviser
Tuan Haji Mohamad bin Audong *(w.e.f. 1.1.2026)*
Email: mohamad@mapa.net.my

Executive Adviser
Encik V.T. Chandra Segaran *(w.e.f. 1.1.2026)*
(Northern Region)
Email: vtchandra@mapa.net.my

Industrial Relations Advisers
(Central Region)
Encik Luqman Hakim bin Azhar (w.e.f 1.8.2025)
Email: luqman@mapa.net.my

(Southern Region)
Encik Shahril Effendy bin Salleh
Email: shahril@mapa.net.my

FIELD SERVICE

NORTH REGION

Encik V.T. Chandra Segaran - Executive Adviser

(Also covering Kelantan & Terengganu in the Central Region)

Address : Room 209, 2nd Floor, Bangunan Tokio Marine Life, Jalan Sultan Yussuf, 30000 Ipoh, Perak Darul Ridzuan. (P. O. Box 367, 30740 Ipoh)

Tel : 05-2545253 (O) 05-5274228 ® 012-3355209 (H/P)
Fax : 05-2413158
Email : vtchandra@mapa.net.my
mapanorth@mapa.net.my

CENTRAL REGION

Encik Luqman Hakim bin Azhar - Industrial Relations Adviser

Address : Unit K03-08-08, Tower 3, UOA Business Park 1, Jalan Pengaturcara U1/51A, 40150 Shah Alam, Selangor Darul Ehsan.
(P.O.Box 07015, GPO Shah Alam, 40700 Selangor)

Tel : 03-50313995/996/997 (O) 013-2778299 (H/P)
Fax : 03-50313998
Email : luqman@mapa.net.my
mapahq@mapa.net.my

SOUTH REGION

Encik Shahril Effendy bin Salleh - Industrial Relations Adviser

Address : No.29, Tingkat 1, Jalan Tasik Indah ¼, Taman Tasik Indah, 86000 Kluang, Johor.

Tel : 07-7596558 (O) 011-28187670 (H/P)
Fax : -
Email : shahril@mapa.net.my
mapasouth@mapa.net.my

NON-EXECUTIVE STAFF

HEADQUARTERS

Confidential Admin/Personal Assistant
Puan Mas Hanim binti Mohamed

Confidential Secretary
Puan Norhajrah binti Amiruddin

Stenographer/Secretary
Puan Roha binti Ahmad

Senior Account Assistant
Encik Muhammad Haiqal bin Ismail

Account Assistant
Puan Siti Haziqah binti Suhaimi

Messenger/Clerk
Encik Zulhelmee bin Mokhtar

NORTH REGION

Stenographer/Secretary
Puan Mahayu binti Man

SOUTH REGION

Stenographer/Secretary
Puan Siti Masliza binti Rabon

AUDITORS

Messrs. L.H. Lee & Co.

SOLICITORS

Messrs Shearn Delamore & Co.
Messrs T. Thavalingam & Co*. (w.e.f. 29.7.2025)*

TRUSTEE

RHB Trustees Berhad

BANKERS

Malayan Banking Berhad
Public Bank Berhad

REGISTERED OFFICE

Unit K03-08-08, Tower 3, UOA Business Park 1,
Jalan Pengaturcara U1/51A, 40150 Shah Alam, Selangor Darul Ehsan.
(P.O.Box 07015, GPO Shah Alam, 40700 Selangor)

TELEPHONE

MAPA HQ, Shah Alam
03-50313995/50313996/50313997

TELEFAX

03-50313998

E-MAIL

mapahq@mapa.net.my

WEBSITE

www.mapa.net.my

MEMBERSHIP

The membership of the Association as at 31st March, 2026 was 130 (462 Estates with planted hectarage totaling 838,326.38 hectares and 95 factories/Mills/Installations/ Research & Development).

ANNUAL SUBSCRIPTION

The subscription rates for the year ended 31st March, 2026 were:-

HEADQUARTERS:-

Estates	-	RM1.35 per planted hectare
Factories	-	RM3.00 per employee

FIELD SERVICE:-

Estates	-	RM1.20 per planted hectare
Factories	-	RM3.00 per employee

INCOME AND EXPENDITURE

The Audited Statement of Accounts for the year ended 31st March, 2026 is appended to this Report as Appendix “A”.

Detailed estimates of Income and Expenditure for the year 2026/2027 for the Headquarters and Field Service are appended as Appendices “B” and “C” respectively.

FIELD SERVICE COMMITTEE

Chairman

Tuan Haji Razlanshah Abd Malek

MEMBER		*REPRESENTED BY*
Genting Plantations (WM) Sdn. Bhd.	-	Encik Abdul Rahim Wilson Abdullah/ Encik Lau Aik Leong
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Riverview Rubber Estates Bhd. *(up to 29.7.2025)*	-	Dr. Leong Tat Thim *(up to 29.7.2025)*
SD Guthrie Technology Centre *(w.e.f. 30.7.2025)*	-	Dr. David Rose Appleton *(w.e.f. 30.7.2025)*

SUB-COMMITTEES

(1) **Oil Palm and Palm Oil Mill Sub-Committee**

Encik Jason Joseph - **Convener**
Encik R. Thayaparakanthan

(2) **Sub-Committee on Rubber Tappers' Wage Agreement**

Encik Nathan Ramalingam - **Convener**
Encik Vijayakumar Ramachandran

(3) **Sub-Committee on Human Resources and Occupational Safety and Health**

Dr. Sanar Kumaran *(up to 28.7.2025)* - **Convener**
Tuan Haji Azman Samsuri *(w.e.f. 29.7.2025)*
Encil Lawrence a/l Parthasarathy
Encik Mohd Khir bin Tamby
Encik Ahmad Nazri bin Mohd Daud
Puan Siti Zuraida Abd. Salam

MAPA ADVISORY PANEL MEMBERS

NORTH REGION

Perak

Encik Roshaisam *Roselee (up to 19.11.2025)*	Chairman
Encik Poh Syee Wha	Vice-Chairman
Encik Liew Jyi Choong	Executive Committee Member
Encik A. Jagathesa Rao	Executive Committee Member
Encik Tan Sang Chun	Executive Committee Member
Encik Ramachandran Raj Rajagopal	Executive Committee Member
Tuan Haji Tengku Amri Tuan Ismail	Executive Committee Member
Encik Ahmarul Asuwad Ahmad Rashid	Executive Committee Member
Encik Wan Rosdi Wan Tarmizi	Executive Committee Member

KEDAH/PROVINCE WELLESLEY

Encik Mohd Nasir Yusuf	Chairman
Encik S. Saravanan	Vice-Chairman
Encik Badrul Hisham Baharum	Executive Committee Member
Encik Saiful Azrul Abdul Halim	Executive Committee Member
Encik Muhammad Amir Al-Hafiz Zulkifli	Executive Committee Member
Encik Nordin Mad Hashim	Executive Committee Member

CENTRAL REGION

Selangor

Encik Nor Arizal Abdul Azmi	Chairman
Encik Mohd Aqil Ibrahim	Vice-Chairman
Encik Roger Tan Kwan Hun	Executive Committee Member
Encik Abdul Rashid Abdul Jalil	Executive Committee Member
Encik Abd Rahim Mohd Said	Executive Committee Member
Siti Nuraqilah Sharudin	Executive Committee Member
Haji Muhammad Mukhtarul Arifin Salimin	Executive Committee Member
Encik S. Kameshwara Rao	Executive Committee Member

CENTRAL REGION

Negeri Sembilan & Malacca

Tuan Haji Mohd Rosli Mohamed Suhaimi	Chairman
Encik Mohd Syafrie Asis	Vice-Chairman
Encik Muhammad Ramli Supari	Executive Committee Member
Encik Karthik Narayanan	Executive Committee Member
Encik Mohd Fadzil Hj. Hasbullah	Executive Committee Member

Pahang

Encik Yusri Isa	Chairman
Encik K. Tamilarusu Kanda Pom	Vice-Chairman
Encik Selvan Ramakrisnan, AISP	Executive Committee Member
Encik Mohd Azlan Sundar Abdullah	Executive Committee Member
Encik Mohd Hairie Hazali	Executive Committee Member
Encik Ahmad Zamri Abd Wahab	Executive Committee Member

Terengganu

Encik Hamdan Ibrahim	Chairman
Encik Mohd Zukri Mamat	Vice-Chairman
Encik Abdul Kahar Wahab	Executive Committee Member
Tuan Haji Fikri Ismail	Executive Committee Member
Tuan Haji Saifuddin Mustaffa	Executive Committee Member
Tuan Haji Fadilah Mukhtar	Executive Committee Member
Encik Ahmad Zaki Hissin Musawi Maliki	Executive Committee Member
Encik Hazlee Hamzah	Executive Committee Member

Kelantan

Encik Mohd Shukri Che Will	Chairman
Encik Abdussyukur Abd Wahab	Vice-Chairman
Encik Faesal Aswadi	Executive Committee Member
Encik Hiew Chee Ferng	Executive Committee Member
Encik Nizam Sahat	Executive Committee Member
Encik Ahmad Ridzuan Hassan	Executive Committee Member
Encik M. Chandra Segaran	Executive Committee Member
Encik Mohd Shahrul Nizam Mohd Aderis	Executive Committee Member

SOUTH REGION

North/ West Johore

Tuan Haji Azman Samsuri	Chairman
Encik Mohamad Nadzri Mat Zin	Vice-Chairman
Encik Shafie Mohamed @ Abdul Talib	Executive Committee Member
Encik Shukree Osman	Executive Committee Member
Encik Muhamad Feizal Franslin	Executive Committee Member
Encik Omar Rohani	Executive Committee Member

South Johore

Encik Sivabalan Subramaniam	Chairman
Encik Wan Rusdi Wan Ismail	Vice-Chairman
Encik Mohd Hazwan Hassan	Executive Committee Member
Puan Harnizah Roslan	Executive Committee Member
Encik Fazli Zainal	Executive Committee Member
Encik Mohd Abdul Wahib Nawi	Executive Committee Member
Puan Hasnah Ahmad	Executive Committee Member
Encik Zuraimi Othman	Executive Committee Member
Encik Jaya Pramohan Kunjappa	Executive Committee Member

Central Johore

Encik Noraniq bin Md Nazri	Chairman
Encik Ravinthiran Kandasany	Vice-Chairman
Encik Mohd Hazriqe Soleh Huddin	Executive Committee Member
Encik Farouk Zaki Zakaria	Executive Committee Member
Encik Mohammad Faiz Nazri	Executive Committee Member
Encik Ashmanisham Abu Samah	Executive Committee Member
Encik Mohd Khairul Amri Ahmad Shukri	Executive Committee Member

GENERAL TRENDS

The Malaysian economy continued to demonstrate resilience in 2025 despite persistent global economic uncertainties, geopolitical tensions, and domestic structural challenges. While economic growth remained positive, employers continued to face increasing operating costs arising from higher labour expenses, regulatory compliance, inflationary pressures and manpower shortages. The plantation industry, being labour-intensive and export-oriented, remained particularly vulnerable to these developments. The principal developments during the year are summarised below:-

(i) Economic Growth and Business Environment

Malaysia's economy recorded moderate growth in 2025, supported mainly by domestic demand, exports and investment activities. Nevertheless, employers continued to face uncertainties arising from global economic slowdown, supply chain disruptions, exchange rate volatility and increasing production costs.

The plantation industry continued to experience pressure from rising operational expenditure, particularly labour costs, compliance obligations and input prices. While commodity prices remained relatively supportive during parts of the year, profitability varied significantly depending on productivity and labour availability.

(ii) Inflation and Cost of Living

Although inflation moderated compared to previous years, the cost of living remained a major concern for both employers and employees. Prices of essential goods, utilities, transportation and services continued to increase, placing pressure on household spending and wage expectations.

Employers were required to balance the legitimate concerns of employees regarding purchasing power whilst ensuring the long-term sustainability and competitiveness of their businesses.

(iii) Labour Productivity

Labour productivity continued to improve gradually but remained below the level necessary to support sustained wage growth. Productivity gains were uneven across economic sectors, with labour-intensive industries such as plantations continuing to face structural constraints due to mechanisation limitations and shortages of workers.

The Association remains of the view that any wage revision should be supported by corresponding improvements in productivity in order to maintain business competitiveness and economic sustainability.

(iv) Increasing Labour Costs

The plantation industry experienced a substantial increase in employment costs during 2025 following the implementation of several Government policies and statutory obligations, including:-

(a) implementation of the Minimum Wages Order 2024;

(b) Employees Provident Fund (EPF) contributions for foreign workers;

(c) higher compliance costs arising from amendments to labour legislation; and

(d) increasing expenditure relating to employee accommodation, healthcare and statutory benefits.

These developments have significantly increased the overall cost of production for plantation employers.

(v) Labour Legislation and Regulatory Compliance

The regulatory environment continued to become increasingly complex. Employers were required to comply with various statutory requirements under employment, occupational safety and health, social security, workers' accommodation and immigration laws.

Whilst the Association fully supports measures to improve employee welfare, there is an increasing need for balanced legislation that protects employees without imposing excessive compliance burdens that may adversely affect investment, productivity and employment opportunities.

(vi) Review of Minimum Wage Policy

The implementation of the Minimum Wages Order 2024, which increased the minimum monthly wage to RM1,700, had significant financial implications for employers, particularly within the plantation industry where a substantial proportion of employees receive minimum wages.

The Association maintained its long-standing position that future revisions of minimum wages should be based upon objective economic indicators including productivity, business sustainability, sectoral differences and employers' capacity to absorb additional labour costs.

Frequent upward revisions without corresponding productivity improvements would inevitably compress wage structures, reduce wage differentials and adversely affect industrial harmony.

(vii) Shortage of Foreign Workers

The shortage of foreign workers remained one of the most serious challenges confronting the plantation industry throughout 2025.

Although recruitment activities improved compared with previous years, employers continued to experience delays in obtaining approvals, worker arrivals and renewals of employment passes. Labour shortages continued to affect harvesting activities, estate maintenance and overall productivity.

The Association continued to urge the Government to streamline recruitment procedures and ensure that labour supply policies adequately meet the manpower requirements of labour-intensive industries.

(viii) Industrial Relations Climate

Industrial relations generally remained stable during the year, with most disputes being resolved through negotiation and consultation.

The successful conclusion of negotiations between MAPA and the National Union of Plantation Workers (NUPW), culminating in the four MAPA/NUPW Collective Agreements 2024, and subsequently the successful conclusion of the MAPA/AMESU Agreement 2025, reflected the continued commitment of both employers and unions towards maintaining harmonious industrial relations within the plantation industry.

Conclusion

The year 2025 presented both opportunities and challenges for employers within the plantation industry. While Malaysia's economy continued to record positive growth, employers were confronted with increasing labour costs, regulatory obligations and manpower shortages. Moving forward, sustainable economic growth will require:-

(a) balanced labour policies that safeguard both employers' competitiveness and employees' welfare;

(b) productivity-driven wage policies;

(c) practical and evidence-based labour market reforms;

(d) efficient foreign worker recruitment mechanisms; and

(e) continued tripartite cooperation among Government, employers and trade unions.

The Association remains committed to working closely with all stakeholders in promoting sound industrial relations, enhancing productivity and ensuring the long-term sustainability of the Malaysian plantation industry.

MAPA COUNCIL

MAPA Council met three times during the year.

NATIONAL LABOUR ADVISORY COUNCIL (NLAC)

MAPA's representatives on the NLAC are as follows :-

Substantive:	**Alternate:**
Encik Loh Hang Pai, AMP.	Encik Goh Keng Ee
Tuan Hj. Razlanshah Abd Malek	Tuan Hj. Jeffry Faizal bin Kamaruddin
Tuan Haji Mohamad bin Audong	Encik V.T Chandra Segaran

There was one NLAC meeting during the year under review.

NATIONAL UNION OF PLANTATION WORKERS (NUPW)

MAPA/NUPW COLLECTIVE AGREEMENTS 2024

(A) MAPA/NUPW Rubber Tappers' Wage Agreement, 2024;

(B) MAPA/NUPW Palm Oil Mill Employees' Agreement, 2024;

(C) MAPA/NUPW Agreement on the Wages of Harvesters, Harvesting Kanganies, Loaders And "Other Loaders" on Oil Palm Estates, 2024; and

(D) MAPA/NUPW Field and Other General Employees and Fringe Benefits Agreement, 2024.

Following the handing down of Consent Award No. 36 of 2025 by the Industrial Court on 7 January 2025, the above four (4) Collective Agreements continued to be implemented by member companies during the year under review.

During the implementation of the Collective Agreements, the Association received numerous enquiries and requests for clarification from member companies on various provisions of the Agreements. The Association continued to provide advice and guidance to members to ensure that the Agreements were implemented consistently and in accordance with the agreed terms.

One of the principal issues that arose during the year concerned the neutralisation of wage differentials resulting from successive increases in the statutory minimum wage. Following representations received from the NUPW, the Association undertook an extensive study of the issue and engaged in discussions with the NUPW with a view to arriving at a mutually acceptable solution.

Several meetings were held between the Association and the Union to deliberate on the proposed one-off ex-gratia payment for affected employees under the relevant Collective Agreements. During these discussions, both parties explored various approaches towards resolving the issue without creating any precedent or affecting the existing provisions of the Collective Agreements.

Throughout the year, the Council was kept informed of all significant developments relating to the implementation of the Collective Agreements and the progress of discussions with the NUPW.

The Association wishes to record its appreciation to the Chairman and members of the Negotiating Committee, the Association's advisers and representatives, and all member companies who provided valuable information and support during the course of the negotiations and implementation of the Collective Agreements.

The Association will continue to work closely with the NUPW in maintaining harmonious industrial relations and in resolving issues arising from the implementation of the Collective Agreements through consultation, cooperation and mutual understanding.

ALL MALAYAN ESTATES STAFF UNION (AMESU)

MAPA/AMESU AGREEMENT 2025

The negotiations between the Association and the AMESU for a new Collective Agreement were successfully concluded during the year under review.

Following a series of negotiations conducted in a cordial and constructive atmosphere, both parties reached an agreement on the terms and conditions of employment for staff and non-clerical employees covered under the MAPA/AMESU Agreement 2025. The Agreement provides for improved salary scales and adjustments to certain benefits, while taking into consideration the prevailing economic conditions and the operational challenges faced by the plantation industry.

The MAPA/AMESU Agreement 2025 was formally signed on 23 June 2025 by representatives of the Association and AMESU in the presence of the Honourable Minister of Human Resources. The Agreement is effective for a period of three (3) years commencing from 1 January 2025 and covers approximately 10,000 staff and non-clerical employees employed by MAPA member companies.

Following the execution of the Agreement, the parties jointly submitted the signed Agreement to the Industrial Court for cognizance. The Industrial Court subsequently took cognizance of the Agreement under Cognizance No. 160 of 2025.

To facilitate the smooth implementation of the Agreement, the Association issued detailed implementation circulars and explanatory notes to member companies. These included guidance on the revised salary scales, salary conversion, qualification allowances and other provisions of the Agreement.

The Association also organised briefing sessions for member companies to explain the salient features of the new Agreement and to address enquiries relating to its implementation. These sessions enabled members to gain a clearer understanding of the revised provisions and ensured greater consistency in the application of the Agreement throughout the industry.

The Association wishes to record its sincere appreciation to the representatives of the AMESU for their cooperation and constructive approach throughout the negotiations. The Association also wishes to thank the Chairman and members of the Negotiating Committee, the Association's advisers and all member companies whose valuable contributions and support facilitated the successful conclusion of the negotiations.

The Association remains committed to fostering harmonious industrial relations with AMESU and will continue to work closely with the Union to ensure the effective implementation of the Agreement and to address any issues arising therefrom through consultation and mutual cooperation.

ANNUAL GENERAL MEETING

The Fifty-Ninth Annual General Meeting of the Association was held on 29th July, 2025. At the first MAPA Council meeting held immediately following the Fifty-Ninth Annual General Meeting, Encik Loh Hang Pai, AMP. was unanimously re-elected as President for the ensuing year.

ACKNOWLEDGEMENT

The Association records with gratitude the co-operation of the Y.B. Menteri Sumber Manusia, his Timbalan-Timbalan and Ketua Setiausaha Kementerian. The advice and assistance of the Ketua Pengarah Jabatan Tenaga Kerja, Ketua Pengarah Perhubungan Perusahaan, Ketua Pengarah PERKESO, Ketua Pengarah Kesatuan Sekerja, Ketua Pengarah Keselamatan dan Kesihatan Pekerjaan and their Officers are deeply appreciated. Our sincere thanks and appreciation are also due to the Y.B. Menteri Dalam Negeri, Y.B. Menteri Kesihatan, and Y.B. Menteri di Jabatan Perdana Menteri.

We would like to place on record our grateful thanks to the Kementerian Perladangan dan Komoditi (KPK), Malaysian Palm Oil Association (MPOA), Malaysian Rubber Board (MRB) and Malaysian Palm Oil Board (MPOB) for their co-operation and assistance.

We take this opportunity to place on record our heartfelt appreciation and gratitude to Mr. Loh Hang Pai, A.M.P., Immediate Past President of MAPA, for his outstanding leadership, dedication and invaluable contributions to the Association during his tenure as President.

We also wish to express our sincere appreciation to Tuan Haji Jeffry Faizal Kamaruddin, who assumed the role of Acting President with effect from January 2026, for his commitment and leadership in guiding the Association during the year under review.

We also extend our sincere appreciation to the Members of the MAPA Council, the Finance/Executive Committee, the Negotiating Committee and the various Sub-Committees for their invaluable guidance, support and contributions towards the continued progress of the Association.

We must also place on record our most grateful thanks to Tuan Haji Razlanshah Abd Malek, First Deputy President/Treasurer, for having devoted so much of his valuable time, wisdom and effort in guiding the Association in numerous ways throughout the year.

Our deepest appreciation is also extended to Encik Jason Joseph, Chairman of the Negotiating Committee, who has played a significant role in steering the Association's negotiations with the Unions. We also wish to thank him, together with the Conveners of the various Sub-Committees, for their valuable advice, commitment and contributions.

Our thanks are also due to the Officers and Staff of the Secretariat, as well as the Field Officers, for their dedication, professionalism and tireless efforts throughout the year under review.

Finally, we wish to record our sincere appreciation to the Chairmen, Vice-Chairmen, Executive Committee Members and Members of the various MAPA Advisory Panels for their continued support, cooperation and valuable contributions to the Association.

FIELD SERVICE

The Field Service of the Association is ever committed to deliver effective advisory assistance to member-companies for the purpose of maintaining a workplace climate which is conducive for the plantations. In line with this, it continued to demonstrate its effectiveness during the term under review in maintaining good industrial relations.

The year under review was indeed an exacting one for the Field Service with the conclusion of the MAPA/AMESU Agreement, 2025. We conducted nation-wide briefings for our members on the implementation of the new Agreement, which were all well attended by representatives from member-companies.

During the term in the months of June and July 2025, a two-day training workshop was organised for members on “Conducting Domestic Inquiry in a Fair and Effective Manner”. The workshop was held in the three regions in Shah Alam, Georgetown and Senai. It was facilitated by a former Industrial Court Chairman, and was indeed a huge success.

In addition, the Field Service also organised the MAPA National Conference 2025 on 26th November 2025 on “Empowering People, Embracing Change: Towards A Sustainable Workforce”, which was attended by members of the Association throughout Peninsular Malaysia. The Conference was a phenomenal achievement, and was very well received by all the participants.

Furthermore, during the term a total of twenty in-company training programmes on various topics related to management development, employment law and industrial relations were also conducted by the Field Service upon request for member-companies.

At the regional level, eighteen One-Day-Office sessions were hosted throughout the term for members. A total of 544 participants availed themselves of this service. A broad range of relevant and practical topics related to employment law, industrial relations and interpretation of collective agreements was discussed during these sessions for the knowledge of members.

Industrial relations is a multi-disciplinary field subject to the governance and influence of various laws, standards and practices both from a national and international perspective. In this respect, we give the assurance to members that we shall continuously keep our members abreast with the relevant information and practical advice necessary for efficient operational purposes.

A detailed summary of the activities and programmes of the Field Service during the term, including labour and trade disputes is appended below:

A. ONE DAY OFFICES

CENTRE	FREQUENCY PER MONTH	NO. OF ONE DAY OFFICES HELD	NO. AVAILING THE SERVICE
NORTH REGION			
Perak	) Whenever	3	88
Kedah / Pulau Pinang	) requested	1	15
CENTRAL REGION			
Seremban/Malacca	)	2	61
Pahang	) Whenever	2	78
Selangor	) requested	2	58
Kelantan	)	1	22
Kuala Terengganu	)	1	70
SOUTH REGION			
Kluang	)	2	53
Chaah	) Whenever	2	58
Ulu Tiram	) requested	2	41
	Total :	**18**	**544**

B. TRADE DISPUTES

(including Section 20 cases espoused by the Unions)

MATTER	NORTH REGION		CENTRAL REGION		SOUTH REGION		TOTAL		TOTAL
	NUPW	AMESU	NUPW	AMESU	NUPW	AMESU	NUPW	AMESU	
Total number of disputes reported	3	1	3	5	-	-	6	6	**12**
Total number of disputes settled	2	1	3	5	-	-	5	6	**11**
Total number of disputes referred to Court	1	-	-	-	-	-	1	-	**1**
Total number of disputes still pending	1	-	-	-	-	-	1	-	**1**

C. ILLEGAL STRIKES

REGION	NO. OF STRIKES	DURATION OF STRIKES (days)
North	-	-
Central	-	-
South	-	-
TOTAL	**-**	**-**

D. MAPA ADVISORY PANEL (M.A.P.) MEETINGS

REGION	DATE OF M.A.P. MEETING	ATTENDANCE
NORTH REGION		
Kedah/Pulau Pinang	12.2.2026	15
Perak	13.2.2026	25
CENTRAL REGION		
Pahang	10.2.2026	31
Selangor	11.2.2026	39
Negeri Sembilan (Combined with Malacca M.A.P.)	12.2.2026	32
Kelantan	29.3.2026	22
Terengganu	30.3.2026	70
SOUTH REGION		
South Johor	29.1.2026	26
Central Johor	11.2.2026	31
North/West Johor	12.2.2026	28

E. TALKS/ BRIEFINGS/ SEMINARS

REGION	DATE	TOPICS
CENTRAL REGION Selangor/ Negeri Sembilan/ Malacca/ Pahang	17 & 18.6.2025 (Shah Alam)	Two-Day Training Workshop on Conducting Domestic Inquiry in a Fair and Effective Manner
NORTH REGION Kedah/ Perak/ Terengganu/ Kelantan / Pulau Pinang	15 & 16.7.2025 (Georgetown)	Two-Day Training Workshop on Conducting Domestic Inquiry in a Fair and Effective Manner
SOUTH REGION Johor (South/ North/ Central)	23.4.2025 2 & 3.7.2025 (Senai)	MAPA/NUPW Collective Agreements Two-Day Training Workshop on Conducting Domestic Inquiry in a Fair and Effective Manner

F. IN-HOUSE TRAINING PROGRAMMES

NO.	TRAINING TOPIC	MEMBER COMPANY	DATE
1.	Understanding the Functions of Management & Its Roles, Duties, Obligations, Responsibilities and Accountability in the Workplace.	Kuala Lumpur Kepong Berhad	15.4.2025
2.	Domestic Inquiry (DI) – Principles & Practice	Boh Plantations Sdn. Bhd.	23.4.2025
3.	Industrial Relations & HR Governance *(for Cadet Planter 24, and Field Officer 12)* on :- a) Employment Act 1955; b) MAPA/AMESU Agreement; c) MAPA/NUPW Agreement; d) Disciplinary Procedure; and e) Industrial Relation Act	SD Guthrie Berhad (Golden Hope Academy, Carey Island)	12.5.2025 – 30.9.2025
4.	Domestic Inquiry (DI) – Principles & Practice	Boh Plantations Sdn. Bhd.	14.5.2025
5.	Managing Employees Discipline and Absenteeism	Boh Plantations Sdn. Bhd.	24.6.2025
6.	Managing Employees Discipline and Absenteeism	Boh Plantations Sdn. Bhd.	26.6.2025
7.	Managing Employees Discipline and Absenteeism	Boh Plantations Sdn. Bhd.	26.7.2025
8.	Conducting Domestic Inquiry in a Fair and Effective Manner	SD Guthrie Berhad	20.8.2025 – 21.8.2025
9.	Understanding the Concept of Wages in the Context of MAPA/NUPW Collective Agreements, 2024	Charming Green Sdn. Bhd.	21.8.2025 – 22.8.2025

NO.	TRAINING TOPIC	MEMBER COMPANY	DATE
10.	Understanding the General Roles, Obligations and Duties of Management in the Workplace	Kuala Lumpur Kepong Berhad	27.8.2025
11.	Understanding the General Roles, Obligations and Duties of Management in the Workplace	Kuala Lumpur Kepong Berhad	30.8.2025
12.	Understanding MAPA Collective Agreement	TH Plantations Berhad	11.9.2025
13.	Understanding MAPA Collective Agreement & Domestic Inquiry – Principles & Practice	SD Guthrie Research Sdn. Bhd.	24.9.2025 – 25.9.2025
14.	Industrial Relations & HR Governance *(for Cadet Planter 24, and Field Officer 12)* on :- (a) Employment Act 1955; (b) MAPA/AMESU Agreement; (c) MAPA/NUPW Agreement; (d) Disciplinary Procedure; and (e) Industrial Relation Act	SD Guthrie Berhad (Golden Hope Academy, Carey Island)	10.11.2025 – 28.2.2026
15.	Article 6(D) Division of Earning between Cutter and Carrier and Article 6E Mechanically Assisted In-Field Collection	TH Plantations Berhad	17.12.2025
16.	Strategies for Managing Communication in Industrial Relations	Kuala Lumpur Kepong Berhad	12.1.2026-13.1.2026
17.	Strategies for Managing Communication in Industrial Relations	Kuala Lumpur Kepong Berhad	15.1.2026-16.1.2026
18.	Strategies for Managing Communication in Industrial Relations	Kuala Lumpur Kepong Berhad	19.1.2026-20.1.2026

NO.	TRAINING TOPIC	MEMBER COMPANY	DATE
19.	Strategies for Managing Communication in Industrial Relations	Kuala Lumpur Kepong Berhad	27.1.2026-28.1.2026
20.	Remit, Role and Responsibilities of Domestic Inquiry Panels	Kuala Lumpur Kepong Berhad	4.2.2026-5.2.2026

G. INDUSTRIAL COURT/ HIGH COURT/ FEDERAL COURT CASES/ LABOUR COURT

INDUSTRIAL COURT

No	Industrial Court Award No.	Date of Handing Down of Award	Parties	Subject	Result
-	-	-	-	-	-

HIGH COURT/ FEDERAL COURT CASES

No.	High Court/ Court of Appeal Cases	Parties/ Matter	Appeal	Decision
-	-	-	-	-

LABOUR COURT

No.	Labour Court Case No.	Date of Handing Down of Decision/Order	Parties	Subject	Result
-	-	-	-	-	-

THE MALAYSIAN ECONOMY IN 2025

Malaysia's economy remains strong, having grown by a steady 4.4% in the first six months of the year. Growth is projected to continue within the range of 4% – 4.8% in 2025 and 4% – 4.5% in 2026. These projections are consistent with the International Monetary Fund (IMF) in the World Economic Outlook Update, July 2025, which forecasts Malaysia's growth at 4.5% for 2025 and 4% for 2026.

The growth will mainly be underpinned by strong domestic demand, moderate inflation, favourable labour market and proactive policies undertaken by the Government. The performance will also be supported by the ASEAN-Malaysia Chairmanship 2025 and Visit Malaysia 2026 (VM2026). The economy continues to be steered by the Ekonomi MADANI framework and the Government remains committed to positioning Malaysia as an attractive destination for quality investments. At the same time, ongoing improvements in the wage-setting mechanism and rising business efficiency are expected to strengthen the wage structure, thus contributing to a higher labour income share.

Gross Domestic Product (GDP)

Table 1

	Share (%)	**CHANGE (%)**		
	2025[1]	2024	2025[1]	2026[2]
Services	59.7	5.3	5.1	5.2
Manufacturing	23.0	4.2	3.8	3.0
Agriculture	6.1	3.1	1.2	2.2
Mining	5.8	0.9	1.1	-1.0
Construction	4.2	17.5	10.1	6.1
Gross Domestic Product (GDP)	**100.0**	**5.1**	**4.0–4.8**	**4.0– 4.5**

[1]Estimate
[2] Forecast
[3] Approximate
Note: Total may not add up due to rounding and exclusion of import duties component.
Source: Department of Statistics and Ministry of Finance, Malaysia

Services Sector

The services sector grew by 5% in the first half of 2025 and is expected to expand by 5.1% in the second half, underpinned by resilient household spending and higher visitor arrivals leading to robust domestic tourism activities. Overall, the sector is estimated to grow 5.1%, with all subsectors registering positive growth.

Manufacturing Sector

The manufacturing sector grew by 3.9% in the first half of 2025, supported by expansion in both export and domestic-oriented industries. The export-oriented industries dominated the first half performance, recording a steady growth of 4.8%, primarily driven by strong gains in the E&E segment. This growth is on the back of demand for data centre-related components and the emergence of initial artificial intelligence (AI) edge applications. Meanwhile, the domestic-oriented industries registered a growth of 2.2%, contributed by continued household spending and construction-related activities.

For the second half of the year, the sector is projected to record a growth of 3.6%, in line with steady performance in all subsectors. Within the export-oriented industries, higher investment in the semiconductor segment and continued implementation of initiatives under existing policies, among others the New Industrial Master Plan 2030 (NIMP 2030) and National Semiconductor Strategy (NSS), will further enhance competitiveness through stronger industrial clusters and greater digital adoption. In addition, an upsurge in activities of mining-related clusters are anticipated to bolster the industries' growth. Meanwhile, robust domestic consumption in the consumer goods and construction segments is anticipated to support the domestic-oriented industries. The demand for consumer-related products, particularly in the food and beverages as well as transportation segments, will be underpinned by higher tourism-related activities. On the other hand, building materials such as metal and cement are expected to record higher production, in line with the steady performance of the construction sector. Hence, the manufacturing sector is projected to register a growth of 3.8% in 2025.

Agriculture Sector

The agriculture sector increased by 1.4% in the first half of 2025. During the period, the oil palm subsector, the major contributor in the agriculture sector, grew by 1.4%, supported by higher production of crude palm oil (CPO), in particular from Sabah and Sarawak. The better fresh fruit bunches (FFB) yield from oil palm estates also boosted the subsector's performance, buoyed by improved labour market and agronomic management as well as increased mechanisation in harvesting and FFB collections. In addition, the other agriculture subsector expanded by 2.1% mainly contributed by higher output in paddy, vegetables and fruits segments. The livestock subsector grew moderately by 2%, partly owing to better production of egg and cattle segments. Furthermore, the fishing subsector increased by 2.8% as a result of favourable performance in both marine fishing and aquaculture segments. In contrast, the rubber subsector fell marginally by 0.5% due to lower production in the smallholdings segment. Similarly, the forestry and logging subsector contracted by 7.6% as all regions recorded lesser output.

For the second half of the year, the sector is forecast to increase by 1% following growth in most subsectors, except rubber as well as forestry and logging. The oil palm subsector is anticipated to expand mainly attributed to continued improvement of FFB yield following favourable weather conditions and better operational efficiencies. The other agriculture, fishing and livestock subsectors are expected to grow underpinned by better production in the paddy, fruits, aquaculture and cattle segments. In addition, efforts to strengthen the food supply chain and improving resilience in agro food industry are expected to provide additional support to these subsectors. Furthermore, the intensification of the Program Penanaman Padi Lima Musim dalam Tempoh Dua Tahun which aims to increase national rice production, will further fortify the agriculture sector to strengthen food security. Overall, the agriculture sector is estimated to grow by 1.2% in 2025.

Performance of the Agriculture Sector 2024-2026

Table 2

	Share (%)	**CHANGE (%)**		
	2025[2]	2024	2025[2]	2026[3]
Oil Palm	36.8	5.1	1.4	3.4
Other agriculture[1]	29.0	1.3	2.1	2.0
Livestock	16.9	3.3	1.5	1.8
Fishing	11.5	2.9	2.0	1.1
Forestry and logging	4.1	-5.4	-5.2	-4.4
Rubber	1.7	10.5	-6.7	7.0
Agriculture	**100.0**	**3.1**	**1.2**	**2.2**

[1] Including paddy, fruits, vegetables, coconut, tobacco, tea, flowers, pepper, cocoa and pineapple
[2] Estimate
[3] Forecast

Note: Total may not add up due to rounding
Source: Department of Statistics and Ministry of Finance, Malaysia

Mining Sector

The mining sector contracted by 3.9% in the first half of 2025 with subdued performance in all subsectors. The natural gas subsector declined by 5%, weighed down by lower output across all regions. The crude oil and condensate subsector fell by 3.1% stemming from supply disruptions particularly in Sabah. Meanwhile, the other mining & quarrying and supporting services subsector shrank marginally by 0.5%, mainly reflecting weaker activities in the supporting services segment.

The mining sector is forecast to rebound by 6.2% in the second half of 2025, driven by higher production in the natural gas subsector. This will be contributed by a spike in production attributed to the stabilisation of operations at the Kasawari and Jerun gas fields in Sarawak. Additionally, the crude oil and condensate subsector performance is envisaged to grow following higher output from Sabah and Sarawak. The other mining & quarrying and supporting services subsector is also anticipated to expand on the back of increased supporting services activities. The sector is estimated to grow by 1.1% for the year. In terms of price, the average Brent crude oil is expected to be around USD70 per barrel, amid greater geopolitical uncertainties.

Construction Sector

The construction sector expanded strongly by 13.1% in the first half of 2025, supported by solid performance across all subsectors. The non-residential buildings subsector recorded robust expansion, driven by acceleration and realisation of private investment in industrial facilities, commercial complexes and data centres, reflecting sustained business activities and rising digitalisation. The residential buildings subsector also posted a steady growth, supported by continued demand for affordable housing and government initiatives to promote home ownership. In addition, the specialised construction activities subsector recorded stable growth, driven by telecommunications infrastructure projects and coastal reclamation activities. The civil engineering subsector sustained its positive performance, underpinned by ongoing works on infrastructure projects, such as the Pan Borneo Highway Sabah and Rapid Transit System Link (RTS Link).

For the rest of 2025, the sector is expected to grow by 7.3%. The civil engineering subsector is anticipated to expand, supported by continued rollout of large-scale public infrastructure projects towards the end of the Twelfth Malaysia Plan, 2021 – 2025 (Twelfth Plan) period. Ongoing projects, including the Sarawak Sabah Link Road (SSLR), will continue to drive momentum in the subsector. The nonresidential buildings subsector will continue to gain from investment in commercial and industrial facilities, including data centres development in Johor and Selangor. In addition, the residential buildings subsector growth is expected to be bolstered by new launches in the affordable and mid-market housing as well as integrated township development in key growth corridors amid favourable financing conditions. Overall, the construction sector is projected to record a steady growth of 10.1% for 2025.

Prices

Headline inflation, as measured by the Consumer Price Index (CPI), averaged 1.4% in the first eight months of 2025. This outcome was shaped by steady domestic demand, stable global cost conditions and improved policies aimed at supporting household purchasing power. The food & beverages category, which constituted the largest share of 29.8% from the CPI basket, increased by 2.2% during the period. Within this category, food away from home was the primary contributor (4.5%), driven by robust demand for dining out and prepared meals as well as ongoing wage adjustments. Furthermore, rising input and operating costs in the food services sector also contribute to higher prices. Conversely, prices for food at home remained broadly stable (0.1%), reflecting minimal price changes across fresh food and essential grocery items. In terms of services-related categories, personal care, social protection & miscellaneous goods & services led the increase (3.8%), followed by restaurant & accommodation services (3.2%), which also exerted upward pressure on inflation. These increases were partially offset by price declines in the information & communication (-5.4%) and clothing & footwear (-0.2%) groups. While overall price pressures have eased, disinflationary momentum has been uneven, with inflation becoming increasingly concentrated in services-related segments.

The expansion of the sales tax and service tax (SST) as well as adjustments to the minimum wage and utility prices, could influence inflation through both cost-push and demandpull channels. However, headline inflation is expected to remain contained within the 1% – 2% range in 2025. The main upside risks encompass potential changes in administered prices and global supply disruption. Meanwhile, downside risks consist of further moderation in global energy and food prices, as well as the possibility of weaker domestic demand. Despite the moderate headline inflation, core inflation remains higher, averaging 1.9% in the first eight months of 2025, signalling persistent underlying price pressures. This reflects firm domestic demand and the fluctuation of wage and input costs, even as global inflation eased.

Labour Market

Malaysia's labour market remained strong in the first half of 2025, in line with steady economic performance. Robust domestic demand and sustained job opportunities attracted more new entrants into the market, resulting in the labour force participation rate recording 70.8%. The labour force expanded by 2.4% to 17.3 million persons, while the total employment grew higher by 2.6% to record 16.8 million persons. This growth contributed to a decline in the unemployment rate to 3% or 520,100 unemployed persons, the lowest rate in a decade. The services sector continued to be the dominant source of employment during the period with a share of 66%, followed by the manufacturing (16.2%) and agriculture (8.8%) sectors.

Labour Market Indicators

Table 3

	('000)			**CHANGE (%)**		
	H1[1]	2025[2]	2026[3]	H1[1]	2025[2]	2026[3]
Labour Force	17,270.4	17,309.2	17,707.3	2.4	2.4	2.3
Employment	16,750.3	16,795.0	17,181.3	2.6	2.6	2.3
Unemployed	520.1	514.2	526.0	(3.0)	(3.0)	(3.0)

[1] January to June 2025
[2] Estimate
[3] Forecast

Note: Figures in parentheses refer to unemployment rate
Source: Department of Statistics and Ministry of Finance, Malaysia

The significant improvements in the labour market were also reflected in the number of job placements, which rose significantly by 150%, with over 188,500 individuals securing positions in the first half of 2025. At the same time, retrenchments remained low at 34,005, indicating businesses are focusing on talent retention to support operations. Meanwhile, the number of vacancies registered as of June 2025 were over 108,500 positions, with 42.4% in skilled occupations and the remaining 57.6% in semi- and low-skilled roles.

The labour market for the whole year is poised to expand further, following increasing demand for talents as companies expand operations and investments. This is in tandem with increasing pace of digital integration, tourism related activities and MICE events under ASEAN-Malaysia Chairmanship 2025. Hence, the unemployment rate for the year is expected to remain low at 3%.

Employed Persons by Sector

Table 4

	('000)			SHARE (%)		
	H1[2]	2025[3]	2026[4]	H1[2]	2025[3]	2026[4]
Agriculture, forestry and fishing	1,491.8	1,493.3	1,512.7	8.8	8.9	8.8
Mining and quarrying	90.8	91.1	92.9	0.5	0.5	0.5
Manufacturing	2,708.7	2,727.2	2,787.2	16.2	16.2	16.2
Construction	1,411.5	1,415.7	1,443.3	8.4	8.4	8.4
Services	11,055.8	11,066.4	11,343.1	66.0	65.9	66.0
Total[1]	**16,750.3**	**16,795.0**	**17,181.3**	**100.0**	**100.0**	**100.0**

[1] Total includes Activities of extraterritorial organizations and bodies'
[2] January to June 2025, [3] Estimate, [4] Forecast
Note: Total may not add up due to rounding
Source: Department of Statistics and Ministry of Finance, Malaysia

Labour productivity measured by value-added per worker, improved by 2.7% to RM49,753 in the first half of 2025. The performance is mainly attributed to the double-digit productivity expansion in the construction sector, following efficient implementation of ongoing infrastructure-related projects, including the completion of the electric train services (ETS) south bound rail track and system. Overall, labour productivity is expected to expand by 2.5% to reach over RM101,700 in 2025, following continued investment in skills development, adoption of digital technology, as well as modernisation of business models and regulations. The construction sector is projected to record the highest increase of 8.9%, followed by the manufacturing (2.8%) and services (2.4%) sectors.

Conclusion

Malaysia's economy is expected to maintain resilient growth trajectory, anchored by a diversified economic structure and sound policy management against heightened global uncertainties, stemming from unsettled trade tariffs and prolonged geopolitical tensions. While Malaysia's export-oriented markets remain vulnerable, domestic demand will continue to provide a solid foundation, supported by a strong labour market and vibrant private consumption. The upcoming VM2026 is strategically positioned to act as a lever for the economy. With the target of attracting 47 million foreign visitors, VM2026 is set to boost the services sector including retail, transportation and hospitality, while the manufacturing sector and trade remain supportive. The combination of a robust domestic economy, enhanced trade diversification and a major tourism impetus, positions Malaysia to navigate global headwinds and sustain the nation's growth momentum.

Source: Economic Outlook 2026,
Department of Statistics and Ministry of Finance (MoF)

APPENDICES

APPENDIX "A"

THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION
(Registered Trade Union – Registration Number 415)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS PURSUANT TO SECTION 55 (3) OF THE TRADE UNIONS ACT, 1959

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The Malayan Agricultural Producers Association, which comprise the statement of financial position as at 31 March 2026, and the statement of comprehensive income, statement of receipts and payments and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 5 to 18.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Association at 31 March 2026, and of its financial performance and its cash flows for the year then ended in accordance with Malaysian Private Entities Reporting Standard and the requirements of the Trade Union Act, 1959 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Association in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Board's responsibilities for the Financial Statements

The Board of the Association is responsible for the preparation of financial statements so as to give a true and fair view in accordance with the Malaysian Private Entities Reporting Standard and the requirements of the Trade Union Act, 1959 in Malaysia. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements of the Association that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Association as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Association, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of the Association.

- Evaluate the overall presentation, structure and content of the financial statements of the Association, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Trade Unions Act, 1959, we also report that in our opinion:

(a) the accounting and other records have been properly kept in accordance with the said Act.

(b) the receipt, expenditure and investment of monies and the acquisition and disposal of assets by the Association during the year ended 31 March 2025 are in accordance with the said Act in Malaysia and the regulations and by-laws of the Association.

(c) the assets and liabilities, in all material respects, are fairly stated in accordance with the accounting policies.

- This report is made solely to the members of the Association, as a body, in accordance with the said Act in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

L H LEE & CO
AF: 0076
CHARTERED ACCOUNTANTS

LEE LAM HUAT
00800/04/2028

LOW CHIAO HUI
Membership no MIA: 56238
Staff-in-charge

Kuala Lumpur, Malaysia
Dated :

STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2026

	Note	Head-quarters RM	Field Service RM	2026 Total RM	2025 Total RM
PROPERTY, PLANT & EQUIPMENT	4	2,256,175	693,733	2,949,908	3,049,423
CURRENT ASSETS					
Other receivables	5	108,804	158,273	267,077	181,718
Cash and bank balances	6	3,117,227	2,781,387	5,898,614	5,935,940
		3,226,031	2,939,660	6,165,691	6,117,658
LESS: CURRENT LIABILITIES					
Other payables	7	(335,551)	(280,155)	(615,706)	(599,808)
NET CURRENT ASSETS		2,890,480	2,659,505	5,549,985	5,517,850
		5,146,655	3,353,238	8,499,893	8,567,273
Represented by:					
ACCUMULATED FUND	**8**	5,146,655	3,353,238	8,499,893	8,567,273

APPENDIX “A2”

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2026

	Head-quarters 2026 RM	2025 RM
INCOME		
Subscriptions	1,162,403	1,177,198
Interest income	64,475	64,983
Subvention from MAPA Field Service	100,000	100,000
Seminar - MAPA	86,271	79,486
	1,413,149	1,421,667
LESS: EXPENDITURE		
Audit fees	5,800	5,800
Bank charges	935	860
Depreciation	95,225	93,990
Employees Provident Funds:		
- Executive	70,796	56,373
- Clerical	46,212	44,695
Electricity & water	7,483	8,547
Entertainment	24,014	18,198
Insurance	11,392	10,229
Legal fees	29,610	64,630
Library and periodicals	17,936	15,330
Medical expenses	49,920	25,119
Subscription	1,650	1,300
Miscellaneous	24,615	24,328
Office maintenance	16,338	14,295
Postages and telegrams	1,657	6,992
Printing and stationery	11,562	15,572
Quit rent & assessment	4,597	1,920
Repairs and maintenance of furniture, fittings & equipment	4,249	8,909
Retirement gratuity		-
Seminar - MAPA	56,365	38,820
SST expenses	7,001	9,279
Staff salaries:		
- Executive	522,762	409,000
- Clerical	366,778	372,220
Staff residence - rent allowance	21,000	14,400
Telephone	8,444	7,580
Travelling expenses	59,227	68,343
Trustees' remuneration	8,000	8,000
Upgrading of computers	4,950	5,400
	(1,478,518)	(1,350,129)
NET (LOSS)/PROFIT FOR THE YEAR	(65,369)	71,538

APPENDIX “A3”

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2026

	Field Service	
	2026	**2025**
	RM	**RM**
INCOME		
Subscriptions	794,893	806,618
Interest income	96,341	81,821
Seminar - MAPA	191,964	84,934
	1,083,198	973,373
LESS: EXPENDITURE		
Bank charges	499	539
Depreciation	19,460	13,704
Employees Provident Funds:		
- Executive	72,705	63,929
- Clerical	12,917	12,463
Electricity & water	4,995	5,539
Entertainment	4,350	3,900
Insurance premium	5,123	4,762
Medical expenses	5,832	4,404
Miscellaneous	10,731	13,100
Office rental	27,276	26,817
Postages and telegrams	962	788
Printing and stationery	2,996	2,778
Quit rent & assessment	3,423	670
Seminar - MAPA	135,788	76,858
SST expenses	1,381	1,651
Staff salaries:		
- Executive	466,100	408,000
- Clerical	92,050	90,140
Staff residence - rent allowance	32,400	30,600
Subvention to MAPA Headquarters	100,000	100,000
Telephone	10,942	9,862
Travelling expenses	75,279	82,876
	(1,085,209)	(953,380)
NET (LOSS)/PROFIT FOR THE YEAR	(2,011)	19,993

APPENDIX “B”

MAPA HEADQUARTERS

DRAFT BUDGET – 2026/2027

INCOME

Item	Income	Income Received Up to 31.12.2025	Anticipated Income 2025/2026	Approved Budget 2025/2026	Draft Budget 2026/2027
		RM	RM	RM	RM
1	Subscriptions:-				
	834,190.38 hectares @ RM1.35	1,131,176.32	1,131,176.32	1,150,000.00	1,150,000.00
	10,538 employees @ RM3.00	31,572.00	31,572.00	31,000.00	32,000.00
2	Interest on Fixed Deposits	79,240.80	89,740.80	110,000.00	100,000.00
3	Subvention from MAPA Field Service	74,999.97	100,000.00	100,000.00	100,000.00
4	Sundry Income (Seminar/Training)	72,667.72	72,667.72	50,000.00	120,000.00
	Total	1,389,656.81	1,425,156.84	1,441,000.00	1,502,000.00

APPENDIX "B1"

MAPA HEADQUARTERS

DRAFT BUDGET – 2026/2027

Item	Expenditure	Expenditure Incurred Up To 31.12.2025	Anticipated Expenditure 2025/2026	Approved Budget 2025/2026	Draft Budget 2026/2027
		RM	RM	RM	RM
1	Staff Salaries - Executive	394,650.00	522,761.64	519,000.00	575,000.00
2	Staff Salaries - Clerical	291,295.00	377,575.00	380,000.00	395,000.00
3	Contribution to Employees Provident Fund:-				
	(a) Executive	53,876.00	70,796.00	76,600.00	93,000.00
	(b) Clerical	35,904.00	46,212.00	46,000.00	50,000.00
4	Medical Expenses	40,129.80	45,000.00	42,400.00	53,000.00
5	Insurance Premia:-				
	(a) Personal Insurance & SOCSO/EIS	8,795.73	10,706.58	14,120.00	14,000.00
	(b) Fire, Burglary, Third Party & Motor Car, etc	685.50	685.50	1,000.00	1,000.00
6	Rent Allowances	14,925.00	21,000.00	21,000.00	26,000.00
7	Office Maintenance	12,253.05	16,337.00	15,000.00	17,000.00
8	Quit Rent/Assessment	4,596.82	4,596.82	3,000.00	5,000.00
9	Telephone/Fax	4,417.27	5,890.00	10,000.00	7,500.00
10	Electricity & Water	5,615.18	7,487.00	10,000.00	9,000.00
11	Postages	5,251.92	7,003.00	7,000.00	7,000.00
12	Printing & Stationery	7,494.48	9,993.00	15,000.00	10,000.00
13	Bank Charges	682.00	909.00	1,500.00	1,500.00
14	Legal Fees	29,610.00	29,610.00	30,000.00	10,000.00
15	Trustees' Remuneration	8,000.00	8,000.00	8,000.00	8,000.00
16	Audit Fees	5,800.00	5,800.00	6,000.00	6,000.00
17	Library & Periodicals	14,207.10	17,706.30	15,000.00	8,500.00
18	Repairs & Maintenance of Furniture, Fittings & Equipment	2,680.00	3,573.00	50,000.00	5,000.00
19	Entertainment				
	(a) Staff	4,611.20	5,436.20	7,800.00	7,000.00
	(b) Association's Commitees & Sub-Commitees	14,523.00	19,364.00	16,000.00	16,000.00
20	Travelling & Transport	44,357.49	59,143.00	75,600.00	91,000.00
21	Furniture, Fittings & Equipment	9,548.00	9,548.00	10,000.00	10,000.00
22	Miscellaneous	18,089.62	24,119.00	30,000.00	30,000.00
23	Upgrading Software & Computers	4,050.00	5,400.00	6,000.00	7,000.00
24	Subscription	1,400.00	1,400.00	600.00	2,000.00
25	SST	5,470.18	5,800.00	5,000.00	5,000.00
26	Sundry Expenses (Seminar/Training/ MAP)	44,405.31	52,000.00	35,000.00	40,000.00
	TOTAL	**1,087,323.65**	**1,393,852.04**	**1,456,620.00**	**1,509,500.00**
	Surplus/Deficit		31,304.80	-15,620.00	-7,500.00

APPENDIX “C”

MAPA FIELD SERVICE

DRAFT BUDGET – 2026/2027

INCOME

Item	Income	Income Received Up to 31.12.2025	Anticipated Income 2025/2026	Approved Budget 2025/2026	Draft Budget 2026/2027
		RM	RM	RM	RM
1	Subscriptions:-				
	632,670.65 hectares @ RM1.20	763,666.37	763,666.37	780,000.00	760,000.00
	10,538 employees @ RM3.00	31,572.00	31,572.00	31,000.00	31,000.00
2	Interest on Fixed Deposits	58,861.00	58,861.00	56,000.00	70,000.00
3	Sundry Income (Seminar/Training)	162,774.76	207,066.95	120,000.00	145,000.00
	Total	**1,016,874.13**	**1,061,166.32**	**987,000.00**	**1,006,000.00**

APPENDIX “C1”

MAPA FIELD SERVICE

DRAFT BUDGET – 2026/2027

Item	Expenditure	Expenditure Incurred Up To 31.12.2025	Anticipated Expenditure 2025/2026	Approved Budget 2025/2026	Draft Budget 2026/2027
		RM	RM	RM	RM
1	Staff Salaries - Executive	337,500.00	447,900.00	483,000.00	392,000.00
2	Staff Salaries - Clerical	71,815.00	92,785.00	93,000.00	97,300.00
3	Contribution to Employees Provident Fund:-				
	(a) Executive	54,648.00	72,705.00	70,000.00	62,400.00
	(b) Clerical	10,043.00	12,917.00	13,000.00	13,510.00
4	Medical Expenses	3,953.00	5,271.00	10,000.00	10,000.00
5	Insurance Premia/SOCSO/EIS	3,828.00	5,121.90	5,700.00	5,300.00
6	Staff Houses - Rents & Rent Allowances	23,625.00	32,400.00	31,500.00	27,900.00
7	Office Rents	20,457.00	27,276.00	14,100.00	20,700.00
8	Telephone	9,077.11	11,357.11	11,000.00	11,000.00
9	Electricity & Water	3,547.35	4,730.00	5,800.00	5,800.00
10	Postages	623.00	831.00	1,000.00	1,000.00
11	Printing & Stationery	2,402.53	3,203.00	2,000.00	3,000.00
12	Bank Charges	260.00	347.00	500.00	500.00
13	Library & Periodicals	-	-	1,000.00	1,000.00
14	Entertainment	3,150.00	4,350.00	4,200.00	3,525.00
15	Travelling & Transport	60,187.36	80,250.00	90,000.00	85,000.00
16	Furniture, Fittings & Equipment	2,709.00	2,709.00	2,000.00	2,000.00
17	Subvention to MAPA HQ	74,999.97	100,000.00	100,000.00	100,000.00
18	Legal Fees	-	-	-	-
19	Miscellaneous	7,468.28	9,958.00	6,000.00	8,500.00
20	SST	692.45	923.00	1,000.00	1,000.00
21	Sundry expenses (Seminar/Training/ MAP)	108,300.27	133,455.27	40,000.00	85,000.00
22	Quit Rent/Assessment	2,173.90	2,173.90	1,500.00	2,350.00
	TOTAL	**801,460.22**	**1,050,663.18**	**986,300.00**	**938,785.00**
	Surplus/Deficit		10,503.14	700.00	67,215.00

STATISTICS

TABLE 1
PENINSULAR MALAYSIA CONSUMER PRICE INDEX: 2010 – 2025

BASE YEAR 2010 = 100

YEAR	CONSUMER PRICE INDEX
2010	100.0
2011	103.3
2012	105.0
2013	107.2
2014	110.5
2015	113.2
2016	115.2
2017	119.5
2018	120.7
2019	121.5
2020	120.1
2021	123.1
2022	127.2
2023	130.4
2024	132.8
2025	134.6

2025 (MALAYSIA)

January	133.6
February	134.1
March	134.1
April	134.3
May	134.4
June	134.5
July	134.7
August	134.9
September	135.2
October	135.1
November	135.1
December	135.5

Source: Department of Statistics, Malaysia

TABLE 2

PLANTED AREA OF NATURAL RUBBER ON ESTATES AND SMALL HOLDINGS IN MALAYSIA

Year	Estates	Small holdings	Total
1990	348,750	1,487,960	1,836,710
1991	333,410	1,485,330	1,818,740
1992	314,130	1,478,220	1,792,350
1993	292,520	1,470,000	1,762,520
1994	274,980	1,462,900	1,737,880
1995	255,700	1,433,110	1,688,810
1996	223,950	1,420,430	1,644,380
1997	200,700	1,423,510	1,624,210
1998	179,920	1,440,100	1,620,020
1999	191,600	1,273,200	1,464,800
2000	186,200	1,244,500	1,430,700
2001	168,700	1,220,600	1,389,300
2002	153,300	1,195,100	1,348,400
2003	139,000	1,176,000	1,315,000
2004	126,000	1,156,000	1,282,000
2005	115,000	1,135,000	1,250,000
2006	106,000	1,113,000	1,219,000
2007	53,340	1,176,000	1,229,340
2008	48,000	1,169,000	1,218,000
2009	61,000	961,000	1,022,000
2010	66,000	954,380	1,020,380
2011	64,000	955,000	1,019,000
2012	64,000	969,000	1,033,000
2013	64,000	986,000	1,042,000
2014	92,000	986,000	1,078,000
2015	95,000	993,000	1,088,000
2016	84,000	100,000	1,084,000
2017	75,300	1,006,000	1,081,900
2018	78,000	999,000	1,077,000
2019	73,500	1,010,500	1,084,000
2020	91,084	1,015,777	1,106,861
2021	82,680	1,013,780	1,137,140
2022	82,690	1,053,440	1,136,130
2023	82,690	1,052,440	1,135,140
2024	82,690	1,051,440	1,134,140
2025	82,690	1,050,440	1,133,140

Source: Malaysian Rubber Board

TABLE 3

PLANTED AREA OF OIL PALM IN MALAYSIA
PRODUCTION AND EXPORT OF CRUDE PALM OIL

Year	Area Planted (Hectares)	Crude Palm Oil Production (Tonnes)	Crude Palm Oil Export (Tonnes)
1990	1,698,498	5,307,976	375
1991	1,742,062	5,214,043	n.a.
1992	1,759,400	5,349,495	n.a.
1993	1,820,000	6,189,608	n.a.
1994	1,856,603	5,919,554	n.a.
1995	1,903,171	6,094,560	n.a.
1996	1,925,483	6,407,234	n.a.
1997	1,950,390	6,608,184	n.a.
1998	1,987,190	5,993,964	41,418
1999	2,050,000	7,427,860	262,123
2000	2,094,000	7,211,539	385,795
2001	2,105,000	7,477,335	n.a.
2002	2,195,154	7,019,000	n.a.
2003	2,202,166	7,940,000	n.a.
2004	3,875,000	13,976,000	11,788,000
2005	3,949,000	14,961,000	13,073,000
2006	4,172,000	15,600,000	14,017,000
2007	4,304,913	15,820,000	13,740,000
2008	4,487,000	17,700,000	15,400,000
2009	4,691,160	17,560,000	15,880,000
2010	4,818,000	17,800,000	16,664,000
2011	5,000,109	18,910,000	17,990,000
2012	5,107,000	18,440,000	17,562,841
2013	5,229,739	19,216,459	18,146,823
2014	5,392,235	19,670,000	n.a.
2015	5,600,000	19,850,000	n.a
2016	5,800,000	18,000.000	n.a
2017	5,811,000	19,500,000	n.a
2018	5,822,000	20,000.000	n.a
2019	5,900,157	19,858,367	16,875,340
2020	5,865,297	19,136,929	16,215,950
2021	5,737,731	18,117,540	14,835,120
2022	5,674,742	18,453,440	15,352,060
2023	5,652,569	18,551,950	14,259,500
2024	5,612,852	19,338,266	15,387,010
2025	5,700,050	20,283,475	15,272,823

Source: Ministry of Plantation Industries and Commodities /
Malaysian Palm Oil Board

TABLE 4

ANNUAL AVERAGE PRICE OF CRUDE PALM OIL IN PENINSULAR MALAYSIA (In RM Per Tonne)

YEAR	AVERAGE F.O.B. PRICE
1990	700.50
1991	836.50
1992	908.10
1993	909.60
1994	1,099.85
1995	1,472.50
1996	1,191.50
1997	1,351.00
1998	2,377.50
1999	1,449.50
2000	996.50
2001	894.50
2002	1,363.50
2003	1,540.00
2004	1,664.00
2005	1,398.00
2006	1,521.00
2007	2,472.00
2008	2,875.00
2009	2,236.50
2010	2,701.00
2011	3,219.00
2012	3,110.00
2013	2,300.00
2014	2,542.00
2015	2,165.00
2016	2,556.00
2017	2,815.00
2018	2,235.17
2019	2,079.00
2020	2,685.50
2021	4,407.00
2022	5,087.50
2023	3,809.56
2024	4,179.50
2025	4,292.50

Source: Ministry of Plantation Industries and Commodities

TABLE 5

STRIKES ON ESTATES (1947 – 1990)

The number of strikes, the number of workers involved and the number of man-days lost on Rubber, Oil Palm and Coconut Estates in Peninsular Malaysia since 1947 have been as follows:-

Year	Number of Stoppages	Number of Workers Involved	Total Number of Man-days Lost
1947	231	46,282	402,655
1948	161	29,267	300,510
1949	19	2,026	4,753
1950	38	4,218	17,161
1951	45	5,727	24,563
1952	89	12,206	41,634
1953	36	5,733	26,983
1954	63	8,413	28,457
1955	49	6,269	11,752
1956	149	32,691	383,747
1957	64	9,268	62,626
1958	36	6,967	30,097
1959	29	5,600	27,364
1960	26	3,549	39,355
1961	51	8,432	48,936
1962	75	216,133	328,329
1963	57	15,733	90,015
1964	63	221,160	444,370
1965	31	6,602	28,543
1966	37	10,486	47,759
1967	26	6,289	84,022
1968	90	27,130	251,930
1969	39	7,037	62,418
1970	12	1,024	1,371
1971	31	3,354	4,140
1972	31	5,122	7,583
1973	31	7,479	12,930
1974	38	5,744	24,650
1975	33	6,586	15,158
1976	18	2,955	8,479
1977	11	2,140	7,560
1978	21	2,766	10,797
1979	13	2,255	10,724
1980	7	1,544	9,032
1981	12	2,529	5,923
1982	14	1,950	4,655
1983	18	1,801	6,016
1984	13	2,668	8,432
1985	14	5,195	25,220
1986	14	1,607	5,120
1987	11	1,772	7,677
1988	5	591	3,066
1989	8	2,513	17,665
1990	17	98,510	301,978

TABLE 5(a)

STRIKES ON ESTATES (1991 – 2025)

The number of strikes, the number of workers involved and the number of man-days lost on Rubber, Oil Palm and Coconut Estates in Peninsular Malaysia since 1947 have been as follows:-

Year	Number of Stoppages	Number of Workers Involved	Total Number of Man-days Lost
1991	23	4,207	23,448
1992	17	6,110	16,164
1993	18	2,399	7,162
1994	15	2,289	5,675
1995	13	1,748	4,884
1996	8	935	2,433
1997	1	151	302
1998	3	435	640
1999	5	1,283	5,219
2000	2	104	303
2001	3	273	546
2002	2	132	964
2003	n.a.	n.a.	n.a.
2004	1	159	318
2005	3	1,020	4,793
2006	1	172	516
2007	1	28	84
2008	5	428	11
2009	1	139	556
2010	1	39	117
2011	0	0	0
2012	1	172	344
2013	0	0	0
2014	0	0	0
2015	0	0	0
2016	0	0	0
2017	0	0	0
2018	4	116	4
2019	0	0	0
2020	1	77	0
2021	0	0	0
2022	0	0	0
2023	0	0	0
2024	0	0	0
2025	0	0	0

Source : Department of Industrial Relations, Ministry of Human Resources

MAPA/AMESU AGREEMENT, 2025

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<u>**MAPA/AMESU AGREEMENT, 2025**</u>

MEMORANDUM OF AGREEMENT BETWEEN THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION (HEREINAFTER REFERRED TO AS "MAPA") AND THE ALL MALAYAN ESTATES STAFF UNION (HEREINAFTER REFERRED TO AS "AMESU")

PART I - STATUTORY

ARTICLE 1 – PARTIES

The parties bound by this Agreement are member companies of MAPA specified in Appendix "A", having its registered office at Unit K03-08-08, Tower 3, UOA Business Park, 1, Jalan Pengaturcara U1/51A, 40150, Shah Alam, of the one part and the AMESU with its registered office at No. 29-3, Jalan USJ 1/1A, 47620 Subang Jaya, Selangor Darul Ehsan, of the other part.

ARTICLE 2 – COMMENCE DATE AND DURATION OF THIS AGREEMENT

(a) This Agreement shall come into force on 1st January 2025 for a period of three (3) years and shall continue to remain in force thereafter until superseded by a new Collective Agreement or Award.

(b) During the period of this Agreement, neither MAPA nor AMESU shall seek to alter, modify, annul or add to any of the terms and conditions in any way whatsoever save by an application to vary the Agreement.

(c) Any variation to the terms of this Agreement shall be jointly deposited by both parties with the Industrial Court for its cognizance within one (1) month from the date of the Agreement of the said variation. After the Court has given cognizance, such variation shall be binding from such date and for such period as may be specified in the Variation Agreement.

(d) Any dispute on the interpretation/implementation of any of the provisions of this Agreement shall, if not resolved by the two parties concerned in accordance with the provisions of the Industrial Relations Act, 1967, be referred to the Industrial Court.

(e) Either party may serve on the other three (3) months' written notice to negotiate on new terms and conditions of employment and other related matters but no such notice shall be served earlier than 1st October 2027.

ARTICLE 3 – SCOPE AND IMPLEMENTATION

(a) This Agreement shall be applicable to the following categories of employees: -

(i) (a) Clerical Staff;
(b) Non-clerical Staff;

(ii) Medical & Health Staff; and

(iii) Technical Staff.

(b) The categories in the following capacity shall be excluded from this Agreement: -

(i) Managerial capacity;
(ii) Executive capacity;
(iii) Confidential capacity; and
(iv) Security capacity.

(c) All employees covered by this Agreement shall not be accorded terms and conditions of service less favourable than those provided in this Agreement. Non-AMESU members who are covered within the scope of this Agreement shall not be accorded better terms and conditions of employment than the AMESU members.

(d) Every employee shall be given a letter of appointment at the time of his engagement setting out the expressed terms and conditions of service offered.

(e) No new categories shall be added to the three categories listed in Article 3(a)(i), (ii), and (iii) without consultation with the Union.

(f) Where it is intended to convert an existing non-confidential position covered by this Agreement into a confidential position under Article 3(b)(iii), the Union shall be consulted.

ARTICLE 4 – LEGISLATION

(a) If any legislation is passed which provides for more favourable terms than those set out in this Agreement, then the terms of such legislation shall apply automatically and without negotiations.

(b) If, however, the terms under the legislation are of lesser benefit, then the provisions of this Agreement will continue to apply.

ARTICLE 5 - DISCIPLINE

(a) Where an inquiry is instituted, the employee concerned shall be informed in writing, stating the charges preferred against him, the time, date and location of such inquiry, copied to the AMESU. Such letter of charges shall be forwarded to the AMESU by way of fax, e-mail, etc. At such inquiry, representation of the employee concerned on his own, shall be allowed or allow him to be actively assisted by an accredited representative of the AMESU. AMESU shall advise the employer in writing the name and designation of such accredited representative at least three (3) days before the inquiry. An official of MAPA may assist the employer at the inquiry. Depending on the nature of the alleged misconduct, the employer may either: -

(i) Dismiss the employee without notice;

(ii) Downgrade the employee; or

(iii) Impose any other lesser punishment as it deems just and fit, and where a punishment of suspension without wages is imposed, it shall not exceed a period of two (2) weeks.

(b) For the purpose of an inquiry, the employee may be suspended for a period not exceeding two (2) weeks during which period he shall be paid half salary only. Provided that if the inquiry does not disclose any misconduct on the part of the employee, the employee shall be so advised of the outcome in writing and the full salary so withheld shall be restored.

(c) During any period of suspension for the purpose of an inquiry, the employee may be notified in writing to report at his normal place of work on such days and at such time during working hours as may be required to enable the employer to carry on its inquiry.

(d) An employee who has been suspended from duty and who has been issued with property or equipment belonging to the employer shall return, when expressly requested, such articles within the suspension period.

Right of Appeal

(e) An employee who is subject to any disciplinary action provided herein shall have the right of appeal in accordance with the Grievance Procedure set out hereafter.

ARTICLE 6 – GRIEVANCE PROCEDURE

(a) Recognising the value and importance of full discussion in clearing up misunderstandings and preserving harmonious relations, every reasonable effort shall be made both by MAPA/Employer and AMESU to dispose of any grievance or complaints from employees at the lowest possible level.

(b) Under the normal circumstances, the procedure shall be as follows: -

Step I

Within ten (10) working days of a grievance arising, the employee concerned shall raise the grievance with his immediate executive. He may be accompanied by an accredited representative of the AMESU.

Step II

If the matter is still not settled within a further seven (7) working days, following representations made under Step I above, the AMESU may make formal representation to the employer in writing. On receipt of the AMESU's letter, the employer shall without delay offer arrangements for a meeting between the Manager and/or accredited official of the employer and AMESU which may be attended by the AMESU's accredited representative. Such a meeting shall be held within seven (7) days of receipt of the AMESU's letter.

Step III

If the matter remains unsettled, the grievance shall then be discussed between the Manager and/or his representative and/or an official from MAPA and the AMESU's accredited representative within ten (10) days.

Step IV

If the matter still remains unsettled after the meeting or any further meetings between the employer and the AMESU, the matter shall then be referred for settlement to the Ministry of Human Resources under the provisions of the Industrial Relations Act, 1967.

(c) Notwithstanding Article 5(e) – Right of Appeal, in the case of a grievance arising out of a dismissal, Steps I, II and III above shall not be applicable and the aggrieved employee shall make formal representation to his employer in writing within twenty-one (21) days of such dismissal. On receipt of the employee's letter, the employer shall without delay offer arrangements for a meeting between the employer and/or an official of MAPA and AMESU. Such a meeting shall be held within seven (7) days of receipt of the employee's letter.

(d) In respect of Steps I, II and III, where AMESU intends to send an accredited representative to assist the aggrieved employee, the employer shall be advised in writing at least three (3) days before any meeting, the name and designation of the accredited representative who would accompany the aggrieved employee.

(e) By mutual consent in writing, the time limits specified in Steps I to IV may be extended on a case-by-case basis.

<u>Arbitration</u>

(f) If the matter still remains unresolved after attempted conciliation by the Ministry of Human Resources, both parties may request that the matter be referred to the Industrial Court for settlement under the provisions of the Industrial Relations Act, 1967.

***<u>PART II -
EMPLOYER-UNION RELATIONSHIP</u>***

ARTICLE 7 – UNION RECOGNITION

MAPA recognises the AMESU as the exclusive bargaining principal in respect of and on behalf of such categories of employees who come within the scope of this Agreement.

ARTICLE 8 – REASONABLE ACCESS

MAPA shall advise its members to allow AMESU officers and its employees reasonable access to AMESU members for the purpose of transacting AMESU business provided that there is no disruption in the work of the employees.

***PART III* –**
TERMS & CONDITIONS OF EMPLOYMENT

ARTICLE 9 – PROBATION

(a) All supervisors, *formerly known as 'conductors'*, (field/factory) with no previous relevant experience (fresh employees) on first appointment shall be appointed on probation for a period of nine (9) months. This period may be extended by a further three (3) months provided the employee is advised in writing not less than fourteen (14) days before the date on which the extension of the probationary period is to be given.

(b) In respect of other categories of employees, the period of probation shall be three (3) months. This period may be extended by a further three (3) months provided the employee is advised in writing not less than fourteen (14) days before the date on which the extension of the probationary period is to be given.

(c) The probationer during his period of probation shall be entitled to the terms and conditions of this Agreement.

(d) Upon confirmation of a probationer, his service with the employer shall be deemed to have commenced from the date of his entering the service of the employer as a probationer.

ARTICLE 10 – PROMOTION

As and when vacancies occur, an estate may consider for promotion suitable existing employees from lower grades to higher grades. This shall not restrict estates from recruiting from outside if there are no suitable candidates amongst existing employees.

ARTICLE 11 – TEMPORARY EMPLOYEES

(a) A temporary appointment shall not exceed ten (10) months.

(b) The temporary employee shall be eligible for the following benefits as provided for in this Agreement: -

- (i) Overtime;
- (ii) Sick Leave;
- (iii) Medical Benefits;
- (iv) Insurance and compensation for accidents in the course of employment;
- (v) Provident Fund Contribution;
- (vi) Proportionate Annual Leave;
- (vii) Proportionate Bonus; and
- (viii) Existing benefits relevant to the estate concerned.

(c) A temporary employee shall be considered for permanent employment if similar vacancies arise during his employment.

ARTICLE 12 – DISABLEMENT

Wherever possible, the employer will endeavour to provide alternative employment (subject to suitable vacancy being available) to an employee who suffers disability due to an accident arising out of and in the course of his employment.

ARTICLE 13 – CHANGE IN JOB CONTENT

(a) An employee may from time to time be reassigned to other jobs and duties within similar classification of jobs as contains in the MAPA's Manual of Job Classifications. In the event that: -

(i) the job is upgraded; the employee shall be placed in the appropriate higher salary group;

(ii) the job is downgraded; the employee shall continue to be progressed in his existing salary group; and

(iii) if an employee is assigned to a job in a lower salary group as a result of reorganisation, he shall continue to be progressed in his original salary group.

(b) If an employee considers that he has been unjustly instructed to take over duties other than his own, it is agreed that he will first carry out these instructions and subsequently lodge a complaint which will be processed in accordance with the Grievance Procedure as set out in this Agreement.

ARTICLE 14 – SALARIES AND SALARY SCALES

Employees shall be paid in accordance with the salaries and salary scales groups as set out in Appendix “B” and Appendix “B1” hereto attached.

ARTICLE 15 – SALARY REVISION TABLES/SCALES

(a) Salaries of employees shall be revised in accordance with the salary revision tables/scales as set out in Appendix “C” hereto attached.

(b) Explanation on how to carry out the revision exercise and the granting of annual increment are given in appendix “CI”.

ARTICLE 16 – WORKING HOURS

(a) Working hours shall be as follows: -

(i)	Clerks	-	44 hours per week
(ii)	Estate Hospital Assistants and all other employees	-	45 hours per week

(b) Working hours specified above shall include a break of twenty (20) minutes for coffee.

(c) Lunch break shall be at least one hour duration and shall be exclusive of (a) and (b). However, where currently the lunch break is inclusive of (a) and (b), this shall remain.

(d) In all other respects, the provisions of the Employment Act, 1955 shall apply.

(e) Where an employee makes a written request, the employer shall inform the employee in writing of the agreed normal hours of work per day in force.

ARTICLE 17 – FRIDAY PRAYERS

All Muslim employees shall be allowed time off wherever practicable to attend prayers between 12.30 p.m. and 2.30 p.m. every Friday. This time off is inclusive of any meal break.

ARTICLE 18 – OVERTIME

(a) Overtime shall be paid at the rate provided for in the Employment Act, 1955 to all employees covered by this Agreement for overtime worked at the request of the employer.

(b) Overtime work shall be performed only at the discretion and with the consent of the employee concerned, provided that the employee does not withhold his consent unreasonably.

(c) No overtime shall be performed unless duly authorised by the employer in a prescribed format, as per specimen in Appendix "D".

(d) For purposes of computing overtime hourly rate, the provisions of the Employment Act, 1955 shall apply.

(e) Where employees are paid overtime at higher rates than those specified in the Employment Act, 1955, such employees would continue to enjoy those higher rates on a personal-to-holder basis.

ARTICLE 19 – CALL BACK FROM LEAVE

(a) An employee who is on annual leave may be required to report back for duty. In such an event, he shall be reimbursed with reasonable travelling and incidental expenses to and from location of leave at time of such call back. The number of days an employee is on duty during the period of annual leave, including travelling time, shall not be treated as days of vacation leave.

(b) The employee may then be allowed to resume his leave. However, with the approval of the management, the remainder of his leave may be postponed to be taken in accordance with the relevant provisions of this Agreement relating to annual leave.

ARTICLE 20 – CALL OUT WORK

(a) When an employee is unexpectedly called out from his home to work outside normal working hours, he shall receive applicable overtime rate for the actual hours worked, the minimum being not less than one hour's straight time pay. The employee called out for such work and subsequently not required to work shall receive call out pay equivalent to one hour's straight time pay.

(b) Each separate request to come from home shall be considered a separate call out even if two or more call outs occur in the same one-hour period.

(c) For the purpose of computing overtime payment for such call outs, overtime shall be deemed to commence from the time an employee reports for duty.

ARTICLE 21 – REST DAY

(a) All employees covered by this Agreement shall be entitled to a weekly day of rest with pay.

(b) The rest day will normally be Sunday or Friday. In cases where the rest day is rostered, then such rostering shall be in writing and exhibited in a conspicuous place.

ARTICLE 22 – PUBLIC HOLIDAYS

(a) Employees shall be entitled to thirteen (13) paid public holidays in each calendar year. Such holidays shall be selected from Gazetted National and State holidays. A list of such holidays shall be posted up by management on the notice board before the beginning of each year. Employees shall also be entitled to a paid holiday at their ordinary rate of pay on any day declared by the Minister as a public holiday under Section 8 of the Holidays Act, 1951.

(b) Where any of the gazetted public holidays or any other day substituted therefor falls within the period during which an employee is on sick leave or annual leave or falls during the period of temporary disablement under the Employees' Social Security Act, 1969 to which the employee is entitled under this Agreement, the employer shall grant another day as a paid holiday in substitution for such public holiday or the day substituted therefore.

ARTICLE 23 – ANNUAL LEAVE

(a) Employees shall be entitled to paid annual leave as follows :-

(i) <u>Clerical, Medical & Health and Technical Staff</u>:

For employees with less than 10 years of continuous service	-	21 days per annum.
For employees with 10 years or more of continuous service	-	24 days per annum.

(ii) Non-Clerical Staff :

For employees with less than 5 years of continuous service	-	15 days per annum.
For employees with more than 5 years but less than 10 years of continuous service	-	17 days per annum.
For employees with more than 10 years of continuous service	-	18 days per annum.

(b) Annual leave shall be in addition to rest days, public holidays and sick leave to which an employee is entitled to under this Agreement.

(c) Annual leave in excess of the minimum provided for in the Employment Act, 1955 can be accumulated by mutual agreement.

(d) In the case of accumulation of leave, an employee with more than ten (10) years' service may be allowed to accumulate his vacation leave in excess of the provisions of the Employment Act, 1955 for the purposes of going overseas. Such accumulated leave shall not exceed thirty (30) working days and it shall be taken with the approval of the employer provided that the employer shall not unreasonably withhold his approval.

ARTICLE 24 – COMPASSIONATE LEAVE

(a) An employee shall be given compassionate leave with pay under the following circumstances: -

(i)	Death of member of employee's immediate family	-	4 working days
(ii)	Emergency in case of fire or flood	-	2 working days

(b) Immediate family shall include parents, grandparents, parents-in-law, spouse, children, brothers and sisters but shall exclude step-brothers and step-sisters.

ARTICLE 25 – MARRIAGE LEAVE

(a) An employee shall be granted four (4) days' leave with pay for his/her first marriage.

(b) Such leave which is granted once only, may be granted in conjunction with and as an extension of annual leave, for which the employee is eligible.

ARTICLE 26 – PREGNANCY AND MATERNITY AND PATERNITY LEAVE

The provisions of the Employment Act, 1955 and the Employment (Amendment) Act 2022 shall apply.

ARTICLE 27 – PILGRIMAGE LEAVE

(a) Clerical, Medical & Health and Technical Staff and Non-Clerical Staff with more than five (5) years of continuous service may accumulate their annual leave up to a maximum of two (2) months for purposes of going on pilgrimage.

(b) Application for such leave shall be in writing and shall be made at least thirty (30) days prior to the intended commencement of leave.

ARTICLE 28 – STUDY LEAVE

(a) An employee who is required by his employer to undertake an approved course shall be granted study leave on full pay for the duration of the course. Such leave shall be in addition to an employee’s paid annual leave entitlement.

(b) Elected representatives to the Union’s Triennial General Meeting shall be granted two (2) days’ leave with pay to enable them to attend the meeting, subject to exigencies of service. Such request to attend the meeting shall not be unreasonably refused by the management.

(c) Officers of the Union attending trade union courses duly approved by the Ministry of Human Resources shall be granted paid leave up to a maximum of three days per annum. Application for such leave shall be submitted at least seven days prior to the commencement date of the course. Such application shall be accompanied by details and duration of the course and such leave shall be in addition to an employee's paid annual leave entitlement.

ARTICLE 29 – SICK LEAVE/HOSPITALISATION LEAVE

(a) Employees, after examination at the expense of the employer by a duly registered medical practitioner appointed by the employer, shall, if so recommended, be entitled to paid sick leave as stipulated in Section 60F of the Employment Act, 1955. However, if hospitalisation exceeds sixty (60) days per annum, paid sick leave in respect of non-hospitalisation shall not be deducted from the sixty (60) days.

(b) In an emergency, an employee need not seek prior approval to consult a doctor but must report the nature of the emergency to the employer immediately on the first day of his return to work, if sick leave was granted. Where the employer requires, the employee must give his consent for the employer to obtain from the doctor concerned a report on the employee’s illness to verify the validity of the emergency.

ARTICLE 30 – PROLONGED ILLNESS LEAVE

(a) In the case of paralysis, tuberculosis, cancer, leprosy, poliomyelitis, severe stroke or heart disease, leukemia or aids, or any terminal illness, an employee shall be eligible for sick leave for each day in a hospital or an appropriate institution up to a maximum of eighteen (18) calendar months at any one time. The rate of sick pay payable shall be as follows: -

(i) Full pay for the first three (3) months;
(ii) Half pay for the next nine (9) months; and
(iii) No pay for the next six (6) months.

(b) In the event that such employee is certified by a registered medical practitioner/Visiting Medical Officer (V.M.O.) or medical officer to be ill enough to need to be hospitalized but is not hospitalized for any reason, the employee concerned shall be deemed to be hospitalized for the purposes of this Article.

ARTICLE 31 – HOSPITAL WARD ELIGIBILITY/HOSPITAL BENEFITS

(a) Employees who have to be admitted to hospital on the advice of a medical officer duly appointed by the employer shall be eligible for the following: -

(i) Maximum ward eligibility shall be for a period not exceeding sixty (60) days per annum subject to the following: -

	Category Eligibility	Maximum Eligibility
(1)	Clerical, Medical & Health and Technical Staff	2nd Class
(2)	Non-Clerical Staff	2nd Class

(ii) Clerical, Medical & Health and Technical Staff and their dependent wife and children up to the age of eighteen (18) years shall be eligible for overall medical expenses, including transport and ward charges up to a maximum of RM8,200.00 per annum. Non-Clerical Staff and their dependent wife and children up to the age of eighteen (18) years shall also be eligible for overall medical expenses, including transport and ward charges up to a maximum of RM8,200.00 per annum.

Single mothers who are employed by the estates shall also be entitled to the above.

(iii) Overall medical expenses shall also include surgical charges, charges for X-ray, medicine and drugs. Transport charges shall be payable in respect of all cases, including check-ups referred by the Visiting Medical Officer.

(b) The employer shall not be responsible for the cost of providing medical or surgical or other appliances, including spectacles and false teeth and charges relating to optical (excepting cost of eye diseases) or dental treatment (excepting cost of dental diseases), cosmetic surgery or maternity cases.

(c) Upon request, employees who subscribe to the Group Medical Scheme may be allowed to seek medical treatment at the private hospital subject to prior approval by the management. Such request shall not be unreasonably refused by the management. However, the overall medical expenses incurred arising out of hospitalization should only be paid up to the maximum limit as provided for under this Agreement and upon production of original receipt from the hospital concerned. Any excess amount should be fully borne by the employees concerned. Further, expenses incurred arising out of non-hospitalization/out-patient treatment should also be fully borne by the employees concerned.

ARTICLE 32 – ANNUAL INCREMENTS

(a) Where, according to employer's practice, the incremental date of an employee is the anniversary of the date of his recruitment, the incremental date shall be the first day of the month succeeding the anniversary of such event; where recruitment occurred on or after the 16th day of the month. Where recruitment occurred during the first 15 days of a month, the incremental date shall be the first day of that month of the succeeding year.

(b) Where, according to the employer's practice, the incremental date of an employee is the first day of January, the first incremental date of an employee shall be the first day of January next following the date of his appointment, if such date was not later than 30th June of the previous year. Where such date is later than 30th June, then the first incremental date shall be the first of January following the anniversary of the employee's date of appointment.

(c) Where the incremental date of an employee is other than 1st January and is the commencement of the employer's financial year, the same principle as set out in Article 32(b) above shall be followed, that is to say, if the employee was appointed on a date more than six (6) months from the first of the month of the employer's financial year, then the incremental date shall be the first date of the financial year following the employee's appointment.

(d) The annual incremental date of an employee shall not be affected by promotion.

(e) The annual incremental date of the Non-Clerical Staff who were slotted into the appropriate salary scale under Industrial Court Award No.120/78, shall be the anniversary of such slotting-in.

(f) In respect of Non-Clerical Staff who were appointed prior to Industrial Court Award No.120/78 on a salary with no annual increment, the annual incremental date shall also be the anniversary of such slotting-in.

(g) Non-Clerical Staff who were appointed prior to Industrial Court Award No.120/78 on a salary scale with annual increments shall continue to retain their incremental date.

(h) Notwithstanding the above provisions, the employer may change the date of annual increment for valid reasons provided that the employer shall ensure that such change is not to the detriment of any employee. The Union shall be consulted of any such change.

(i) The incremental date of Workshop Mechanics shall be in accordance with the current practice of the Estate or Company concerned.

ARTICLE 33 – ACTING ALLOWANCE

Where an employee is required to act in a position which carries substantively higher responsibilities than those of his basic post, the employee shall be eligible for an acting allowance provided that the period of acting allowance exceeds twenty-one (21) days, inclusive of public holidays and rest days. The rate of acting allowance payable shall be the difference between the substantive salary of the employee and the minimum of the salary scale of the higher post provided that in no case shall the acting allowance be less than RM60.00 per month.

ARTICLE 34 – QUALIFICATION ALLOWANCE

In addition to the salaries payable, Estate Hospital Assistants in full-time employment shall be paid a qualification allowance, as set out below, on passing the appropriate Government or Statutory examinations: -

Probationers' Examination	-	RM 60.00 per mensem
Grade III	-	RM110.00 per mensem
Grade II	-	RM160.00 per mensem
Grade I/Special Grade	-	RM210.00 per mensem

Chargemen, Boilermen and Engine Drivers with certificate in full-time employment shall be paid an allowance not less than RM35.00 per mensem for performing the applicable duties and responsibilities.

ARTICLE 35 – OUTSTATION AND PAYMENT TO DEFRAY SPECIAL EXPENSES ENTAILED

(a) Employees who are required by the employer to perform their duties outside their normal place of work within Peninsular Malaysia, a sum of RM80.00 shall be paid as payment to defray special expenses entailed on them which made up of up to RM55.00 for lodging and RM25.00 for food as follows: -

(i)	Breakfast	-	RM6.00
(ii)	Lunch	-	RM8.00
(iii)	Dinner	-	RM11.00

(b) In respect of employees required by the employer to perform their duties in Kuala Lumpur or Petaling Jaya, the actual lodging expenses entailed on them shall be paid but subject to a maximum of RM100.

(c) In respect of lodging, only expenses actually entailed shall be payable.

(d) Employees who are required by the employer to perform their duties outside Peninsular Malaysia, the Union shall make representation with the employer concerned for a suitable payment to defray special expenses entailed on them.

ARTICLE 36 – TRANSPORT ALLOWANCE

Where an employee is required to travel on estate business outside his normal place of work and no transport is provided, the employer shall reimburse him with the actual transport expenses provided that prior approval for the rate of expenses has been obtained.

ARTICLE 37 – TRANSFER EXPENSES

(a) Employees who are transferred shall be entitled to claim transport expenses to cover the actual cost of transport, packing, meals and lodging for employees and their immediate families, provided such expenses have been approved in advance by the employer.

(b) Where an employee is required to travel by train, the employee and his immediate family shall be given 2nd Class train tickets with berth where necessary.

ARTICLE 38 – MEAL AND PAYMENT TO DEFRAY SPECIAL EXPENSES ENTAILED ON MEAL

Where an employee is required to work during his meal break hour, he should be paid the above allowance provided the employee does not take such meal break hour before or subsequently. The sum payable shall be: -

(i)	Breakfast	-	RM3.00
(ii)	Lunch	-	RM6.00
(iii)	Dinner	-	RM6.50

ARTICLE 39 – CHARGE ALLOWANCE

(a) Where an employee is required to perform the duties of another appointment in addition to his own for a continuous period of more than twenty-one (21) working days, the employee shall be paid a charge allowance of twenty percent (20%) of his salary per month.

(b) No employee covered by this Agreement shall perform duty as specified above for a period in excess of three (3) months.

ARTICLE 40 – HOUSE OR PAYMENT TO DEFRAY SPECIAL EXPENSES ENTAILED ON HOUSING

(a) All employees shall be provided with furnished houses.

(b) Where housing is not provided, the employees shall be paid the following sum to defray special expenses entailed on them: -

(i)	Non-Clerical Staff	…	RM120.00 per month
(ii)	Clerical, Medical & Health and Technical Staff	…	RM170.00 per month

(iii) Port Installations Employees

Non-Clerical Staff	…	RM120.00 per month
Clerical, Medical & Health and Technical Staff	…	RM180.00 per month

(c) Notwithstanding the above, where an employer employs more than one member of a single household, the sum payable to each of such non-resident employee shall be eighty percent (80%) of the applicable sum.

(d) Employees who are in receipt of the sum higher than the above, they shall continue to receive such higher sum.

(e) The above sum shall not be payable to an employee who rejects accommodation provided by his employer or who had decided on their own to reside outside the estates, oil mills, factories, etc.

ARTICLE 41 – SHIFT ALLOWANCE

(a) An employee working on a rotating shift shall be paid shift allowance as follows: -

(i)	Second Shift	…	RM4.70
(ii)	Third Shift	…	RM6.00

(b) Provided that where higher rates of shift allowances are currently paid, such higher rates shall continue to be paid.

(c) In the event that mill operation has to be carried on continuously or continually, as the case may be, for a period of 24 hours due to unusually high volume of FFB, appropriate allowance to be paid may be discussed and agreed at local level. Commencement of the shift should be determined by the Management.

ARTICLE 42 – MOTOR CYCLE / CAR USE

(a) Employees who are permitted to use their own motor cycles in the performance of their duties shall be paid a transport allowance by the employer.

(b) Employees who are required to use the employer's motor cycle in the performance of their duties shall be: -

(i) reimbursed the cost of the annual driving licence; and

(ii) provided with a safety helmet,

by the employer.

(c) Employees who are required by the employer to use their own car in the performance of their duties shall be paid a transport allowance by the employer.

ARTICLE 43 – EQUAL SALARY AND ALLOWANCE

Female employees shall be entitled to the same terms and conditions of service as their male counterparts.

ARTICLE 44 – RETIREMENT

(a) The age of retirement of employees shall be upon attaining the age of 60 years.

(b) Should no birth certificate be available, the date of birth in the employee's identity card will be taken to be the date of birth to determine the retirement age.

(c) Any employee may opt to retire at any time after attaining the age of fifty (50) years with prior approval of the employer.

ARTICLE 45 – REDUNDANCY BENEFITS

(a) As long a warning as possible of likely redundancy shall be given by the employer.

(b) Redundancy benefits shall be in accordance with the Employment (Termination and Lay-Off Benefits) Regulations, 1980.

(c) Redundancy benefits shall not be payable if suitable alternative employment without a break in service is provided by the employer within the Group of Companies for the employee concerned.

ARTICLE 46 – TERMINATION OF EMPLOYMENT ON MEDICAL GROUNDS

(a) An employee who is declared medically unfit for further employment by the Company's registered Medical Practitioner/Visiting Medical Officer (V.M.O.) shall be medically boarded out by the employer. In this respect, the employer is not obligated to consider any other medical certificate or documentary evidence issued by any other medical source, whether private or Government.

(b) The termination benefits payable shall be those payable as redundancy benefits.

ARTICLE 47 – PROVIDENT FUND

The employer shall contribute 15% of the employee's wages as defined in the Employees Provident Fund Act, 1991 to the Malayan Estates Staff Provident Fund or the Employees' Provident Fund as the case may be.

ARTICLE 48 – BONUS

Bonus shall be paid by the employer at his discretion.

ARTICLE 49 – UNIFORMS

(a) Employees who are required by the employer to be in uniform shall be provided with four (4) sets of uniforms and two (2) pairs of shoes per annum.

(b) The employer shall arrange for free laundry or reimburse the actual cost of laundering every week.

(c) Rain coats shall be made available to supervisors who are required to go out on duty during rainy days.

(d) Employees who are required to handle toxic substances and chemicals shall be provided with suitable protective devices and a pair of gloves as may be required by the law.

(e) Employees engaged in workshops shall be provided with safety equipment and devices in accordance with the law.

(f) Employees with protective/safety equipment/devices shall wear them at all times when they are on duty.

ARTICLE 50 – OCCUPATIONAL SAFETY & HEALTH

(a) The employer recognises the need to ensure occupational safety and health of employees. Accordingly, the provisions of the Occupational Safety & Health Act, 1994 and the relevant Regulations made thereunder will apply.

(b) Employees shall observe the safety procedures laid down by the legislation and the employer.

ARTICLE 51 – VOTING

Employees who are registered as voters and who are required to work during the hours of polling and thereby have no opportunity to vote shall be given sufficient time off by the employer to enable them to cast their votes.

ARTICLE 52 – EXISTING BENEFITS

(a) Notwithstanding the provisions of this Agreement, any existing benefits provided for by any estate, palm oil mill, factory, etc and not superseded by this Agreement shall continue to remain in force. They are in respect of the following:-

(i) Duty/Store Allowance;

(ii) Disturbance Allowance;

(iii) Standby Duty Allowance;

(iv) Isolation/Hill Allowance;

(v) Transport Allowance for school children education;

(vi) Free Electricity Supply or any sum payable to defray special expenses entailed on electricity;

(vii) Free Water Supply or any sum payable to defray special expenses entailed on water;

(viii) Free Gas/Fuel Supply or any sum payable to defray special expenses entailed on Gas/Fuel; and

(ix) Any sum payable to defray special expenses entailed on Insurance.

ARTICLE 53 – ENTIRETY OF THE AGREEMENT

This Agreement including the exhibits marked as Appendix “A”, Grading Guide for Staff and Non-Staff, Appendix “B”, Appendix “C”, Appendix “C1”, Appendix “D”, Appendix “E”, Agreed Note No.1, Agreed Note No.2, Supplementary Agreements and Form A, constitutes the entire Agreement between MAPA and AMESU.

ARTICLE 54 – APPLICATION

(a) This Agreement shall only apply to: -

(i) employees listed in Appendix “E” and who are still in service on the date on which this Agreement comes into force;

(ii) employees who were retrenched by the Company or who had retired, either on reaching the compulsory age of retirement or on medical grounds;

(iii) employees who had died in service. Payment shall be made to the next of kin; and

(iv) employees who left their services after giving due notice.

(b) This Agreement shall not apply to: -

(i) employees who left their services without giving due notice; and

(ii) employees who have been dismissed.

Signed on this 23rd day of June, 2025
at Selangor.

On Behalf of the All Malayan Estates Staff Union	On Behalf of the Malayan Agricultural Producers Association
(signed)	(signed)
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(R. JEY KUMAR) Hon. General Secretary	(HJ. MOHAMAD BIN AUDONG) Executive Director

MA/mh
MAPA/D/1(18)

APPENDIX "A"

MAPA/AMESU AGREEMENT, 2025

MEMORANDUM OF AGREEMENT BETWEEN THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION (HEREINAFTER REFERRED TO AS "MAPA") AND THE ALL MALAYAN ESTATES STAFF UNION (HEREINAFTER REFERRED TO AS "AMESU")

MEMBER COMPANIES BOUND BY THE AGREEMENT

No.	Name of Member Company
1.	Achi Jaya Plantations Sdn. Bhd.
2.	Advanced Agriecological Research Sdn. Bhd.
3.	Agromaju Landscape Sdn. Bhd.
4.	Agromaju Sdn. Bhd.
5.	Applied Agricultural Resources Sdn. Bhd.
6.	Arunamari Plantations Sdn. Bhd.
7.	Ayer Manis Rubber Estates Ltd.
8.	Bell Palm Industries Sdn. Bhd.
9.	Bell Palm Resources Sdn. Bhd.
10.	Boontong Estates Sdn. Berhad
11.	Boustead Eldred Sdn. Bhd.
12.	Boustead Gradient Sdn. Bhd.
13.	Boustead Plantations Berhad
14.	Boustead Plantations Berhad & Felda Holdings Berhad
15.	Boustead Rimba Nilai Sdn. Bhd.
16.	Boustead Solandra Sdn. Bhd.
17.	Bukit Asa Sdn. Bhd.
18.	Carotino Sdn. Bhd.
19.	CG Plantations Sdn. Bhd.
20.	Charming Green Sdn. Bhd. (Ladang Klapa Bali)
21.	Chellam Investments Sdn. Bhd.
22.	Delloyd Plantation Sdn Bhd.
23.	Ekslusif Persona Sdn. Bhd.
24.	Eurowide Plantations Sdn. Bhd.
25.	Genting Oil Mill Sdn. Bhd.
26.	Genting Plantations (WM) Sdn. Bhd.
27.	Genting Property Sdn. Bhd.
28.	GLM Emerald (Sepang) Sdn. Bhd.
29.	Heah Seok Yeong Realty Sdn. Bhd. (Ladang Sungei Chinoh)
30.	Johor Plantations Group Berhad
31.	JPG Plantations Sdn. Bhd.
32.	Kampar Rubber & Tin Co. Sdn. Bhd.
33.	KB Estates Sdn. Bhd. (*formerly known as Kota Bahroe Group Estate*)

No.	Name of Member Company
34.	Kebunika Sdn. Bhd.
35.	Ketengah Perwira Sdn. Bhd.
36.	Kian Hoe Plantations Berhad
37.	Kiara Jubli Sdn. Bhd.
38.	Kilang Sawit C.P Sdn. Bhd.
39.	Kilang Sawit United Bell Sdn. Bhd.
40.	Koperasi NLFCS Berhad
41.	Kuala Lumpur Kepong Berhad
42.	Kulim (Malaysia) Berhad
43.	Ladang Awana Sdn. Bhd.
44.	Ladang Lubok Bongor Sdn. Bhd.
45.	Ladang Mawar Sdn. Bhd.
46.	Ladang Perbadanan-Fima Berhad
47.	Ladang Petri Tenggara Sdn. Bhd.
48.	Ladang Rakyat Trengganu Sdn. Bhd.
49.	Ladang Serasa Sdn. Bhd.
50.	Ladang Sungai Relai Sdn. Bhd.
51.	Ladang Tai Tak (Kota Tinggi) Sdn. Bhd.
52.	Ladang Tapis Sdn. Bhd
53.	LKPP Corporation Sendirian Berhad
54.	Mengkebang Rubber Company Sdn. Bhd.
55.	MKIC Enterprises Sdn. Bhd.
56.	Narborough Plantations PLC.
57.	Oriental Rubber and Palm Oil Sdn. Bhd.
58.	Palamsel Holdings Sdn. Bhd.
59.	Pertanian Johor Tenggara Sdn. Bhd.
60.	PH Palm Express Sdn. Bhd.
61.	Quek Shin & Sons Pte Ltd
62.	Riverview Rubber Estates Berhad
63.	Salamat Plantations Sdn. Bhd.
64.	Saw Brothers Realty Sdn. Bhd.
65.	SD Guthrie Berhad
66.	SD Guthrie Biotech Laboratories Sdn. Bhd.
67.	SD Guthrie Research Sdn. Bhd.
68.	SD Guthrie Seeds & Agricultural Services Sdn. Bhd.
69.	Sempadan Asasi Sdn. Bhd.
70.	Setiamas Sdn.Bhd.
71.	Southern Perak Plantations Sdn. Bhd.
72.	Sungei Pertang Estate Sdn. Bhd.
73.	Syarikat Ladang Sungai Terah Sdn. Bhd.
74.	Syarikat Perusahaan Kelapa Sawit Sdn. Bhd.
75.	Syarikat V.K. Kalyanasundram Sdn. Bhd.
76.	TDM – YT Plantation Sdn.Bhd.
77.	TDM Plantation Sdn. Bhd.
78.	Teluk Anson Agricultural Enterprises Sdn. Bhd.
79.	TH Plantations Berhad
80.	The China Engineers (Malaysia) Sdn. Bhd
81.	The Kampong Kuantan Rubber Co. LTD.
82.	THP Ibok Sdn. Bhd.

No.	Name of Member Company
83.	THP Kota Bahagia Sdn. Bhd.
84.	Tradewinds Corridor Sdn. Bhd.
85.	Tradewinds Plantech Sdn. Bhd.
86.	United International Enterprises (M) Sdn. Bhd.
87.	United Plantations Bhd.
88.	Victory Enghoe Plantations Sdn. Bhd.
89.	Yit Ketengah Perwira Sdn. Bhd.

MA/mh.
MAPA/D/1(18)

GRADING GUIDE FOR CLERICAL, MEDICAL & HEALTH AND TECHNICAL STAFF

GRADE III

Employees in this grade are usually subject to general supervision by employees in Grades II and I, Special Grade or Executive/Management Staff. Their duties and responsibilities require specific experience/qualification and the exercise of limited independent judgement and initiative. Their work is usually routine and straightforward. They should have the ability to supervise workers in lower categories.

GRADE II

As employees promoted or placed in this grade will be required to work under limited supervision, they should have the capacity for shouldering a certain degree of responsibility and exercising independent judgement, initiative and a degree of accuracy in their work. They should have the ability to supervise other employees.

Employees in this grade should have a number of years of experience in the category of jobs concerned.

GRADE I

As employees promoted or placed in this senior grade will be required to do independent work, they should have the capacity for frequently exercising independent judgement and initiative and a high degree of accuracy in their work. They should have the ability to shoulder greater responsibilities than employees in Grades III and II. They should also have the ability to supervise other employees efficiently.

Employees in this grade should have many years of experience in the category of jobs concerned.

SPECIAL GRADE

Employees promoted or placed in this senior grade shall be persons with long years of experience with exceptional merits, ability and outstanding record commensurate with position of high responsibility.

GRADING GUIDE FOR MONTHL PAID NON-CLERICAL STAFF

GRADE III

Employees in this grade are usually subject to supervision by Clerical, Medical & Health, Technical and/or Executive/Management Staff. Their work is routine and straightforward. Their duties and responsibilities require limited experience and certain degree of initiative and technical skill.

GRADE II

Employees promoted or placed in this grade are subject to general supervision by Clerical, Medical & Health, Technical and/or Executive/Management Staff. Their work is usually routine. Their duties and responsibilities require specific experience and/or technical qualification and the capacity to work under limited supervision with a degree of accuracy and initiative.

Employees in this grade should have a number of years of experience in the category of jobs concerned.

GRADE I

Employees promoted or placed in this senior grade shall be persons with many years of experience with a good record, outstanding merit, ability and, where appropriate, technical qualification.

SPECIAL GRADE

Employees promoted or placed in this senior grade shall be persons with long years of experience with exceptional merits, ability and outstanding record commensurate with position of high responsibility.

MA/mh.
MAPA/D/1(18)

APPENDIX "B"
(Article 14)

SALARY SCALES FOR CLERICAL, MEDICAL & HEALTH AND TECHNICAL STAFF

	Grade III (RM)	Grade II (RM)	Grade I (RM)	Special Grade (RM)
SALARY SCALES	From RM1,780 to RM3,605	From RM2,200 to RM4,200	From RM2,620 to RM4,945	From RM2,995 to RM5,475
Probationers – RM1,720 / RM1,750				
JUNIOR STAFF – Clerical				
Jr. Analysis Clerk	----			
Jr. Audit Clerk	----			
Jr. Billing Clerk	----			
Jr. Book-keeping Clerk	---- ----			
Jr. Clerk/Cashier	----			
Jr. Chief Clerk	----			
Jr. Cost Clerk	----			
Jr. Correspondence Clerk	----			
Jr. Library Clerk	----			
Jr. Office Clerk	----			
Jr. Personnel Clerk	----			
Jr. Secretary cum Stenographer	----			
Jr. Stenographer cum Typist	----			
Jr. Stock Record Clerk	----			
Jr. Store Clerk cum Storekeeper	----			
Jr. Shipping Clerk	----			
Jr. Filing Clerk	----			
Jr. Supervisor (Field & Factory)	----			
Jr. Supervisor (Laboratory/ Research)	----			
Jr. Control Clerk, Data Processing	----			
Jr. Translator (full-time)	----			
Jr. Book-keeping Machine Operator	----			
Jr. Insurance Clerk	----			
Jr. Wage Clerk (Pay Clerk/Payroll Clerk)				

	Grade III	Grade II	Grade I	Special Grade
<u>Medical & Health</u>				
Jr. Hospital Assistants - Grade II (suitably qualified)	----			
Jr. Midwife (suitably qualified)	----			
Jr. Family Planning and Social Worker	----			
Jr. Nurse and Staff Nurse (suitably qualified)	----			
<u>Technical</u>				
Jr. Technical Supervisor	----			
Jr. Draughtsman	----			
Jr. Surveyor – Land	----			
Jr. Chargeman	----			
<u>STAFF</u> –				
<u>Clerical</u>				
Chief Clerk	----	----		
Audit Clerk	----	----		
General Clerk	----	----		
Cost Clerk	----	----		
Personnel Clerk	----	----		
Secretary / Stenographer	----	----		
Stenographer/Typist	----	----		
Supervisor (Field and Factory)	----	----		
Supervisor (Laboratory/ Research)	----	----		
<u>Medical & Health</u>				
Hospital Assistants Grade II	----	----		
<u>Technical</u>				
Technical Supervisor	----	----		
Draughtsman	----	----		
Surveyor, Land	----	----		
Chargeman	----	----		

	Grade III	Grade II	Grade I	Special Grade
SENIOR STAFF -				
Clerical				
Senior Supervisor (Field and Factory)		----	----	
Senior Supervisor (Laboratory/ Research)		----	----	
Senior Chief Clerk		----	----	
Senior Secretarial Clerk		----	----	
Senior Audit Clerk		----	----	
Senior Secretary/ Stenographer (Non-Confidential)		----	----	
Medical & Health				
Senior Hospital Assistants – Grade I		----	----	
Technical				
Senior Draughtsman		----	----	
Senior Surveyor – Land				
SPECIAL GRADE -				
Clerical				
S. G. Supervisor (Field and Factory)				----
S. G. Supervisor (Laboratory/ Research)				----
S. G. Chief Clerk				----
S. G. Audit Clerk				----
Medical & Health				
S G. Hospital Assistants – Grade I				----
Technical				
S. G. Draughtsman				----
S. G. Surveyor – Land				----

SALARY SCALES FOR NON-CLERICAL STAFF

	Grade III (RM)	Grade II (RM)	Grade I (RM)	Special Grade (RM)
SALARY SCALES	From RM1,735 to RM2,625	From RM1,790 to RM2,960	From RM2,015 to RM3,280	From RM2,240 to RM3,735
Probationers – RM1,700				
<u>JUNIOR NON - CLERICAL STAFF</u>				
Jr. Receptionist – General	----			
Jr. Typist	----			
Jr. Telephone Operator, private exchange (but excluding a telephone jaga)	----			
Jr. Teleprinter Typist	----			
Jr. Weighbridge Operator	----			
Jr. Research / Laboratory/ Field Operator	----			
Jr. Office Operator	----			
Jr. Wireman	----			
Jr. Factory Boilerman / Engine Driver	----			
Jr. Factory/Oil Mill Chargehand	----			
Jr. Workshop Operator	----			
Jr. Workshop Mechanic	----			
<u>NON-CLERICAL STAFF</u>				
Receptionist – General	----	----		
Typist	----	----		
Telephone Operator, private exchange (but excluding a telephone jaga)	----	----		
Teleprinter Typist	----	----		
Weighbridge Operator	----	----		
Research/Laboratory / Field Operator	----	----		
Office Operator	----	----		
Wireman	----	----		
Factory Boilerman/ Engine Driver	----	----		
Factory/Oil Mill Chargehand	----	----		
Workshop Operator	----	----		
Workshop Mechanic	----	----		

	Grade III	Grade II	Grade I	Special Grade
<u>SENIOR NON-CLERICAL STAFF</u>				
			----	----
Senior Receptionist – General			----	----
Senior Typist			----	----
Senior Telephone Operator, private exchange (but excluding a telephone jaga)			----	----
Senior Teleprinter Typist			----	----
Senior Weighbridge Operator			----	----
Senior Research/Laboratory/ Field Operator			----	----
Senior Office Operator			----	----
Senior Wireman			----	----
Senior Factory Boilerman/ Engine Driver			----	----
Senior Factory/Oil Mill Chargehand			----	----
Senior Workshop Operator			----	----
Senior Workshop Mechanic				

APPENDIX "B1"
(Article 14)

SALARY SCALES / STEPS INCLUSIVE OF ANNUAL INCREMENT – CLERICAL, MEDICAL & HEALTH AND TECHNICAL STAFF

GRADE III (RM)	GRADE II (RM)	GRADE I (RM)	SPECIAL GRADE (RM)
1,780	2,200	2,620	2,995
1,840	2,270	2,700	3,080
1,905	2,335	2,780	3,165
1,965	2,400	2,855	3,250
2,025	2,470	2,935	3,330
2,090	2,535	3,015	3,415
2,150	2,605	3,095	3,505
2,210	2,670	3,180	3,595
2,275	2,745	3,265	3,685
2,335	2,815	3,350	3,775
2,395	2,890	3,435	3,865
2,465	2,960	3,515	3,955
2,530	3,035	3,600	4,045
2,600	3,110	3,685	4,135
2,665	3,180	3,770	4,220
2,735	3,255	3,855	4,310
2,800	3,325	3,935	4,400
2,865	3,400	4,020	4,490
2,935	3,470	4,105	4,580
3,000	3,545	4,190	4,670
3,070	3,620	4,275	4,760
3,135	3,690	4,355	4,850
3,205	3,765	4,440	4,940
3,270	3,835	4,525	5,030
3,340	3,910	4,610	5,120
3,405	3,980	4,695	5,210
3,470	4,055	4,775	5,300
3,540	4,125	4,860	5,385
3,605	4,200	4,945	5,475

SALARY SCALES / STEPS INCLUSIVE OF ANNUAL INCREMENT - NON-CLERICAL STAFF

GRADE III (RM)	GRADE II (RM)	GRADE I (RM)	SPECIAL GRADE (RM)
1,735	1,790	2,015	2,240
1,790	1,855	2,085	2,315
1,850	1,915	2,150	2,385
1,905	1,975	2,220	2,460
1,960	2,040	2,285	2,530
2,015	2,100	2,350	2,605
2,070	2,160	2,420	2,675
2,135	2,225	2,485	2,750
2,195	2,290	2,555	2,820
2,255	2,360	2,625	2,895
2,320	2,425	2,700	2,970
2,380	2,490	2,770	3,040
2,440	2,560	2,845	3,115
2,505	2,625	2,920	3,185
2,565	2,695	2,990	3,265
2,625	2,760	3,065	3,345
	2,830	3,135	3,420
	2,895	3,210	3,500
	2,960	3,280	3,580
			3,655
			3,735

APPENDIX “C”
(Article 15)

**SALARY REVISON FOR CLERICAL,
MEDICAL & HEALTH AND TECHNICAL STAFF
AND NON-CLERICAL STAFF**

**CLERICAL, MEDICAL & HEALTH
AND TECHNICAL STAFF**

PROBATIONER	
*Salary as at 31.12.2024	Salary as at 1.1.2025
RM1,500	RM1,720 / RM1,750

NON-CLERICAL STAFF

PROBATIONER	
*Salary as at 31.12.2024	Salary as at 1.1.2025
RM1,500	RM1,700

* Salary under the expired 2022 Agreement

SALARY REVISION TABLES/STEPS FOR CLERICAL, MEDICAL & HEALTH AND TECHNICAL STAFF

GRADE III		
*Salary as at 31.12.2024 (RM)	Revision of 12% w.e.f. 1.1.2025 (RM)	Adjusted Scales/ Steps nearest to RM5
1,535	-	
1,590	1,781	1,780
1,645	1,842	1,840
1,700	1,904	1,905
1,755	1,966	1,965
1,810	2,027	2,025
1,865	2,089	2,090
1,920	2,150	2,150
1,975	2,212	2,210
2,030	2,274	2,275
2,085	2,335	2,335
2,140	2,397	2,395
2,200	2,464	2,465
2,260	2,531	2,530
2,320	2,598	2,600
2,380	2,666	2,665
2,440	2,733	2,735
2,500	2,800	2,800
2,560	2,867	2,865
2,620	2,934	2,935
2,680	3,002	3,000
2,740	3,069	3,070
2,800	3,136	3,135
2,860	3,203	3,205
2,920	3,270	3,270
2,980	3,338	3,340
3,040	3,405	3,405
3,100	3,472	3,470
3,160	3,539	3,540
3,220	3,606	3,605

GRADE II		
*Salary as at 31.12.2024 (RM)	Revision of 12% w.e.f. 1.1.2025 (RM)	Adjusted Scales/ Steps nearest to RM5
1,965	2,201	2,200
2,025	2,268	2,270
2,085	2,335	2,335
2,145	2,402	2,400
2,205	2,470	2,470
2,265	2,537	2,535
2,325	2,604	2,605
2,385	2,671	2,670
2,450	2,744	2,745
2,515	2,817	2,815
2,580	2,890	2,890
2,645	2,962	2,960
2,710	3,035	3,035
2,775	3,108	3,110
2,840	3,181	3,180
2,905	3,254	3,255
2,970	3,326	3,325
3,035	3,399	3,400
3,100	3,472	3,470
3,165	3,545	3,545
3,230	3,618	3,620
3,295	3,690	3,690
3,360	3,763	3,765
3,425	3,836	3,835
3,490	3,909	3,910
3,555	3,982	3,980
3,620	4,054	4,055
3,685	4,127	4,125
3,750	4,200	4,200

* Salary under the expired 2022 Agreement

GRADE I		
*Salary as at 31.12.2024 (RM)	Revision of 12% w.e.f. 1.1.2025 (RM)	Adjusted Scales/ Steps nearest to RM5
2,340	2,621	2,620
2,410	2,699	2,700
2,480	2,778	2,780
2,550	2,856	2,855
2,620	2,934	2,935
2,690	3,013	3,015
2,765	3,097	3,095
2,840	3,181	3,180
2,915	3,265	3,265
2,990	3,349	3,350
3,065	3,433	3,435
3,140	3,517	3,515
3,215	3,601	3,600
3,290	3,685	3,685
3,365	3,769	3,770
3,440	3,853	3,855
3,515	3,937	3,935
3,590	4,021	4,020
3,665	4,105	4,105
3,740	4,189	4,190
3,815	4,273	4,275
3,890	4,357	4,355
3,965	4,441	4,440
4,040	4,525	4,525
4,115	4,609	4,610
4,190	4,693	4,695
4,265	4,777	4,775
4,340	4,861	4,860
4,415	4,945	4,945

SPECIAL GRADE		
*Salary as at 31.12.2024 (RM)	Revision of 12% w.e.f. 1.1.2025 (RM)	Adjusted Scales/ Steps nearest to RM5
2,675	2,996	2,995
2,750	3,080	3,080
2,825	3,164	3,165
2,900	3,248	3,250
2,975	3,332	3,330
3,050	3,416	3,415
3,130	3,506	3,505
3,210	3,595	3,595
3,290	3,685	3,685
3,370	3,774	3,775
3,450	3,864	3,865
3,530	3,954	3,955
3,610	4,043	4,045
3,690	4,133	4,135
3,770	4,222	4,220
3,850	4,312	4,310
3,930	4,402	4,400
4,010	4,491	4,490
4,090	4,581	4,580
4,170	4,670	4,670
4,250	4,760	4,760
4,330	4,850	4,850
4,410	4,939	4,940
4,490	5,029	5,030
4,570	5,118	5,120
4,650	5,208	5,210
4,730	5,298	5,300
4,810	5,387	5,385
4,890	5,477	5,475

* Salary under the expired 2022 Agreement

SALARY REVISION TABLES/STEPS FOR NON-CLERICAL STAFF

GRADE III		
*Salary as at 31.12.2024 (RM)	Revision of 12% w.e.f. 1.1.2025 (RM)	Adjusted Scales/ Steps nearest to RM5
1,500	-	
1,550	1,736	1,735
1,600	1,792	1,790
1,650	1,848	1,850
1,700	1,904	1,905
1,750	1,960	1,960
1,800	2,016	2,015
1,850	2,072	2,070
1,905	2,134	2,135
1,960	2,195	2,195
2,015	2,257	2,255
2,070	2,318	2,320
2,125	2,380	2,380
2,180	2,442	2,440
2,235	2,503	2,505
2,290	2,565	2,565
2,345	2,626	2,625

GRADE II		
*Salary as at 31.12.2024 (RM)	Revision of 12% w.e.f. 1.1.2025 (RM)	Adjusted Scales/ Steps nearest to RM5
1,600	1,792	1,790
1,655	1,854	1,855
1,710	1,915	1,915
1,765	1,977	1,975
1,820	2,038	2,040
1,875	2,100	2,100
1,930	2,162	2,160
1,985	2,223	2,225
2,045	2,290	2,290
2,105	2,358	2,360
2,165	2,425	2,425
2,225	2,492	2,490
2,285	2,559	2,560
2,345	2,626	2,625
2,405	2,694	2,695
2,465	2,761	2,760
2,525	2,828	2,830
2,585	2,895	2,895
2,645	2,962	2,960

* Salary under the expired 2022 Agreement

GRADE I		
*Salary as at 31.12.2024 (RM)	Revision of 12% w.e.f. 1.1.2025 (RM)	Adjusted Scales/ Steps nearest to RM5
1,800	2,016	2,015
1,860	2,083	2,085
1,920	2,150	2,150
1,980	2,218	2,220
2,040	2,285	2,285
2,100	2,352	2,350
2,160	2,419	2,420
2,220	2,486	2,485
2,280	2,554	2,555
2,345	2,626	2,625
2,410	2,699	2,700
2,475	2,772	2,770
2,540	2,845	2,845
2,605	2,918	2,920
2,670	2,990	2,990
2,735	3,063	3,065
2,800	3,136	3,135
2,865	3,209	3,210
2,930	3,282	3,280

SPECIAL GRADE		
*Salary as at 31.12.2024 (RM)	Revision of 12% w.e.f. 1.1.2025 (RM)	Adjusted Scales/ Steps nearest to RM5
2,000	2,240	2,240
2,065	2,313	2,315
2,130	2,386	2,385
2,195	2,458	2,460
2,260	2,531	2,530
2,325	2,604	2,605
2,390	2,677	2,675
2,455	2,750	2,750
2,520	2,822	2,820
2,585	2,895	2,895
2,650	2,968	2,970
2,715	3,041	3,040
2,780	3,114	3,115
2,845	3,186	3,185
2,915	3,265	3,265
2,985	3,343	3,345
3,055	3,422	3,420
3,125	3,500	3,500
3,195	3,578	3,580
3,265	3,657	3,655
3,335	3,735	3,735

* Salary under the expired 2022 Agreement

APPENDIX "CI"
(Article 15)

EXPLANATION

The following examples maybe useful in carrying out the salary revision exercise and the granting of normal Annual Increment: -

(a) Example I: -

Where the normal Annual Incremental (AI) date of say Grade III Staff Employee is the first day of January and his/her basic salary as at 31st December 2024 is RM2,620.00 per month. The revision and AI are as follows:-

(i)	Basic salary as at 31st December 2024	-	RM2,620.00
(ii)	Revision of 12% as at 1st January 2025	-	RM2,934.00
(iii)	Adjusted to nearest RM5.00	-	RM2,935.00
(iv)	Revised salary as at 1st January 2025	-	RM2,935.00
(v)	Plus normal AI on 1st January 2025	-	RM3,000.00
(vi)	Next AI on 1st January 2026	-	RM3,070.00
(vii)	Next AI on 1st January 2027	-	RM3,135.00

(Note: if he/she remains at the same grade)

(b) Example II: -

Where the normal Annual Incremental (AI) date of say Grade I Staff Employee is the first day of June and his/her basic salary as at 31st December 2024 is RM4,040.00 per month. The revision and AI are as follows:-

(i)	Basic salary as at 31st December 2024	-	RM4,040.00
(ii)	Revision of 12% as at 1st January 2025	-	RM4,525.00
(iii)	Adjusted to nearest RM5.00 as at 1st January 2025	-	RM4,525.00
(iv)	Plus normal AI on 1st June 2025	-	RM4,610.00
(v)	Next AI on 1st June 2026	-	RM4,695.00
(vi)	Next AI on 1st June 2027	-	RM4,775.00

(Note: if he/she remains at the same grade)

(c) Example III: -

Where the normal Annual Incremental (AI) date of say Grade I Staff Employee is the first day of January and his/her basic salary is above the maximum salary scale on a Personal-to-Holder basis is RM4,415.00 per month as at 31st December 2024. The revision is as follows: -

(i)	Basic Salary as at 31st December 2024	-	RM4,415.00
(ii)	Revision of 12% as at 1st January 2025	-	RM4,945.00
(iii)	Adjusted to nearest RM5.00	-	RM4,945.00
(iv)	Revised salary as at 1st January 2025	-	RM4,945.00
(v)	Salary as at 1st January 2026	-	RM4,945.00

(Note: if he/she remains at the same grade)

(d) Example IV: -

Where the normal Annual Incremental (AI) date of say Grade III Staff Employee is due on 1st January 2026 and his/her salary as at 31st December 2025 is RM1,535 per month. The revision should be as follows: -

(i)	Salary as at 31st December 2024	-	RM1,535.00
(ii)	Revision of 12% as at 1st January 2025	-	RM1,719.20
(iii)	Revised salary as at 1st January 2025	-	RM1,780.00 *(Minimum scales/step)*
(iv)	Plus AI due on 1st January 2025	-	RM1,840.00

(e) Example V: -

Where the normal Annual Incremental (AI) date of say Grade III Non-Staff Employee is due on 1st January 2026 and his/her salary as at 31st December 2025 is RM1,500 per month. The revision should be as follows: -

(i)	Salary as at 31st December 2024	-	RM1,500.00
(ii)	Revision of 12% as at 1st January 2025	-	RM1,680.00
(iii)	Revised salary as at 1st January 2025	-	RM1,735.00 *(Minimum scales/step)*
(iv)	Salary as at 1st January 2026	-	RM1,790.00

APPENDIX “D”
(Article 18)

AUTHORISATION OF OVERTIME

FOR THE MONTH OF ……………………, 202...

NAME OF EMPLOYEE :………………………………………

POSITION :…………………………………………………..

DATE	PARTICULARS OF WORK	TIME		NO. OF HOURS	EMPLOYER’S AUTHORITY (Signature)	EMPLOYEE’S CONSENT (Signature)	REMARKS
		FROM	TO				
		Total no. of hours					

APPENDIX "E"
(Article 53)

CLASSIFICATION OF JOBS

---

1. Clerical Staff

a. Clerk

(The jobs listed below may be more closely defined by placing appropriate terms before the word 'Clerk' as below.)

(1) Analysis Clerk;

(2) Audit Clerk;

(3) Billing Clerk;

(4) Book-keeping Clerk;

(5) Clerk/Cashier;

(6) Chief Clerk;

(7) Cost Clerk;

(8) Correspondence Clerk;

(9) Library Clerk;

(10) Office Clerk;

(11) Personnel Clerk;

(12) Stock Record Clerk;

(13) Store Clerk cum Storekeeper;

(14) Shipping Clerk;

(15) Filing Clerk;

(16) Control Clerk; data processing;

(17) Wage Clerk (Pay Clerk/Payroll Clerk);

(18) Insurance Clerk;

(19) Book-keeping Machine Operator.

b. Stenographer

(1) Secretary/Stenographer;

(2) Stenographer/Typist.

c. Translator

(1) Translator (full-time)

d. Supervisor *(formerly known as 'Conductor')*

(The jobs listed below may be more closely defined by placing appropriate terms before the word ‘Supervisor’.)

(1) Supervisor (field, factory, laboratory and research)

2. Medical & Health Staff

a. Hospital Assistant

(1) Hospital Assistant

b. Midwife

(1) Midwife (suitably qualified)

c. Family Planning and Social Worker

(1) Family Planning and Social Worker

d. Nurse

(1) Nurse and Staff Nurse (suitably qualified)

3. Technical Staff

a. (i) Technical Supervisor *(formerly known as 'Technical Conductor')*

(1) Technical Supervisor

(ii) Transport Foreman

(1) Transport Foreman

b. Draughtsman

(1) Draughtsman

c. <u>Surveyor, Land</u>

(1) Surveyor, Land

d. <u>Chargeman</u>

(1) Chargeman (medium pressure certificate or above)

4. <u>Non-Clerical Staff</u>

a. <u>Receptionist – General</u>

(1) Receptionist – General

b. <u>Typist</u>

(1) Typist

(2) Teleprinter Typist

c. <u>Operator</u>

(The jobs listed below may be more closely defined by placing appropriate terms before the word 'Operator' as below.)

(1) Telephone Operator, Private Exchange
(if not a telephone 'jaga').

(2) Weighbridge Operator

(3) Research/Laboratory/Field Operator

(4) Office Operator

(5) Workshop Operator

d. <u>Wireman</u> (with certificate)

e. <u>Factory/Boilerman/Engine Driver</u> (with certificate)

f. <u>Factory/Oil Mill Chargeman</u>

g. <u>Workshop Mechanic</u>

MA/mh
MAPA/D/1(18)

<u>AGREED NOTE NO. 1</u>

MAPA/AMESU AGREEMENT, 2025

MEMORANDUM OF AGREEMENT BETWEEN THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION (HEREINAFTER REFERRED TO AS "MAPA") AND THE ALL MALAYAN ESTATES STAFF UNION (HEREINAFTER REFERRED TO AS "AMESU")

<u>Deductions</u>

It is hereby agreed that where an employee makes a request in writing to the employer in respect of dues (subscriptions, deposits, entrance fees, instalment on loans or advances and interests due) to the Malayan Estates Staff Co-operative Society Berhad, No. 29-3, Jalan USJ 1/1A, 47620 Subang Jaya, Selangor Darul Ehsan, the employer shall deduct such dues from the monthly salary of such employee subject to the following conditions: -

(a) A written request is received by the employer from the employee concerned requesting the employer to make the deductions monthly of a fixed amount until further notice. Deductions shall be subject to the limitations permitted by the provisions of the Employment Act, 1955.

(b) Nothing in this article shall preclude the employee from withdrawing his written consent by serving on the employer seven (7) days' notice.

(c) The employer's liability shall be deemed to have been discharged on sending a cheque for the amount collected to the Society.

(d) MAPA reserves the right to review this article on the expiry of this Agreement.

2. The above facility will remain in force during the period of this Agreement and should not be considered as creating a precedent for any other form of deductions, including deduction of union dues from salaries of employees covered by the MAPA/AMESU Agreement, 2025.

Signed on this 23rd day of June, 2025
at Selangor.

On Behalf of the All Malayan Estates Staff Union	On Behalf of the Malayan Agricultural Producers Association
(signed)	(signed)
(R. JEY KUMAR)	(HJ. MOHAMAD BIN AUDONG)
Hon. General Secretary	Executive Director

MA/mh
<u>MAPA/D/1(18)</u>

AGREED NOTE NO. 2

MAPA/AMESU AGREEMENT, 2025

MEMORANDUM OF AGREEMENT BETWEEN THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION (HEREINAFTER REFERRED TO AS “MAPA”) AND THE ALL MALAYAN ESTATES STAFF UNION (HEREINAFTER REFERRED TO AS “AMESU”)

Salaries and Salary Scales, Revision-
Arrears of Salary

It is hereby agreed as follows: -

ARTICLE 14 – SALARIES AND SALARY SCALES/STEPS

The salaries and salary scales/steps as set out in Appendix “B” and “B1” shall come into force on 1st January, 2025.

ARTICLE 15 – SALARY REVISION – ARREARS PAYMENT

(a) Employees covered by the above Agreement are eligible for arrears of salary for the period between 1st January, 2025 until the implementation date at the Agreement. The basis of the calculations shall be as follows: -

(i) The arrears of salary shall be calculated based on the difference between the revised salary under the above new Agreement and the old salary under the expired 2022 Agreement during the relevant period.

(ii) The above arrears of salary shall be paid within ninety (90) days from the date of signing of the Agreement and any request for such payment will not be entertained by the estates concerned if such request is received after the expiry of the period as stipulated therein;

(iii) RM50.00 may be deducted from the above amount of payment as a contribution to KOPERASI AMESU subject to the written consent from the staff employee concerned by signing and returning the attached Form A to the management.

(iv) The sum of RM50.00 as referred to in paragraph (iii) above shall be paid towards the “KOPERASI AMESU” and a cheque for the total sum collected shall be made payable to “KOPERASI AMESU”. The cheque shall be forwarded to the following address: -

All Malayan Estates Staff Union,
29-3, Jalan USJ 1/1A,
47620 Subang Jaya, Selangor

(b) In addition to (a) above, the difference between the revised overtime rate and the old overtime rate during the relevant period shall be paid. Further, the difference between the revised salary and the old salary for work done on rest days and public holidays during the relevant period shall also be paid.

(c) It is further agreed that: -

(i) Employees who joined service on or after 1st January, 2025 will be entitled to a payment proportionate to their period of service.

(ii) Employees who retired or were medically boarded out or retrenched by the management will also be entitled to a payment proportionate to their period of service during the aforesaid period.

(iii) Employees who terminated their services on their own accord after giving the management due notice and/or after duly advising the management, will also be entitled for payment proportionate to their period of service during the aforesaid period.

(iv) Employees who were certified unfit for further employment under the Employees' Social Security Act, 1969 will also be entitled to a payment proportionate to the period of service during the aforesaid period.

(d) Arrears of salary shall be calculated and paid in accordance with the formula as mentioned in (a)(i) above w.e.f. 1st January, 2025 until the actual implementation of the Agreement. Similarly, the difference between the relevant allowances, overtime, etc, if any shall be calculated and paid retrospectively w.e.f. 1st January, 2025.

Signed on this 23rd day of June, 2025
at Selangor.

On Behalf of the All Malayan Estates Staff Union	On Behalf of the Malayan Agricultural Producers Association
(signed)	(signed)
--	--
(R. JEY KUMAR)	(HJ. MOHAMAD BIN AUDONG)
Hon. General Secretary	Executive Director

MA/mh.
MAPA/D/1(18)

SUPPLEMENTARY AGREEMENT BETWEEN THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION (HEREINAFTER REFERRED TO AS "MAPA") AND THE ALL MALAYAN ESTATES STAFF UNION (HEREINAFTER REFERRED TO AS "AMESU")

IRREVOCABLE AGREEMENT
BETWEEN
MAPA AND AMESU
ON THE GROUP MEDICAL SCHEME

……………………………………………

<u>MAPA/AMESU AGREEMENT, 2025</u>

SUPPLEMENTARY AGREEMENT BETWEEN THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION (HEREINAFTER REFERRED TO AS “MAPA”) AND THE ALL MALAYAN ESTATES STAFF UNION (HEREINAFTER REFERRED TO AS “AMESU”)

<u>IRREVOCABLE AGREEMENT BETWEEN MAPA AND AMESU ON THE GROUP MEDICAL SCHEME</u>

This Agreement is supplementary to Article 31 (c) of the MAPA/AMESU Agreement, 2025 and shall come into force from 1st January, 2025 to 31st December 2027.

2. It is hereby agreed that employees who are participating in the AMESU’s Group Medical Scheme, the employer shall defray the special expenses entailed on insurance premium amounting to RM15.00 in each month.

3. This Agreement shall be irrevocable and both parties expressly agree that neither party shall attempt or seek to alter, amend or revoke any of the terms and conditions, as stipulated therein.

4. The insurance premium of RM15.00 in each month shall not be subjected to review in future and neither party shall seek to treat or construe the scheme as a subject matter of a trade dispute under the relevant provisions of the Industrial Relations Act, 1967.

Signed on this 23rd day of June, 2025
at Selangor

On Behalf of the All Malayan Estates Staff Union	On Behalf of the Malayan Agricultural Producers Association
(signed)	(signed)
(R. JEY KUMAR)	(HJ. MOHAMAD BIN AUDONG)
Hon. General Secretary	Executive Director

MA/mh.
<u>MAPA/D/1(18)</u>

MAPA/AMESU AGREEMENT, 2025

SUPPLEMENTARY AGREEMENT BETWEEN THE MALAYAN AGRICULTURAL PRODUCERS ASSOCIATION (HEREINAFTER REFERRED TO AS “MAPA”) AND THE ALL MALAYAN ESTATES STAFF UNION (HEREINAFTER REFERRED TO AS “AMESU”)

IRREVOCABLE AGREEMENT BETWEEN MAPA AND AMESU ON RETIREMENT GRATUITY

This Agreement is supplementary to the MAPA/AMESU Agreement, 2025 and shall come into force from 1st January, 2025 to 31st December 2027.

2. Further, this Agreement on Retirement Gratuity shall be irrevocable and both parties expressly agree that neither party shall attempt or seek to alter, amend, revoke or terminate the Agreement or any of the terms of this Agreement, in whole or in part. By this Agreement, MAPA and AMESU expressly agree that the terms of this Agreement shall also be irrevocable and neither party shall seek to treat or construe the payment of Retirement Gratuity as a subject matter of a trade dispute under the relevant provisions of the Industrial Relations Act, 1967.

3. Member companies of MAPA specified in Appendix "A" which do not provide any existing Retirement Gratuity Scheme shall adopt the following terms and conditions of the Retirement Gratuity Scheme:-

(a) The Retirement Gratuity is only applicable to an employee who is retired by the employer upon attaining the age of retirement and who has served satisfactorily for more than 15 consecutive years of service.

(b) The formula for calculating Retirement Gratuity at 5 days' wages for each completed year of service shall be as follows: -

$$\frac{\text{Last drawn monthly basic salary}}{30 \text{ days}} \times 5 \text{ days} \times \text{no. of years of service}$$

(c) The total amount payable for such Retirement Gratuity shall be subject to the following maximum limit: -

Maximum Limit

Grade		Limit
Special Grade	-	RM10,000.00
Grade I	-	RM 8,000.00
Grade II	-	RM 6,000.00
Grade III	-	RM 4,000.00

4. Subject to the prevailing laws and the above terms and conditions, the Retirement Gratuity shall be payable to an employee in the event of his death. Such payment shall be made to his nominee or in its absence to his next of kin.

Signed on this 23rd day of June, 2025
at Selangor.

On Behalf of the All Malayan Estates Staff Union	On Behalf of the Malayan Agricultural Producers Association
(signed)	(signed)
-- (R. JEY KUMAR) Hon. General Secretary	-- (HJ. MOHAMAD BIN AUDONG) Executive Director

MA/mh
MAPA/D/1(18)

FORM A

Date:……………………….

The Manager,
……………………………
……………………………
……………………………

Dear Sir,

CONTRIBUTION TO AMESU

I/We, the undersigned hereby consented to the management to deduct RM50.00 from the total amount of my/our ex-gratia payment as a contribution to the AMESU.

Thank you.

Yours faithfully,

Name of Employee	Signature
……………………………………………….	……………………………..
……………………………………………….	……………………………..
……………………………………………….	……………………………..
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