

CATALYSING SUSTAINABLE FUTURE, TODAY

SUSTAINABILITY REPORT

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Gamuda's alignment to
global aspirations:

We are committed to:



We are an official supporter of:



We are a member of:



Our programmes support:



THE GLOBAL GOALS
For Sustainable Development

SUSTAINABILITY INTEGRATION

KEY MANAGEMENT PERSPECTIVES

Q How has the business transformed to deliver on its Gamuda Green Plan 2025 commitments?

We have embraced digitalisation, utilising cloud-based ESG software and systems to streamline data management, validation, and archiving. This technology empowers us to make more informed decisions and ensures transparency in tracking ESG data across the entire Gamuda Group. We have established a Group-wide standardised monitoring system and sought additional validation and certification such as the ISO 14064 and ISO 27000 to continually challenge ourselves.

We have also cultivated collaborations with academic institutions, distinct communities such as the *Orang Asli* and Aboriginal communities, and industry stakeholders through collaborative MoUs. This strengthens our dedication to sustainable practices and our commitment to making a positive and inclusive impact. Gamuda's journey towards sustainability is characterised by an all-encompassing approach, underpinned by continuous innovation and collaboration, as we strive to make a lasting contribution to our environment and society.



A Gamuda's transformation to fulfil the Gamuda Green Plan 2025 commitments has been a comprehensive endeavour, encompassing several key strategies. We have firmly embedded sustainability into our corporate culture by incorporating ESG Key Performance Indicators (KPIs) into our performance evaluations at every level, accounting for up to 50 percent of the KPI weighting.

Q How is Gamuda contributing to national-level strategies?

In Malaysia, we are fully committed to the National Environmental Policy and the 12th Malaysia Plan (12MP), aligning our projects and investments with the country's aspirations for sustainable infrastructure development and economic growth. We also see ourselves as active contributors to the National Energy Transition Roadmap (NETR), working towards a meaningful impact on the national energy agenda through our involvement in creating inclusive energy systems.

Our investments in renewable energy in FY2023 underscore our dedication to cleaner energy and strategically position us to bolster Malaysia's shift towards sustainable and diversified energy sources. The acquisition of ERS Energy, a prominent player in the renewable energy sector, significantly enhances our capabilities to align with the government's vision for sustainable infrastructure development and the proliferation of renewable energy solutions.

Internationally, in Vietnam and Australia, we strategically synchronise our efforts with their respective national ESG-related policies and roadmaps. In Vietnam, our strong focus on sustainable energy solutions aligns with the country's vision for a more environmentally friendly energy landscape. Meanwhile, in Australia, we actively partner with Indigenous communities, adhere to Aboriginal policies established by the National Indigenous Australians Agency, and meet other relevant local expectations. These efforts reflect Gamuda's commitment to being a responsible corporation that contributes to sustainability within the broader national and international contexts.



A Gamuda is strategically positioned to advance national-level strategies and meeting evolving governmental expectations in Malaysia, Australia, and Vietnam. Our actions are closely aligned with these countries' long-term sustainability visions, demonstrating our commitment to being a catalyst for change in the years to come.

Q How does Gamuda align ESG efforts and performance evaluation to local and global standards?

requirements of the Taskforce on Nature-related Financial Disclosures (TNFD), a testament to our commitment to addressing biodiversity and nature-related risks.

In the social dimension, we have been an early adopter of the Social Return on Investment (SROI) framework, showcasing our dedication to measuring and enhancing positive social impact. This underscores our commitment to economic success and our role as responsible corporate citizens, positively influencing the communities in which we operate.

Our governance and risk management practices are held to rigorous standards. We undergo assessments by organisations like Sustainalytics, ensuring that our governance practices align with global best practices. Additionally, we adhere to the Malaysian Code on Corporate Governance (MCCG) and are committed to equivalents in Vietnam and Australia, ensuring that our corporate governance remains robust and in line with local regulatory requirements. As an additional measure, we secure the integrity of our data and disclosures through third-party assurance. This year, we achieved our fourth consecutive limited assurance and obtained our inaugural ISO 14064-1 verification.

Gamuda's commitment to transparency and sustainable practices is further exemplified through evaluations by ESG rating agencies such as the Dow Jones Sustainability Index (DJSI), MSCI, and major institutional investors like the Employees' Provident Fund (EPF), the Retirement Fund (Incorporated) (KWAP), and Permodalan Nasional Berhad (PNB). These evaluations serve as valuable benchmarks, driving us to continually improve our ESG performance and uphold the highest sustainability standards.

Q How is Gamuda focused on job creation and investment in people?

One of our significant initiatives is dedicated to empowering individuals with autism, offering them equal opportunities to flourish within our workforce. This strong emphasis on inclusivity ensures that individuals with autism can utilise their unique talents and make valuable contributions to our projects and teams.

Furthermore, our commitment to job creation extends to the communities where we operate. Through projects like the Silicon Island in Penang, Rasau Water Treatment Plant, and the Wetlands Arboretum Centre, we actively generate employment opportunities for local residents and even extend them to Indigenous people. This bolsters economic well-being and fosters a sense of local ownership and community development.

In Australia and Vietnam, we prioritise the hiring of local nationals, promoting cultural integration and job creation within these regions. Our investment of over AUD20 million in supporting 13 Aboriginal businesses in Australia underscores our dedication to empowering Indigenous communities and forging sustainable job prospects.



A Gamuda is deeply committed to job creation and investing in people as a cornerstone of our corporate philosophy. With substantial resources to human capital development, we have initiated various programmes to foster capacity building and employability across the organisation.

SUSTAINABILITY INTEGRATION

ABOUT THIS REPORT

GAMUDA BERHAD'S SUSTAINABILITY REPORT 2023 (SR2023) PROVIDES A COMPREHENSIVE OVERVIEW OF THE GROUP'S SUSTAINABILITY PERFORMANCE FOR THE FINANCIAL YEAR 2023. THIS REPORT IS INTENDED TO BE READ TOGETHER WITH THE SUSTAINABILITY-RELATED DISCLOSURES ON OUR WEBSITE AND THE INTEGRATED REPORT 2023.



Report Scope and Boundaries

This report covers all business operations and activities of the Group where we have direct management control, unless otherwise specified. Namely, it includes all our subsidiaries in Malaysia, as well as our operations in Australia and Vietnam as part of the expanded scope of this report. All entities in these countries listed in our 2023 Integrated Report are included in this report, except for our expressway concessions, water concessions, joint ventures, and associate companies. Some developments in the other countries we operate in are also included in this report. All human resources-related data covers the entire Group, including operations in Malaysia, Vietnam, and Australia.

This year's report covers sustainability performance information from 1 August 2022 to 31 July 2023 (FY2023). Given the timing of this report's publication, developments that occurred after the end of FY2023 have been included when deemed significant. Our previous sustainability report was published on 9 November 2022.



Report Alignment and Quality

This report has been prepared in accordance with the following:

- The Main Market listing requirements of the Bursa Malaysia Securities Berhad Sustainability Reporting Guide 2022 (3rd edition)
- The 2021 Global Reporting Initiative (GRI) Standards

It is also aligned with or referenced to:

- The Sustainability Accounting Standards Board (SASB) disclosure recommendations for applicable sectors (Engineering and Construction; Real Estate)
- The International Integrated Reporting Framework (IIRF) principles
- The United Nations Sustainable Development Goals (UN SDGs)
- The Task Force on Climate-related Financial Disclosures (TCFD) recommendations
- Requirements of the CDP Climate Change assessment
- The Greenhouse Gas Protocol (GHG Protocol)
- The International Federations of Accounts for ISAE 3000 for our assurance process
- Bursa Malaysia Main Market Listing Requirements (Enhanced Sustainability Reporting Requirements: Annexure A Practice Note 9)

Gamuda reports against five key frameworks: the **Carbon Disclosure Project (CDP)**, the **Global Reporting Initiative (GRI)**, the **International Integrated Reporting Council (IIRC)**, the **Sustainability Accounting Standards Board (SASB)** and the **Task Force on Climate-related Financial Disclosures (TCFD)**. These globally accepted international reporting frameworks are applicable to our sector and provide a set of structured and comparable standards to guide our reporting.

Divergent frameworks help us customise our sustainability reporting for specific areas, thereby increasing stakeholder transparency. The recognition and recommendation of GRI standards by Bursa Malaysia align with our reporting efforts with regulatory expectations. This alignment enhances our compliance with reporting requirements while staying on par with industry best practices.

The SASB and IIRC frameworks facilitate reporting on various issues, including our contribution to the UN Sustainable Development Goals and overall ESG impacts on the communities we serve. The CDP and TCFD frameworks enable more focused reporting on specific indicators such as climate, water and forests, with our carbon accounting typically based on the Greenhouse Gas Protocol. Our stakeholders have access to a comprehensive set of indicators that effectively demonstrate our sustainability commitments and outline how we manage ESG risks.

All data in this report has been sourced internally, verified, and validated by the respective business units. Gamuda is committed to continuously improving our data collection and analysis processes for increased data accuracy and disclosure quality. We also strive to ensure that every report is prepared in line with the principles of:



Stakeholder Inclusiveness:

Reflective of our stakeholder expectations and concerns



Materiality:

Ensuring the report is responsive to identified and prioritised material topics



Sustainability Context:

Reviewing our performance in the broader sustainability context



Completeness:

Covering all topics relevant to the Group and our stakeholders



Forward-Looking Statements

This report contains forward-looking statements such as targets, prospects, plans, and reasonable performance expectations. These statements are made based on presently available data and information and current operating environment conditions and may change due to unpredictable circumstances. We recommend not placing undue reliance on such statements as our business is subject to risks and uncertainties beyond our control. Actual outcomes may differ from what is indicated.



References

All references to 'Gamuda', 'the Company', 'the Organisation', 'the Group', 'we', and 'our' refer to Gamuda Berhad.



Report Availability and Feedback

This report is available on our website and can be downloaded by scanning the QR code below. As part of our commitment to continuous improvement, we welcome any comments, questions, or suggestions related to this report.



Assurance

We recognise the value of independent verification to ensure the accuracy and integrity of this report. For our sustainability disclosures, we have sought third-party assurance for this reporting year from PricewaterhouseCoopers PLT (PwC), Malaysia. This exercise was conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements Other than Audits or Review of Historical Financial Information, over selected key performance indicators (KPIs). The Limited Assurance Statement is available within this report.



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SUSTAINABILITY INTEGRATION

GAMUDA GROUP ESG FRAMEWORK

Sustainability has always been ingrained in our Group’s DNA. Pursuing our developmental goals, we strive to balance our economic growth while prioritising societal welfare and safeguarding the environment. Our overarching ESG Framework steers Gamuda to **Build Right. For Life.**

As we face increasing challenges, particularly with regard to climate change, our pursuit of sustainable development is more comprehensive than ever before. This is why we created the Gamuda Green Plan 2025; to optimise our ESG successes, tackle on-the-ground challenges, and steer the Group towards fulfilling our ESG strategies and compliance with global frameworks, all while remaining true to our core values. Read more in our ESG Policy Statement.

BUILD RIGHT. FOR LIFE.

MISSION <p>We reliably deliver innovative infrastructure solutions and premier townships for our stakeholders through our core businesses in engineering and construction, property developments and infrastructure concessions.</p>	VISION <p>We lead the region in innovative breakthrough solutions for large scale public infrastructure and property developments.</p>	STRATEGY <p>To achieve sustainable growth through our 3C’s approach – Capacity, Capability and Competitiveness.</p>
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GAMUDA GREEN PLAN 2025

OUR FOCUS

Governance

Economic	Environmental	Social
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OUR GLOBAL ALIGNMENT

OUR APPROACH

GAMUDA VALUES

Take Personal Ownership	Walk the Talk	Adopt Open and Honest Communication	Demonstrate Real Teamwork	Develop Our People
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Gamuda ESG Framework



The four pillars of our plan were determined considering various factors such as our business model, geographic locations, existing and emerging ESG issues and trends, and the interests of our diverse stakeholders. The plan outlines high-level strategic objectives and specific goals and targets for us to accomplish by 2025, 2030, and beyond.

Supported by our overarching commitment to circular construction, the roadmap sets out Gamuda’s step-wise targets to reduce greenhouse gas (GHG) emissions intensity by 30 percent by 2025 and 45 percent by 2030. The framework will continuously evolve and realign with emerging policies, the latest technological developments, and changing stakeholder needs. We will continue to update our progress, achievements, and challenges towards achieving our objectives through our sustainability reports and media announcements.

In Australia, our operations follow our ‘Seeds for Growth’ sustainability framework. This is consistent with the Group’s overall approach as outlined in the Gamuda Green Plan 2025, and is anchored by four pillars:

Circular Construction	Collaborating for Change	Empowering People	Responsible Business
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The targets and progress of this framework are in line with our Gamuda Green Plan 2025.

SUSTAINABILITY INTEGRATION

GAMUDA GREEN PLAN 2025 PROGRESS

The following table shows the progress that we have made in 2023 towards our Gamuda Green Plan 2025 and 2030 targets. For more details about the developments in each of the Gamuda Green Plan 2025's four pillars, please read the sections of this Sustainability Report.

The plan commits the entire Group to circular construction with specific steps to reduce direct and indirect corporate greenhouse gas emissions intensity by 30% in 2025, and by 45% in 2030.

Reduction progress is at 23%.
Obtained ISO 14064 to verify the Group's quantifying and reporting on GHG emissions

PILLAR 1 SUSTAINABLE PLANNING AND DESIGN FOR CONSTRUCTION



For our developments and townships, we will achieve a 40% reduction in CO₂e emissions compared to BAU by 2030

Reduced urban planning emission by 45% (Gamuda Cove), 24% (Gamuda Gardens) and 10% (twentyfive7), recognised with 5, 4 and 3 Diamond respectively, from LCCF.

- Installed 24 EV charging stations
- Installed 93 km out of 250 km planned cycling pathways
- 7% of waste reduction to the landfill from our assets and developments
- Recycled 26% and 17% of surface water within our construction sites and developments respectively

Silicon Island, Penang - 50% reduction in CO₂e emissions compared to business as usual (BAU) by 2030

The island's master plan obtained a 5-Diamond recognition for the Design category from the Malaysian Green Technology and Climate Change Corporation (MGTC) in the Low Carbon Cities (LCC) 2030 Challenge.

For our construction and operations, we commit to reduce Scope 1 (direct emissions) and Scope 2 (indirect emissions from electricity consumption) emissions intensity by 30% by 2025 and 45% by 2030

	2022	2023
Scope 1 and Scope 2 emission intensity reduction	<ul style="list-style-type: none"> Baseline was established 	<ul style="list-style-type: none"> 23%
Total energy sourced from renewables	<ul style="list-style-type: none"> 4% 	<ul style="list-style-type: none"> 22%
Enabling supply of RE for our offices, project sites and assets	<p>Solar panels installed and active</p> <ul style="list-style-type: none"> 4,615 (at five sites) Generating 2,330 kWp renewable energy capacity 	<p>Solar panels installed to-date</p> <ul style="list-style-type: none"> 6,478 (at 10 sites) Generating 3,143 kWp renewable energy capacity <p>Green power subscription</p> <ul style="list-style-type: none"> 5,981,355 in Malaysia (GET) and Australia (GreenPower)
Transitioning our fleets to low carbon alternatives	<ul style="list-style-type: none"> Exploring the practicality of incorporating electric buggies within our developments 	<ul style="list-style-type: none"> 100% transition of electric buggies for our clubhouses and sales gallery
Introduce ESG evaluation in procurement by 2021 to drive sustainable change in our supply chain and to set Scope 3 targets from 2026 onwards.	<ul style="list-style-type: none"> Started Scope 3 reporting with one category Commenced ESG awareness sessions to Group's supply chain 	<ul style="list-style-type: none"> Expanded Scope 3 reporting to include eight categories Implemented ESG evaluation criteria in procurement strategies for contracts above RM24 million in value Conducted 50 ESG awareness sessions to 1,200 of Group's suppliers

PILLAR 2 OUR COMMUNITY IN OUR BUSINESS

People Development and Community Outreach

	2022	2023
Enabling Academy	<ul style="list-style-type: none"> 86 graduates over 10 batches 48 partner companies 	<ul style="list-style-type: none"> 96 graduates over 11 batches 57 partner companies
Gamuda Scholarship	<ul style="list-style-type: none"> RM12.6 million, 53 scholarships 	<ul style="list-style-type: none"> RM20 million, 79 scholarships
Average training hours/employee/year (Malaysia offices)	<ul style="list-style-type: none"> 14.2 hours 	<ul style="list-style-type: none"> 19.5 hours
Diversity and inclusion	<ul style="list-style-type: none"> 36% female in overall workforce (across the Group) 	<ul style="list-style-type: none"> 38% female in overall workforce (across the Group) 5.3% <i>Orang Asli</i> in Malaysia workforce 3.9% Aboriginal in Australia workforce Invested over AUD20 million in 18 Aboriginal businesses
Developing and sourcing locally first	<ul style="list-style-type: none"> 99% (Malaysia) 	<ul style="list-style-type: none"> 94% (Malaysia) 98% (Vietnam) 98% (Australia)

Our Business



2022 – 2023 Progress

- Established Tunnelling Infrastructure Academy in Australia
- Launched technical and vocational education and training (TVET) course for Next-Gen Digital Industrialised Building System – the first for Malaysia
- Strengthened the Group's Human Rights Policy with the latest regulatory requirements
- An anti-modern slavery taskforce was set up in 2022 to govern and audit labour practices across the Group to ensure that workers are treated fairly

PILLAR 3 ENVIRONMENTAL AND BIODIVERSITY CONSERVATION



Gamuda Parks

2022 – 2023 Progress

- Nurture and plant one million trees and saplings**
 - We have planted and nurtured over 600,000 trees, while developing 1,665 acres of greenspaces and waterscapes through 12 urban forest clusters within 16 developments across the Group
- Conserve biodiversity**
 - Over 200 trees were identified under IUCN protected species
 - Across 11 developments, 12 biodiversity assessments were completed, revealing 37 flora species and 45 fauna species of conservation importance
- Setting up a wetlands arboretum**
 - Received Malaysia's first EDGE Advanced (Zero Carbon Ready) certified building through Wetlands Arboretum Centre
- Developing in-house specialist in the areas of arboriculture and horticulture**
 - Established Seedling Research Centre and Advanced Planting nurseries
 - Conducted series of urban ecology classes monthly to upskill in-house talents in the area of biodiversity, involving over 100 employees

PILLAR 4 ENHANCING SUSTAINABILITY VIA DIGITALISATION

Next-Gen Digital IBS

90% of Gamuda Land's units will be built with Gamuda Next-Gen Digital IBS, which translates to over 2,000 units yearly.

Integrated Digital Ecosystem

First autonomous TBM in Australia as part of the Sydney Metro West – Western Tunnelling Package.

Integrated Autodesk Construction Cloud's construction management software into its digital operations across all projects within the Group.



Group-wide ESG data, including climate protocols, is captured via a centralised integrated cloud system.

SUSTAINABILITY INTEGRATION




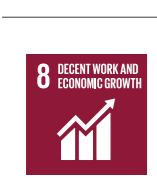

CONTRIBUTING TO THE UN SDGs

Our commitments and measures are only meaningful if they contribute to addressing greater challenges. Our Group sustainability framework – Build Right. For Life. – strategically aligns with United Nations Sustainable Development Goals (UN SDGs), with a focus on Industry, Innovation and Infrastructure (SDG Goal 9), Sustainable Cities and Communities (SDG Goal 11), and Climate Action (SDG Goal 13). Our contributions to these goals are available on our website, and corresponding logos are available in this report’s main chapters.








OUR GOVERNANCE AND VALUE TO ECONOMY

	<p>8.2 Multiplying positive impacts on the socio-economy through the growth of the Group in the form of job creation and entrepreneurial opportunities including to local and indigenous communities, repayment to financiers, increased tax revenues for the government, and support to local supply chains</p>	<p><i>Our value to people, page 142</i></p>
	<p>17.14 Development of the Gamuda Group ESG Policy which provides a clear framework for the incorporation of ESG principles into key practices</p>	<p><i>A culture of compliance, page 129</i></p>

OUR VALUE TO PEOPLE

	<p>3.8 Ensuring our employee’s health by providing health related benefits across the Group, including flexi-wellness and insurance benefits</p>	<p><i>Upholding human rights, page 150</i></p>
	<p>4.4 Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>4.5 Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations</p>	<p><i>Learning and development, page 148</i></p>
	<p>5.5 Promoting the participation of women at all career levels at Gamuda through the Gamuda Women Empowerment Network (GWEN)</p>	<p><i>Gamuda Women Empowerment Network, page 147</i></p>
	<p>8.5, 8.7, 8.8 Empowering disabled employees through our Enabling Academy which provides disabled-friendly training modules and facilities</p> <p>Recognising and respecting the rights of all employees including migrant workers by committing to eradicate forced labour, modern slavery, human trafficking, child labour, discrimination, harassment, bullying and retaliation, guided by our Human Rights Policy</p>	<p><i>Supporting persons with disabilities, page 146</i></p> <p><i>Upholding human rights, page 150</i></p>
	<p>16.2 Committing to human rights and ethical recruitment practices, and refraining from child labour in all business operations</p> <p>16.3 Complying to all relevant laws, regulations and best practices in all areas of the Group’s operations, guided by our Human Rights Policy</p>	<p><i>Upholding human rights, page 150</i></p> <p><i>Upholding human rights, page 150</i></p>

OUR VALUE TO THE ENVIRONMENT

	<p>7.1, 7.2 Providing and adopting renewable energy and low-carbon alternatives throughout the Group’s operations in line with our Gamuda Green Plan 2025, and expanding our efforts to contribute to the global renewable energy mix through the acquisition of ERS Energy in Malaysia</p>	<p><i>Renewable energy, page 180</i></p>
	<p>9.4 Adopting state-of-the-art technologies and advanced systems such as Next-Gen Digital IBS for energy and resource-efficient processes throughout our operations</p>	<p><i>Pioneering digital solutions, page 135</i></p>
	<p>11.1, 11.3 Providing safe and inclusive urban housing and basic services (e.g. Rasau Water Treatment Plant), and ensuring sustainable best practices are implemented in the planning and management of all urban development projects</p>	<p><i>Our value to the environment, page 172</i></p>
	<p>12.2, 12.3, 12.4, 12.5 Sustainably utilising natural resources including energy and water, minimising and responsibly managing operational waste in compliance with applicable environmental regulations, and implementing measures to manage food waste and promote circularity.</p>	<p><i>Our value to the environment, page 172</i></p>
	<p>13.1 Developing innovative climate-resilient and/or adaptive products (e.g. SMART tunnel for flood mitigation, and Rasau Water Treatment Plant for water security)</p> <p>13.2 Aligning our strategies and Gamuda Green Plan 2025 to support national policies and strategies on climate change</p>	<p><i>Our value to the environment, page 172</i></p> <p><i>Our net zero journey, page 174</i></p>
	<p>14.7 Increasing economic benefits and supporting fishermen livelihood through the project in Silicon Island, Penang</p>	<p><i>Silicon Island, Penang, page 202</i></p>
	<p>15.1, 15.2, 15.9 Committing to ensure the conservation, management, and restoration of forests and wetlands through our #OneMillionTrees initiative, Advanced Tree Planting (ATP) nurseries, and Wetlands Arboretum Centre</p> <p>Integrating ecosystems and biodiversity values into project planning and development processes in line with local and global policies and frameworks on biodiversity, such as Malaysia’s National Policy on Biological Diversity (NPBD) (2016 – 2025)</p>	<p><i>Conserving biodiversity, page 194</i></p> <p><i>Conserving biodiversity, page 194</i></p>

SUSTAINABILITY INTEGRATION

REGIONAL ESG FOOTPRINT

As a multinational company with a global presence, Gamuda significantly contributes to the regions where we operate. Over the past four decades, we have focused on developing infrastructure solutions for over four decades, and responsibly developing townships for two decades. We continuously strive to create transformative projects to drive long-term value and for communities by meeting their needs and aligning with national sustainable development agendas.

Here is an overview of our ESG contribution for FY2023:

Malaysia

Direct employment
3,341 (Male 2,157; Female 1,184)

Overall investment in talent development
RM2.88 million
 (19.5 hours per employee)

Renewable Energy sourced or acquired
6,717 MWh

Specialised Training Centres
5

Vietnam

Overall investment in talent development
RM262,000
 (16 hours per employee)

Direct Employment
456 (Male 199; Female 257)

Renewable Energy sourced
938.4 MWh

Australia

Direct employment
422 (Male 275; Female 147)
(1,397 employees, inclusive of DT Infrastructure Pty Ltd)

Overall investment in talent development
RM3.6 million
 (2.4 hours per employee)

Renewable Energy generated or acquired
2,038 MWh

Specialised Training Centre **1**

SUSTAINABILITY ACHIEVEMENTS

Gamuda's dedication to excellence has achieved recognition in various prestigious awards, spanning groundbreaking construction accolades to industry-specific honours for construction firms. These acknowledgments reflect our unwavering commitment to quality across all aspects, encompassing workplace excellence, stringent health and safety standards, environmental sustainability, and addressing climate-related challenges. These recognitions serve as a testament to the hard work and dedication of our team, reinforcing our position as a leader in the industry.

Scan here for our list of achievements



SUSTAINABILITY INTEGRATION

PARTNERING FOR IMPACT

Stakeholder engagement is crucial to ensure that we can understand and manage our business impacts and remain responsive. Through our active participation in several engagement platforms, we continuously determine the ESG topics most material to the Group and are able to stay ahead of global developments. A comprehensive Public Relations and Stakeholder Management Policy guides our approach to maintaining strong relationships with key stakeholders.

We continue to engage with our growing pool of stakeholders as we expand our businesses across the regions in which we operate. With the easing of pandemic-related restrictions, we have transitioned to hybrid (a combination of physical and virtual) engagements with our stakeholders. See pages 48 and 49 of Gamuda Integrated Report 2023 for full details on stakeholder engagement.



SUSTAINABILITY ATTAINMENTS

Gamuda is fully committed to sustainability and believes in transparent communication and robust reporting. Our efforts have led to tangible results, as shown by our improved sustainability performance ratings across prestigious benchmarks, such as the Dow Jones Sustainability Indices (DJSI), FTSE4Good Bursa Malaysia, MSCI, and Sustainalytics since 2020. Through consistent stakeholder engagement, we identify and prioritise the most material sustainability concerns to ensure that our initiatives are comprehensive, meaningful and make a significant impact on both a local and global scale. We recognise that sustainability is an ongoing journey and are constantly striving to advance our efforts and improve our scores while contributing to a sustainable future.

	SCORE	TREND	
Dow Jones Sustainability Indices Powered by the S&P Global CSA <ul style="list-style-type: none"> Longest-running sustainability benchmark, assessing the largest global companies on ESG performance 	2023	Pending Result December 2023	
	2022	41	Improved
	2021	38	Improved
	2020	30	–
	2023	Pending Result	December 2023
<ul style="list-style-type: none"> Meet mandated local stewardship requirements Integrate ESG data into securities and portfolio analysis 	2023	Pending Result December 2023	
	2022	ESG Grading Band 3/4	No Change
	2021	ESG Grading Band 3/4	Improved
	2020	ESG Grading Band 2/4	–
	2023	BBB	Improved
MSCI <ul style="list-style-type: none"> One of the largest independent providers of ESG ratings Leveraged by Bloomberg CCC - B - BB - BBB - A - AA - AAA Note: MSCI rating – CCC (worst) to AAA (best)	2022	BB	No Change
	2021	BB	Improved
	2020	B	–
	2023	31.0	Improved
	<ul style="list-style-type: none"> Sustainalytics ESG Risk Ratings span more than 12,000 companies and cover most major global indices 	2022	35.8
2021		39.4	Improved
2020		42.0	–

Note: The lower the score, the better the performance.

Gamuda’s ESG performance is on an **upward trajectory**. For example, the Group outperformed the global construction and engineering industry average in the Dow Jones Sustainability Index with a score of **41**. Our consistent active engagements with key stakeholders (banks, investors, raters) via media, investor briefings and websites continue to improve the understanding of our ESG efforts. Our commitment to transparency and the implementation of auditable data mechanisms have further bolstered the confidence of our stakeholders.

OUR GOVERNANCE AND VALUE TO ECONOMY

Gamuda Cove, Selangor, Malaysia

We are the
change we seek

CHAPTER HIGHLIGHTS

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Board Oversight

Gamuda's Board of Directors has significantly increased its involvement in ESG matters in recent years. Together with the Sustainability Steering Committee (SSC), the Board oversees our high-level policies and sustainability responsibilities.

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A Culture of Compliance

The Group endeavours to cultivate a culture that incorporates compliance into our daily business practices and abides by all relevant regulations.

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Economic Value

In FY2023, the sustained economic performance for the Group is RM2,911 million generated and distributed.

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Supply Chain Management

In FY2023, more than 94 percent of entire Group procurement was from local suppliers where we operate.

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Gamuda Next-Gen Digital IBS

Next-Gen Digital IBS is implemented 100 percent in Gamuda Land developments, and is extended to external markets for both residential and commercial buildings.

OUR GOVERNANCE AND VALUE TO ECONOMY

Gamuda is committed to operating to the highest standards of good governance. This is crucial for us to be able to deliver on our sustainability pledges and strategies. Given our regional footprint and the nature of our businesses, we recognise our responsibility to help drive economic growth in the regions where we operate.

Gamuda's Board of Directors has significantly increased its involvement in ESG matters in recent years. Together with the Sustainability Steering Committee (SSC), the Board oversees our high-level policies and sustainability responsibilities.

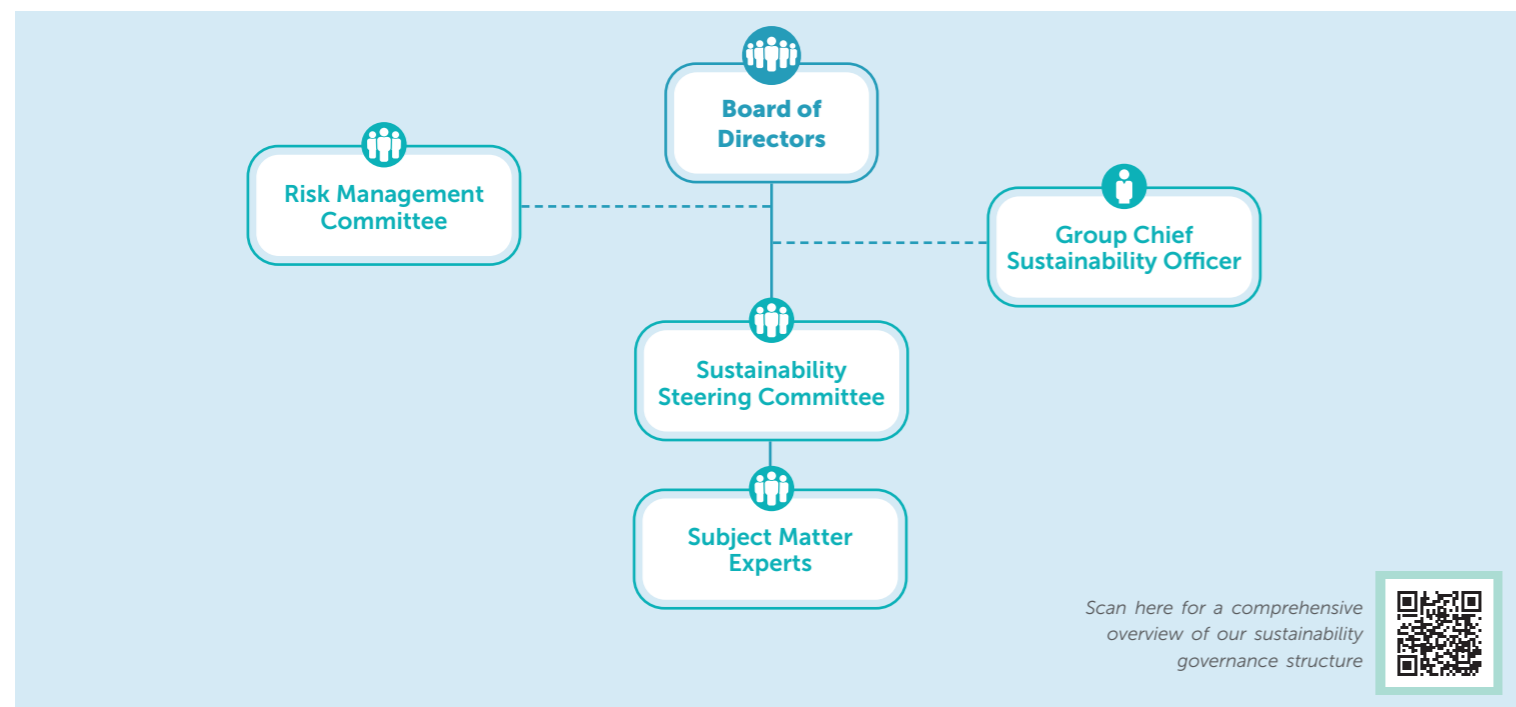
With this oversight, the Board has a high level of understanding of sustainability issues relevant to the company and its business. It is responsible for ensuring that climate change, biodiversity, human rights, and supply chain management are integrated into the Group's strategic direction and that these apply to all business divisions in all regions across the Group. They actively participate in reviewing the Group's materiality assessments and consider the Group's performance in managing sustainability risks and opportunities, including ESG catastrophic events, which encompass

potential threats to the company, ranging from environmental factors like floods and sea level rise, social issues such as employee health and safety, to governance concerns such as technology and cybersecurity. They are responsible for determining appropriate remuneration levels for directors and management.

Our efforts ensure that the highest decision-making processes incorporate sound ESG principles, and are aligned with Bursa Malaysia directives and Securities Commission Malaysia's Corporate Governance Strategic Priorities. This alignment also corresponds with the 12th Malaysia Plan, which emphasises the adoption of strong ESG principles in both the public and private sectors' decision-making and processes.

The Board is supported by dedicated individuals and committees, including the Risk Management Committee (RMC), Group Chief Sustainability Officer (GCSO), the SSC and subject matter experts. The GCSO leads the management of Gamuda's sustainability strategies, and the Gamuda sustainability team carries out its day-to-day implementation.

Gamuda Sustainability Governance Structure



KEY PERFORMANCE INDICATORS

In FY2021, ESG Key Performance Indicators (KPIs) were introduced for all levels of employees including our management. Currently, 50 percent of our employees' KPIs are based on ESG performance. These KPIs include the reduction of Gamuda's energy intensity, diverting waste from landfills, water conservation, safety performance, demonstrating integrity and upholding governance principles, and compulsory annual training on mandatory policies. Linking ESG KPIs to performance has been made possible by the digitalisation of our ESG platforms, as we have started to use a cloud-based ESG software to track and archive all ESG data across the Group. The Board maintains oversight of performance-linked ESG targets and remuneration of all our management and employees.

A CULTURE OF COMPLIANCE

The Group endeavours to cultivate a culture that incorporates compliance into our daily business practices and abides by all relevant regulations. This entails implementation of the proper controls and monitoring systems throughout our business units, and internal functions such as internal audits, procurement divisions, and project execution teams. Hence, our key policies are translated into local languages of the regions where we operate, such as Vietnam and Taiwan.

0 Fines, Penalties or Settlements related to corruption, socio-economic, and environment in FY2023

To promote a culture of sustainability, it is essential to have the right policies and procedures in place. This is why our overarching sustainability efforts are guided by our ESG Policy Statement published in 2021, which encompasses our Gamuda Green Plan 2025 sustainability principles and vision. Our goal is supported by other existing policies that set the standards for conducting our business with integrity, accountability, and good governance. All of our corporate policies apply across the Group and have been approved by the Gamuda Board of Directors.

Key Policies

- BUSINESS ETHICS**
Code of Business Ethics
 - Guides actions and ensures all operations and dealings are conducted ethically, according to the Group's five core values**Gifts and Benefits Policy**
 - Guidance to address the risk of bribery and corruption for categorising and handling various types of allowable and impermissible gifts and benefits**Anti-Bribery and Corruption (AB&C) Policy**
 - Commitment to eradicate and prevent any type of corruption and bribery with clear definitions of specific scenarios, such as gifts, conflicts of interest, and interactions with public officials
- HEALTH AND SAFETY, AND ENVIRONMENTAL COMPLIANCE**
Quality, Safety, Health, and Environmental (QSHE) Policy
 - A commitment to comply with all relevant environmental and safety laws, achieve zero-injury objectives, minimise environmental impacts, and provide continuous QSHE improvement and training
- HUMAN RIGHTS**
Human Rights Policy
 - The Group's commitment to specific standards that are communicated to our workforce: a zero-tolerance approach to all forms of violence, forced or child labour, and discrimination (including harassment, bullying, and retaliation)
 - Standards upholding diversity and equal opportunity, safety and health, housing and amenities, workplace security, freedom of association, community and Indigenous Peoples rights, and community engagement**Diversity and Inclusion Policy**
 - Promotes diversity and an inclusive workplace culture
- STAKEHOLDER ENGAGEMENT**
Public Relations and Stakeholder Management Policy
 - Commitments to manage projects, consider all stakeholder impacts through engagement, and work collaboratively with stakeholders
- RESPONSIBLE PROCUREMENT**
Gamuda Group Procurement Policy
 - Commitment to evaluate and assess supply chain performance against ESG criteria through e-procurement systems
- BOARD AND DIRECTOR RESPONSIBILITIES**
Code of Conduct for Directors
 - Outlines a code of conduct for director responsibilities on corporate governance, relationships with shareholders, employees, creditors and/or customers, and environmental and social responsibilities
- BIODIVERSITY AND ECOSYSTEMS**
Gamuda Parks Policy
 - Commitment to promote and conserve ecosystem biodiversity for development, including a pledge to zero-deforestation and management of 'green', 'blue' and 'brown' ecosystems (see Biodiversity Conservation)



Scan here for our full list of policies

OUR GOVERNANCE AND VALUE TO ECONOMY

ANTI-CORRUPTION MEASURES

We maintain a zero-tolerance approach to bribery and corruption and have adopted several measures to eliminate any risk of such instances across our organisation and with our partners, associates, and suppliers. This aligns with our Anti-Bribery and Corruption (AB&C) Policy and relevant national laws. Some of these measures include:

WITHIN THE GROUP

- All Directors sign a Director Integrity Pledge upon assuming the role, and it remains in force for their entire tenure
- Implementing principles of our Organisational Anti-Corruption Plan in line with national strategies, which is revised every three years
- A dedicated Integrity and Governance Unit (IGU) is responsible for ensuring our AB&C Policy commitments are adhered to – led by the Chief Integrity and Governance Officer
- IGU conducts regular bribery and corruption risk assessments and oversees Gamuda’s internal corruption monitoring system, which includes operating guidelines that address record-keeping, relevant policies and procedures, and appropriate behaviour
- **95 percent of employees received training on anti-bribery and corruption in FY2023**

0 cases of bribery, corruption or disciplinary action reported or required to be taken in FY2023

WITH SUPPLIERS

- Prior to engagement, all suppliers are required to submit written commitments, through our digital supplier platform, agreeing to abide by our AB&C policy
- Suppliers are educated on our AB&C policy requirements and the importance of corporate integrity in business culture

Whistleblowing Mechanism

In accordance with our Whistleblowing Policy and Procedure, our stakeholders are encouraged to report any concerns of improper conduct related to the Group’s activities. All internal and external stakeholders have access to this mechanism, which provides anonymity to the extent permitted by law. This creates a secure avenue for raising grievances without fear of reprisal or dismissal. The Chief Integrity and Governance Officer (CIGO) oversees the procedure, and an independent investigating team leads each case.

Gamuda is committed to providing a fair and equitable workplace for all employees. Our whistleblowing hotline and policy ensures that employees also have a safe and confidential way to raise concerns about any wrongdoing or misconduct.

This is a testament to our commitment to creating a workplace where everyone feels respected and valued.

Process For Raising and Addressing Whistleblowing



DATA PROTECTION AND PRIVACY

Our core businesses incorporate high levels of digitalisation and automation – crucial for our plans to improve productivity, and customer and employee experience. As we strive to be a data-driven company, we must ensure all data remains secure and that our systems are protected and responsive to potential cybersecurity threats. In addition to ensuring that all systems and procedures across the Group comply with the Personal Data Protection Act 2010 and other applicable national data protection and privacy regulations in the countries that we operate in, we continuously invest in outstanding data protection systems supported by a robust firewall and information technology (IT) systems.

All of our employees receive comprehensive briefings on data protection and data privacy as part of our induction programmes.

In FY2023, there were no reported complaints regarding breaches of customer privacy or losses of customer data.

Our Privacy Notice is also easily accessible online, providing comprehensive information to external stakeholders, including our customers, regarding the utilisation of their data and the safeguarding of their data privacy rights.

0 substantiated complaints concerning breaches of customer privacy and losses of customer data

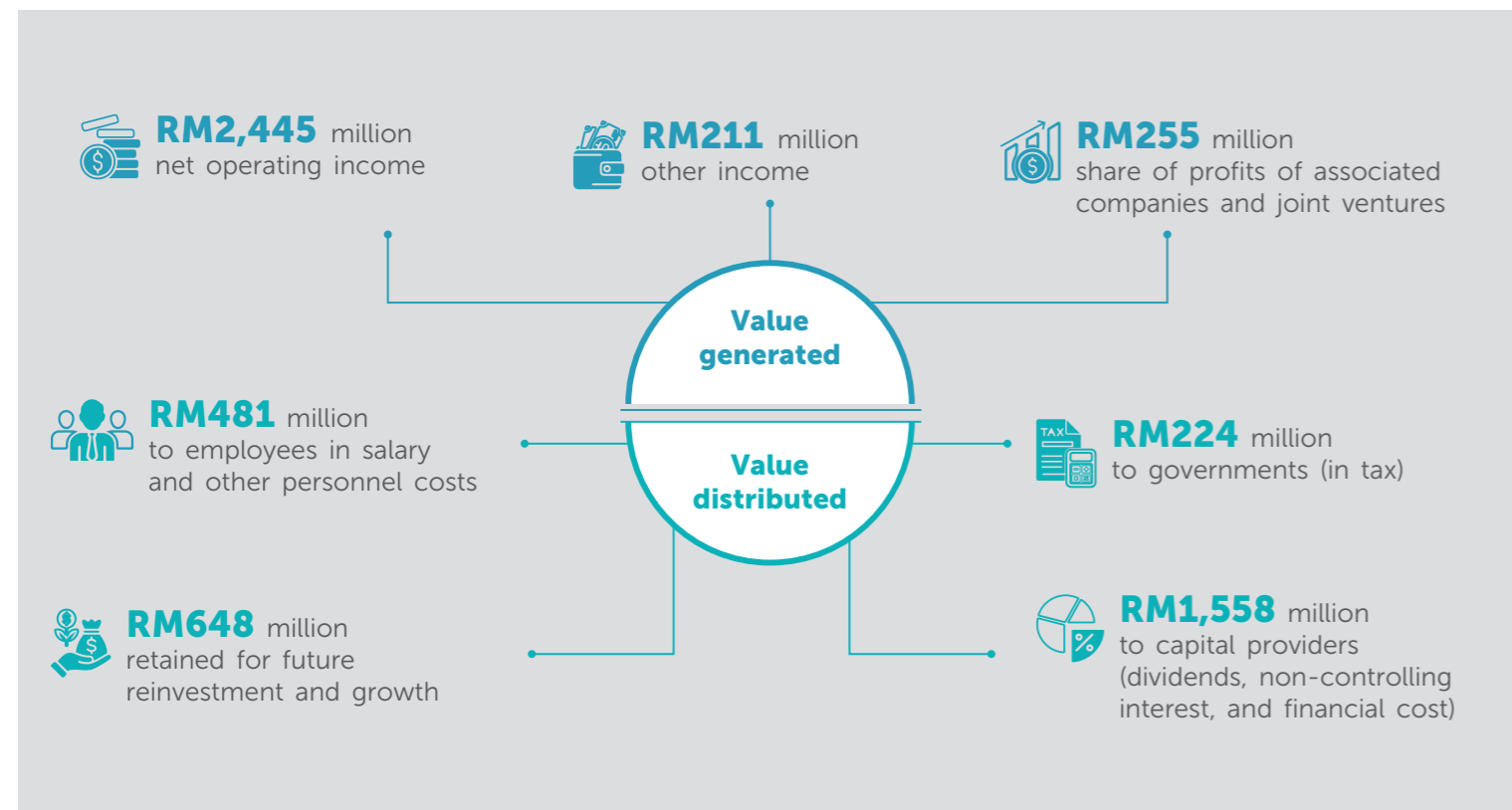
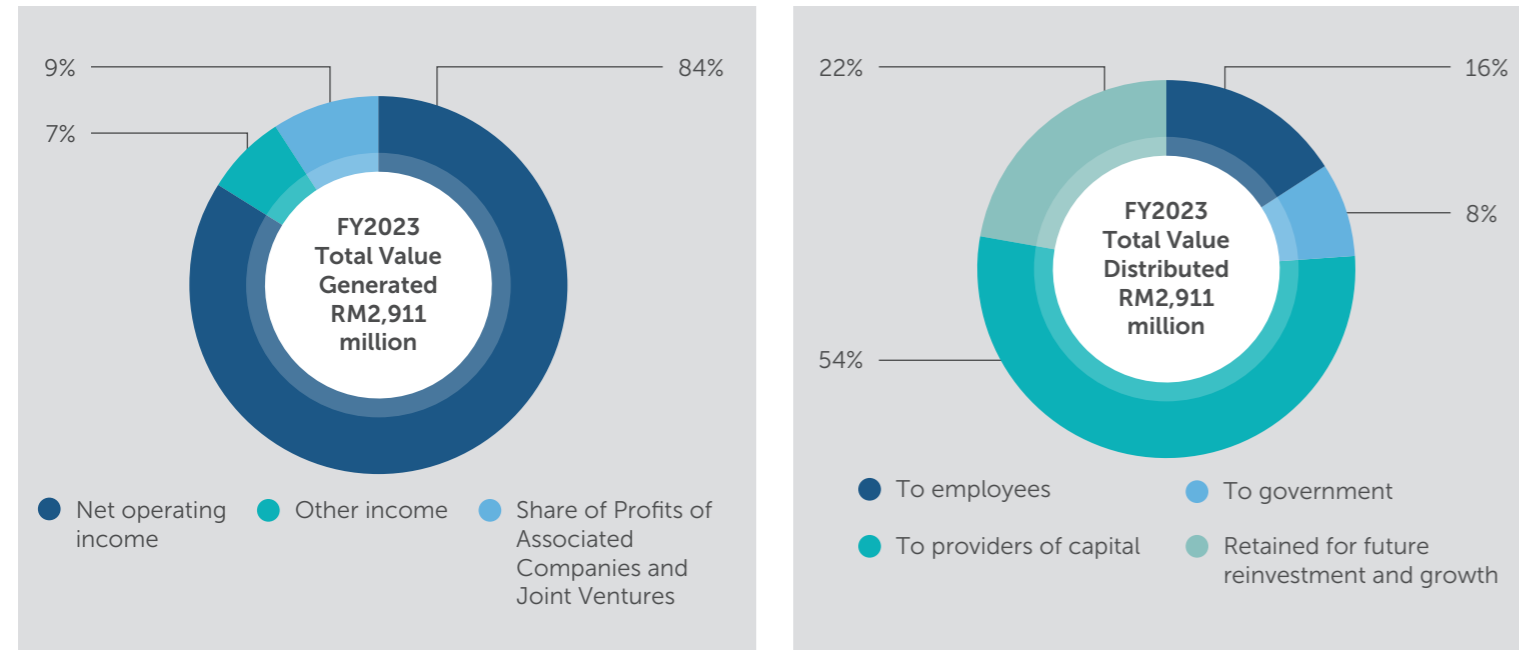


We invest in training our employees on data protection and privacy best practices

OUR GOVERNANCE AND VALUE TO ECONOMY

ECONOMIC VALUE GENERATED AND DISTRIBUTED

Gamuda's financial performance is essential to ensure the sustainability of our business and is the driving force behind the Group's ESG agenda. Our revenue and earnings allow us to generate economic value for various stakeholders, including our shareholders, investors, employees, social enterprises, and non-governmental organisations (NGOs). By achieving financial growth, we can facilitate job creation and entrepreneurial opportunities, increase our governmental tax contributions, bolster local supply chains, and fulfil our obligations to our financiers.



Securing Sustainable Financing

A key strategy for the success of Gamuda's Green Plan 2025 is collaborating with financial institutions that share our carbon reduction goals. In FY2023, Gamuda secured two sustainability-linked facilities from Malaysian financial institutions.

The first was awarded in August 2022, when Gamuda Land secured sustainable financing from Public Bank Bhd for our green-accredited residential and commercial projects. This follows Public Bank's green financing memorandum of understanding in line with their commitment to achieve carbon neutrality by 2030 and net zero by 2050. Gamuda Land will certify its properties with Green Building Index, GreenRE, and similar bodies to facilitate green financing for homeowners.

In December 2022, we obtained a RM550 million sustainability-linked facility from OCBC Malaysia, marking the first Shariah-compliant facility with integrated sustainability principles

These achievements are a testament to our decarbonisation strategy and a structured approach, where clear targets and parameters will be the foundation for securing financing to support the Group's 2030 45 percent greenhouse gas (GHG) reduction target.

Sustainability-linked facility secured

2022

Date	August	December
Bank	Public Bank	OCBC Bank
Value	Green financing for house buyers	RM550 million

Gamuda Highway Assets Acquired Through Sustainability Sukuk Murabahah

In October 2022, Amanat Lebuhraya Rakyat Bhd (ALR) acquired Gamuda's highway toll concessions, which included Sistem Penyuraian Trafik KL Barat Sdn Bhd (SPRINT), Syarikat Mengurus Air Banjir dan Terowong Sdn Bhd (SMART), Lingkaran Trans Kota Holdings Sdn Bhd (LITRAK), and KESAS Sdn Bhd. This deal marked a significant milestone as it became the largest corporate sustainability sukuk. It was also the first sukuk issued within the highway sector in Malaysia, and it held the distinction of being the largest ringgit-denominated corporate sukuk of 2022 at that time.



THE SALE WAS MADE POSSIBLE THROUGH ALR'S SUSTAINABILITY SUKUK:

A Shari'ah-compliant bond with a **RM5.5 billion** nominal AAA rating

OUR GOVERNANCE AND VALUE TO ECONOMY

SUPPLY CHAIN MANAGEMENT

At Gamuda, we forge strong relationships with our suppliers¹, and ensure their practices are aligned with our policies, such as our Code of Business Ethics, Human Rights Policy, Quality, Safety, Health, and Environmental (QSHE) Policy, as well as local and international regulations and standards such as ISO 45001 Occupational Health and Safety Management Systems.

We place company-wide managerial responsibility on the environmental management of our suppliers, whereby suppliers are required to comply with environmental standards as stated in our legally binding agreements. Our QSHE and procurement teams are responsible for continuously monitoring our suppliers' environmental performance through regular supervision to ensure their commitments and specific targets are aligned with our Gamuda Green Plan 2025, such as reducing greenhouse gas emissions and improvement of overall ESG practices. We continuously engage and assist suppliers who face difficulties meeting these criteria to ensure they are aligned with our goals. We also explore supplier diversification options as we reduce our engagement with non-compliant suppliers.

Local Spending

Our procurement processes adhere to ethical and transparent practices and are guided by our Procurement Policy and Procurement, Auction and Supplier Management Procedure. We prioritise and aim to work with at least 95 percent of local suppliers annually and are committed towards fostering a fair and inclusive supply chain that empowers women and marginalised groups. This also allows us to:

- Contribute to the development of the local economy
- Reduce our carbon footprint by minimising transportation requirements
- Achieve greater quality control
- Improve budget forecasting and risk mitigation from reduced currency exchange fluctuations, tax implications, shipping and fuel surcharges, as well as knowledge of local market conditions
- Benefit from quicker delivery of products compared to overseas shipments

Proportion of spending on local suppliers in FY2023:

 **94%**

 **98%**

 **98%**

DIGITAL PROCUREMENT

By adopting 100 percent digital procurement systems, such as SAP Ariba and BuildSpace, we ensure that our procurement processes are transparent, fair and objective, with tenders being awarded to the most competitive bidders. Potential suppliers are required to provide the Group with their policies,

company code of conduct, relevant sustainability certificates (where applicable), as well as their commitments to adhere to our Anti-Bribery and Corruption (AB&C) Policy, and to reduce their carbon emissions.

ESG AWARENESS FOR SUPPLY CHAIN

In 2022, we initiated complimentary ESG training sessions for more than 3,000 active suppliers and introduced ESG evaluation within our procurement framework. The goal was to raise awareness and promote supply chain readiness for implementing ESG practices in their business operations, particularly in monitoring and reducing carbon emissions.

sustainability, in alignment with our Gamuda Green Plan 2025 and net zero goals. Non-compliant suppliers that do not align with our climate goals will be gradually phased out.

Suppliers attending our ESG training sessions must commit to reducing carbon emissions and increasing operational

Our Quality, Safety, Health and Environment Department conducts annual supplier audits to ensure that our suppliers continue to meet the ISO 45001 criteria, and specific sustainability Key Performance Indicators (KPIs).

¹ Suppliers include, but are not limited to brokers, consultants, contractors, distributors, franchisees or licensees, home workers, independent contractors, manufacturers, primary producers, subcontractors and wholesalers.

PIONEERING DIGITAL SOLUTIONS

A key pillar of Gamuda's Green Plan is enhancing sustainability through digitalisation. Gamuda has a proven track record in delivering in-house, technology-led solutions for large-scale public infrastructure and property development companies. In recent years, we have embarked on a digital transformation journey, revolutionising our business and project processes throughout key markets. In June 2021, we launched the Gamuda Excellence Transformation (GET) initiative; a one-stop centre for technology and digital solutions. The heart of our innovative business, our GET initiative is focused on ensuring the success of the Group's digitalisation efforts, by simplifying processes and continuously upgrading our information and communications technology infrastructure.

GET's Four Main Pillars



We take great pride in our efforts to digitise the construction process and remain at the forefront of infrastructure and development designs by utilising the latest technology and tools. This includes our landmark digital industrialised building system (IBS) and 4D building information modelling (BIM) systems.

Our Gamuda Green Plan 2025 aims to accelerate our organisation through the digital integration of our processes. The use of digital design tools and robotic construction will support our ability to measure our impacts and meet our 40 percent emission reduction target for all developments and townships. Part of our efforts will focus on enhancing the data literacy and digital skills of Gamuda employees who are responsible for the development and execution of our projects.

IT CENTRE OF EXCELLENCE

We are in the process of establishing an IT Centre of Excellence as part of our ongoing efforts to safeguard data and ensure cybersecurity across our operations.

Group IT is in the process of obtaining the ISO/IEC 27001:2022 certification. This ensures that our Information Security Management System (ISMS) is aligned with international best practices and up-to-date with the most recent advancements in mitigating cybersecurity threats.

AUTOMATING DATA PIPELINES

Our workflows have been digitalised, significantly improving our operational efficiency by enabling us to seamlessly collect data from across the Group through adoption of Workato an intelligent automation platform that addresses implementation challenges and streamlines multiple software and databases for our projects with its low-code design and user-friendly interface and Autodesk Construction Cloud (ACC).

We have successfully integrating Workato into projects like the Sydney Metro West – Western Tunnelling Package and the Rasau Water Treatment Plant. We currently have 20 active data pipelines and another 50 under development, resulting in a remarkable 40 to 50 percent reduction in implementation time compared to traditional coding methods.

Note: The ISO 27000 series, also known as the ISMS family of standards or ISO27K, cover a broad range of information security standards published by both the International Organization for Standardization (ISO) and International Electrotechnical Commission (IEC).

OUR GOVERNANCE AND VALUE TO ECONOMY

A Unified Platform With Autodesk Construction Cloud

In September 2022, Gamuda partnered with a leading construction management software: Autodesk Construction Cloud. The technology was integrated into Gamuda's digital operating system and deployed throughout the company.

This cloud-based platform allows project teams to collaborate seamlessly and access project data from design to completion. It is an innovative solution that transcends borders and enables easy access for internal and external stakeholders.

Autodesk Construction Cloud is a scalable tool that provides a Common Data Environment and a rich set of APIs to integrate with other solutions. The platform facilitates our transition from traditional paper-based record keeping to a more efficient digital workflow with data capture capabilities. This provides our teams with better collaboration and transparency.

Its implementation also helps ensure standardised data collection for environmental and carbon impacts and helps us track and meet our Gamuda Green Plan 2025 targets.

Most significantly, it breaks down the traditional barriers that force people to operate in silos – allowing more ability for projects to be completed on time, within budget, and up to a global standard.

Augmented Reality

In 2022, Gamuda received the Augmented and Virtual Reality Engineering award at the Malaysia Technology Excellence Awards (MTEA) in recognition of our successful adoption of augmented reality (AR) technology for construction through our in-house developed Building Information Modelling (BIMAR) app.

The app – the first of its kind in Malaysia – was created using Unity and Apple software development kits. It models real-world visualisation of 3D designs at construction sites and can even be used offline. Its advantages include:

- Enhanced inspection of civil and structural (C&S) and architectural (ARC) components
- Real-time identification of clashes and discrepancies
- Improved inspection efficiencies, resulting in reduced labour hours and costs
- Specialised features that facilitate real-time collaboration

Gamuda X Google Hackathon

The Gamuda x Google Hackathon, organised by Google Cloud and Cloud Mile Inc, occurred on 1 July 2022 at Google's offices. Twenty-eight Gamuda employees took part, the majority from non-programming backgrounds.

Before the hackathon, participants were given Qwiklab credits from Google Cloud, enabling them to take crash courses using tools such as AutoML and Vision AI. The participants were then divided into two tracks to develop their minimum viable products (MVPs). The computer vision track aimed to address standard safety and performance challenges at construction sites, while the data track focused on creating more efficient and easily shareable information management systems in the workplace.

Participants at the hackathon had the opportunity to interact with experienced innovators and technology experts, gaining digital upskilling in a short timeframe.

DATA HERO PROGRAMME (DHP) AND TECHTALKS

In January 2022, the GET team launched the Data Hero Programme (DHP), an online upskilling programme focusing on identifying digital talents and cultivating innovation leaders across the Group.

The DHP offers free access to all employees and Gamuda Scholarship holders wishing to improve their digital skill set. Participants undertake a semi-guided programme with the goal of achieving the Google Cloud Digital Leader certification upon completion. Successful participants will be provided with a premium Pluralsight account, which allows them to explore various specialisations in other digital technologies.

Additionally, all employees can access our **GET Portal** for GET team **TechTalks** – monthly webinars for all Gamuda employees that features industry technology and innovation experts from Malaysia and around the world.

MALAYSIA HOUSING INTEGRATED MANAGEMENT SYSTEM (HIMS)

In October 2023, Gamuda Land achieved a new milestone in Malaysia's real estate market by being the country's first property developer which has successfully integrated with the Housing Integrated Management System (HIMS) by the National Housing Department.

This integration keeps licensed housing project data up-to-date in real time, enabling transparent property sales management, property market assessments, and providing potential buyers with accurate property information. It aligns with broader real estate sector digitalisation efforts, ensures adherence to housing development regulations, and is in line with Gamuda's overall digitalisation strategy.

TUNNELLING TO THE FUTURE

The Evolution Of Tunnelling Technology

TBM

Invented in 1863, the tunnelling boring machine (TBM) method is an alternative to the drilling and blasting methods in rocks and conventional hand-mining soil. With its rotating cutter head, the tunnelling machine grinds through soil and rock.

These materials are then transferred to the belt conveyor system in the rear of the shield via a screw conveyor and loaded onto wagons to be transported out of the tunnel, while the hydraulic cylinders press the machine forward continuously.

2011

VD-TBM

For the Klang Valley Mass Rapid Transit (MRT) project, we discovered that our line runs through the Kenny Hill Formation and karst limestone VD-TBM. This posed a problem for older TBMs as the threat of sinkholes or blowouts was a potential problem.

To counter this threat, we created the concept of Variable Density TBM (VD-TBM), designed to operate in multiple tunnelling modes, with the added ability to vary its slurry density to tackle different ground conditions.

Gamuda introduced the **WORLD'S 1st** VD TBM and A-TBM, the first of its kind in the industry

2019

A-TBM

In 2019, our engineers created the world's first autonomous TBM (A-TBM) that utilises AI algorithms to provide unprecedented capabilities to drive TBMs with minimal human inputs.

- Innovation in Tunnel Excavation Award, New Civil Engineer Tunnelling Festival, 2019
- Major Project of the Year, MRT Putrajaya Line from the International Tunnelling and Underground Space Association (ITA), 2021

This state-of-the-art innovation which was used in the construction of the MRT in Malaysia led to Gamuda receiving:

- Technical Product/Equipment Innovation Award from the International Tunnelling and Underground Space Association (ITA), 2019

Our A-TBMs will be deployed in the construction of Singapore's Defu Station and Tunnels, MRT Cross Island Line (Phase 1) and Sydney Metro West – Western Tunnel Package.

2023

A-TBM in Australia

In September 2023, Gamuda reached another milestone with the launch of its first A-TBM in Australia as part of the Sydney Metro West – Western Tunnelling Package. The A-TBM was nicknamed Betty in honour of Australian athlete and four-time Olympic champion Betty Cuthbert.

Construction of the twin metro tunnels from Sydney Olympic Park to Westmead is part of the Sydney Metro West – Western Tunnelling Package contract awarded in February 2022 to the Gamuda Australia and Laing O'Rourke Consortium.



The GLC Clyde TBM and Civil Team for the Sydney Metro West – Western Tunnelling Package

OUR GOVERNANCE AND VALUE TO ECONOMY

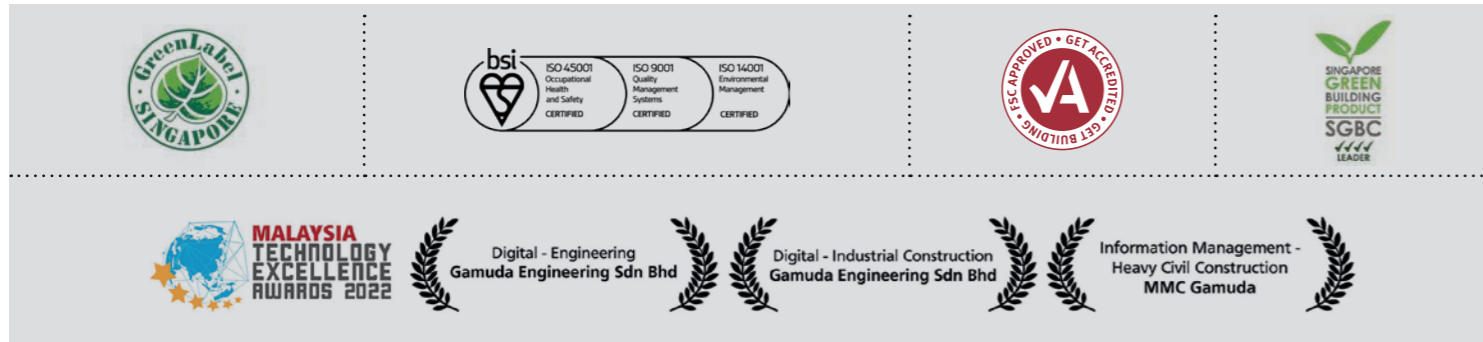
DRIVING INNOVATION

Gamuda Next-Gen Digital IBS

- **Minimal wastage:** Designs are finalised before manufacturing in a controlled factory environment, with oversight of total material required and used for production. This allows us to minimise resource waste compared to conventional methods used on site. At present, the waste produced from Banting Factory is almost none compared to 8 to 10 percent wastage from conventional construction, as the company works towards the circular economy model
- **Design flexibility:** Setting us apart is design flexibility built into our digital application that enables design and construction without limitation. These applications can be used to build landed houses, high-rise buildings, data centre, and retail lots, amongst others
- **Greater precision and high-quality finish:** Designs are completed online on a shared platform, allowing for minimal design errors and improved efficiency planning in the construction phase. Using AI-BIM integrated IoT-enabled robotics, we achieve quality precision, reduce reliance on unskilled labour by 55 percent, and minimise wastage to almost none
- **High levels of automation:** Uses state-of-the-art robotics to manufacture high-quality end products that meet stringent tolerance levels
- **Low embodied carbon:** Working on such circular economy model, products delivered have 40 percent reduction in embodied carbon and 40 percent faster project delivery

Established Malaysia's
1st
Digital IBS facility in Sepang, Selangor. Rapid expansion of the implementation of Digital IBS at Gamuda Land projects at twentyfive7, Gamuda Gardens and Gamuda Cove

Accreditation Received By Gamuda Next-Gen Digital IBS



Clash analysis in a cloud-based 3D building information model (BIM) allows for precise pre-planning

Robots will autonomously plan the schedule to produce required products using data and learnings from sensors in the factory's IoT network and previous iterations

All products have QR codes that can be tracked throughout the entire supply chain

40% reduction in embodied carbon, 55% reduction in foreign workers reliance, and 40% faster delivery

Next-Gen Digital IBS Innovative Solutions

BIM augmented reality mobile application called BIMAR allows more accurate inspection

Like Lego bricks, home parts will be delivered in pods or boxes to the construction site and assembled from there

AI IoT robotic manufacturing system improved the materials used in making concrete panels

Productivity can be monitored remotely

BIM Empowers Smarter Project

BIM System

- An intelligent process that provides architects, engineers, and construction professionals with the insight and tools to collaboratively plan, design, construct, and manage buildings and infrastructure
- Combines technology with defined collaborative design work processes
- Leads to optimised efficiency, increased productivity, and better risk mitigation
- Robust ISO 19650 compliance (BIM global standard)

3D Laser Scan-BIM Method

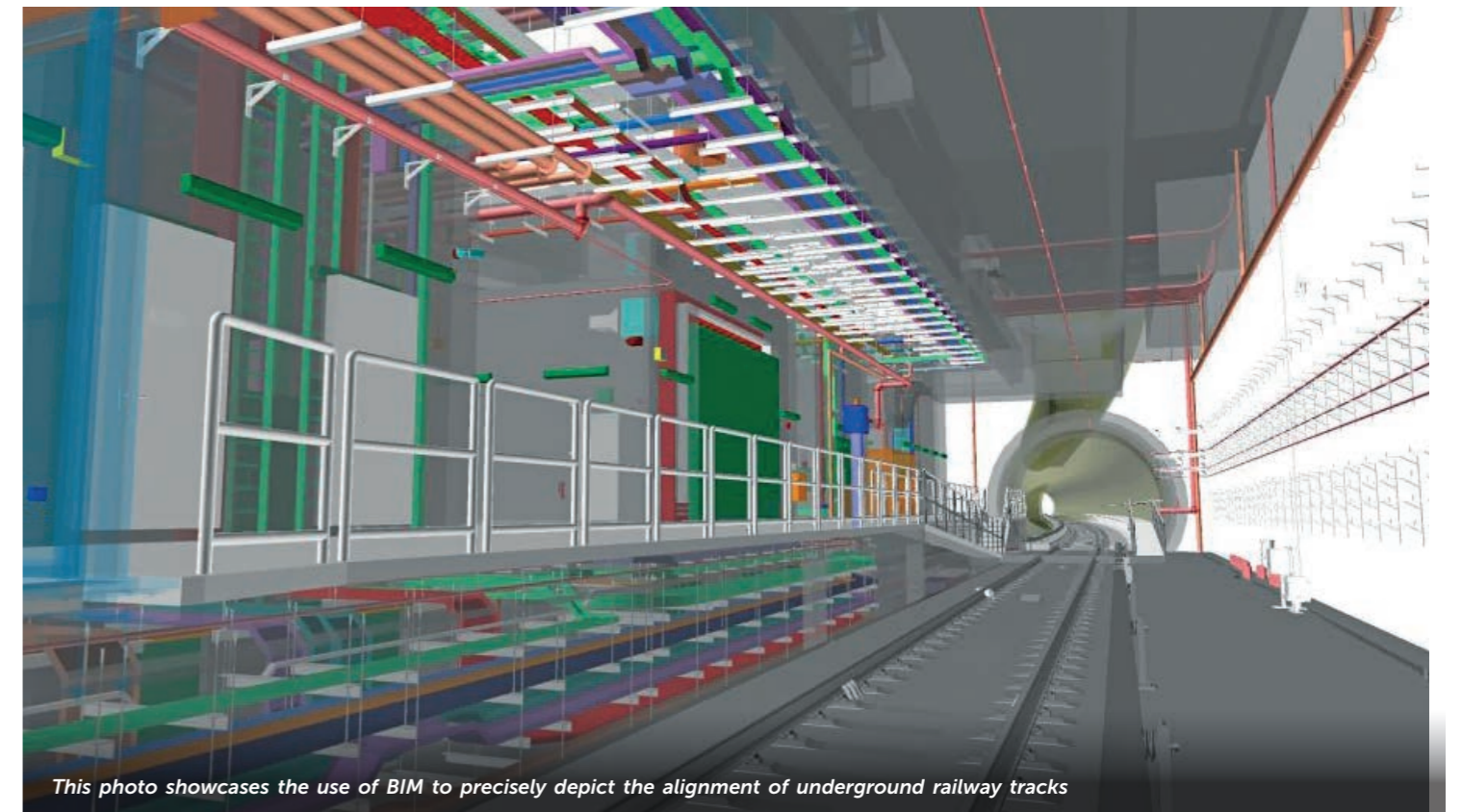
- A revolutionary construction checking procedure combining 3D terrestrial laser scanning and building information modelling (BIM-TLS method) technologies
- The 3D visualisation addresses persistent problems of low-visualisation project levels. The method reduces the need for manual human labour, thereby reducing the risk of exposure to potential safety hazards while eliminating human error
- Helpful for digital solutions for rail construction

1st main contractor in Malaysia to receive the British Standard Institution (BSI) Kitemark™ certificate for Design, Construction and Commissioning

1st in Southeast Asia to integrate BIM-TLS method

Building Information Modelling Augmented Reality (BIMAR)

- An augmented-reality digital application platform which can overlay virtual design and construction elements with real-time worksite images
- Allows for virtual site visits before prior to construction. This is beneficial for client visualisation and allows Gamuda to detect problems at an early stage



This photo showcases the use of BIM to precisely depict the alignment of underground railway tracks

OUR VALUE TO PEOPLE

Heritage Day 2023. Parramatta, New South Wales, Australia

We can all
make a difference,
no matter how small

CHAPTER HIGHLIGHTS

PAGE 143

Human Capital Development

In FY2023, we welcomed 1,533 new employees to our team. Gamuda has bounced back strongly since the end of the pandemic, with significant growth in our regional operations and the addition of new projects.

PAGE 157

Community Engagement

Our community engagement extends to special groups including children, differently-abled person, fishermen and other ethnic groups.

PAGE 158

Orang Asli

Gamuda employed more than 5 percent *Orang Asli* in Malaysia and close to 4 percent in Aboriginal peoples in Australia, against our overall workforce.

PAGE 162

Enabling Academy

We now have 57 partner companies since our inception in 2017.

PAGE 163

Gamuda Scholarship

We offered 79 full scholarships to students pursuing tertiary education, including seven scholars from the Indigenous communities.

PAGE 168

Social Return on Investment (SROI)

Gamuda's social spending in the period of 2015 to 2022 generated social impact of RM534.2 million with overall SROI of 3.4.

OUR VALUE TO PEOPLE

GAMUDA'S VALUE TO PEOPLE OVERVIEW

As Gamuda's workforce continues to grow, the demand for specialised talents has never been more pressing. Our regional and project-specific ventures require a team that thrives on uniqueness and embraces the diversity of our projects. We ensure our working and business environment upholds human rights, but we also go the extra mile to champion safety and health with zero compromise. Caring for our people is at the core of our culture, and this extends to our work with communities.

Our Value To People

01



HUMAN CAPITAL DEVELOPMENT

We strive to attract the best talents while nurturing and retaining our existing employees and workers. Our dedication to diversity, equity, and inclusion (DEI) ensures that our workplace is free from bias, and we actively promote a culture of equal opportunity. We believe in providing fair compensation and benefits, fostering employee mental health and well-being through supportive initiatives, and creating an inclusive environment that empowers persons with disabilities to thrive.

02



LEARNING AND DEVELOPMENT

We believe that learning and development are the cornerstones of success. We actively encourage a culture of lifelong learning, providing specialised programmes that enhance the skills of our employees. Through technical and vocational education and training, we equip our workforce with the expertise needed to excel in our unique projects. Our commitment to education extends beyond the workplace, as we aim to support our employees in their continuous journey of growth and development.

03



UPHOLDING HUMAN RIGHTS

We place a strong emphasis on upholding human rights in all aspects of our operations. Our Human Rights Policy serves as a guiding document that underlines our commitment to respecting the rights of all individuals, including migrant workers. We ensure that access to grievance mechanisms is readily available, ensuring that every employee's voice is heard and their rights are respected. Furthermore, our human rights due diligence processes are integral to our operations, guaranteeing that our business activities align with the highest ethical standards and international human rights principles.

04



OCCUPATIONAL SAFETY AND HEALTH

We proactively monitor and evaluate Occupational Safety and Health (OSH) with KPIs tied to health and safety performance and risk assessment. This ensures a safe work environment through the establishment of Emergency Response Teams and Plans, covering major ESG catastrophic events and incidents through scenario planning and response plans. Additionally, we prioritise workforce well-being by monitoring the spread of diseases like TB, malaria, and HIV/AIDS in response to global health concerns.

05

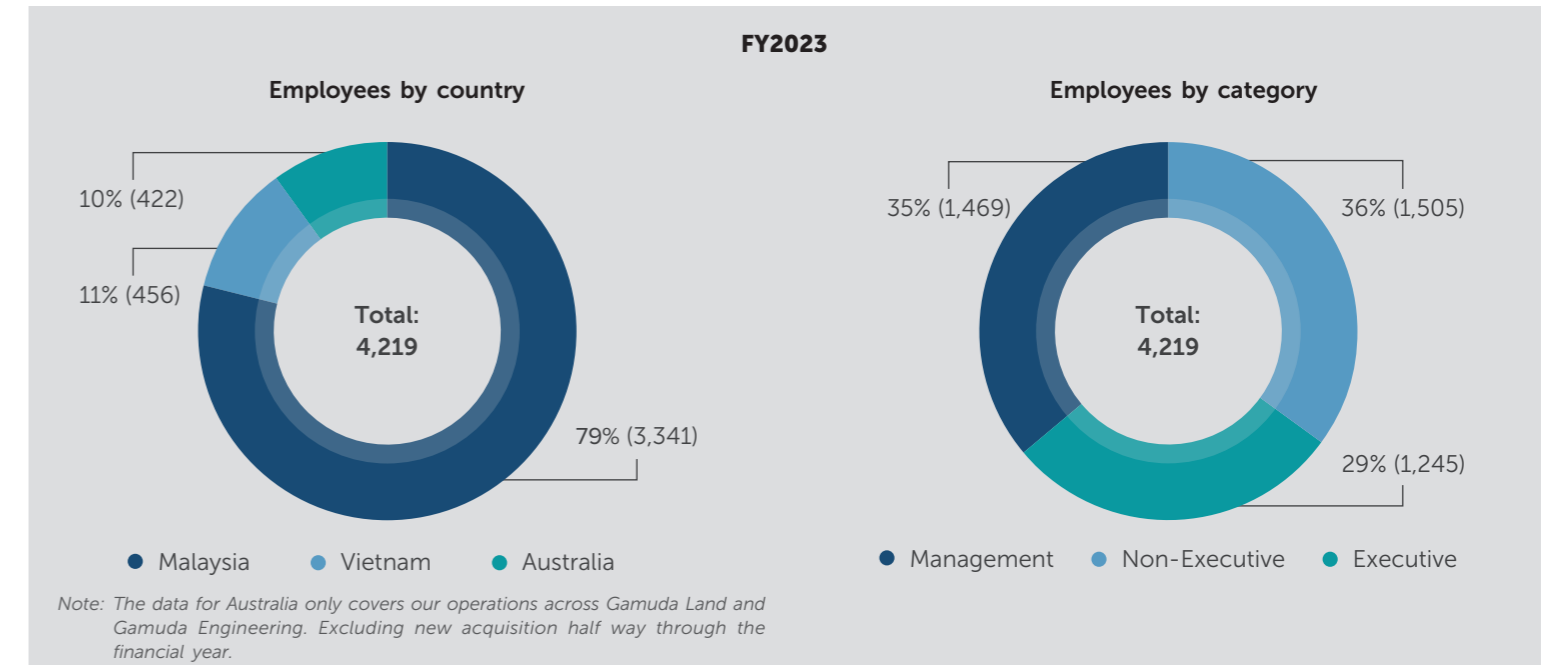


COMMUNITY INVESTMENT

We foster a caring culture that benefits communities surrounding our operations, including Indigenous communities, young adults with autism, and a wide array of special groups. Our commitment to community health and education is unwavering, and we continually invest in impactful communal programmes. These initiatives not only benefit the areas where we operate but also extend our positive impact to broader communities.

HUMAN CAPITAL DEVELOPMENT

In the region, Gamuda had a total of 4,219 employees for FY2023. Of this, 79 percent comprise our Malaysian workforce, with 11 percent in Vietnam and 10 percent in Australia.



New Employee Hiring and Turnover

In FY2023, we welcomed 1,533 new employees to our team. Gamuda has bounced back strongly since the end of the pandemic, with significant growth in our regional operations and the addition of new projects. Many of these projects require specific skills, so we are currently hiring new employees to support our expanding business across the region.

We will continue to implement employee engagement measures such as training, coaching, workshops, town halls, events, and employee activities, along with special briefings. These efforts, combined with initiatives like our training centres, access to LinkedIn Learning, flexible work arrangements, and the open access to Gamuda Clinic are aimed at improving employee engagement, reducing turnover, and fostering a more inclusive and fulfilling environment that caters to individuals of all ages.



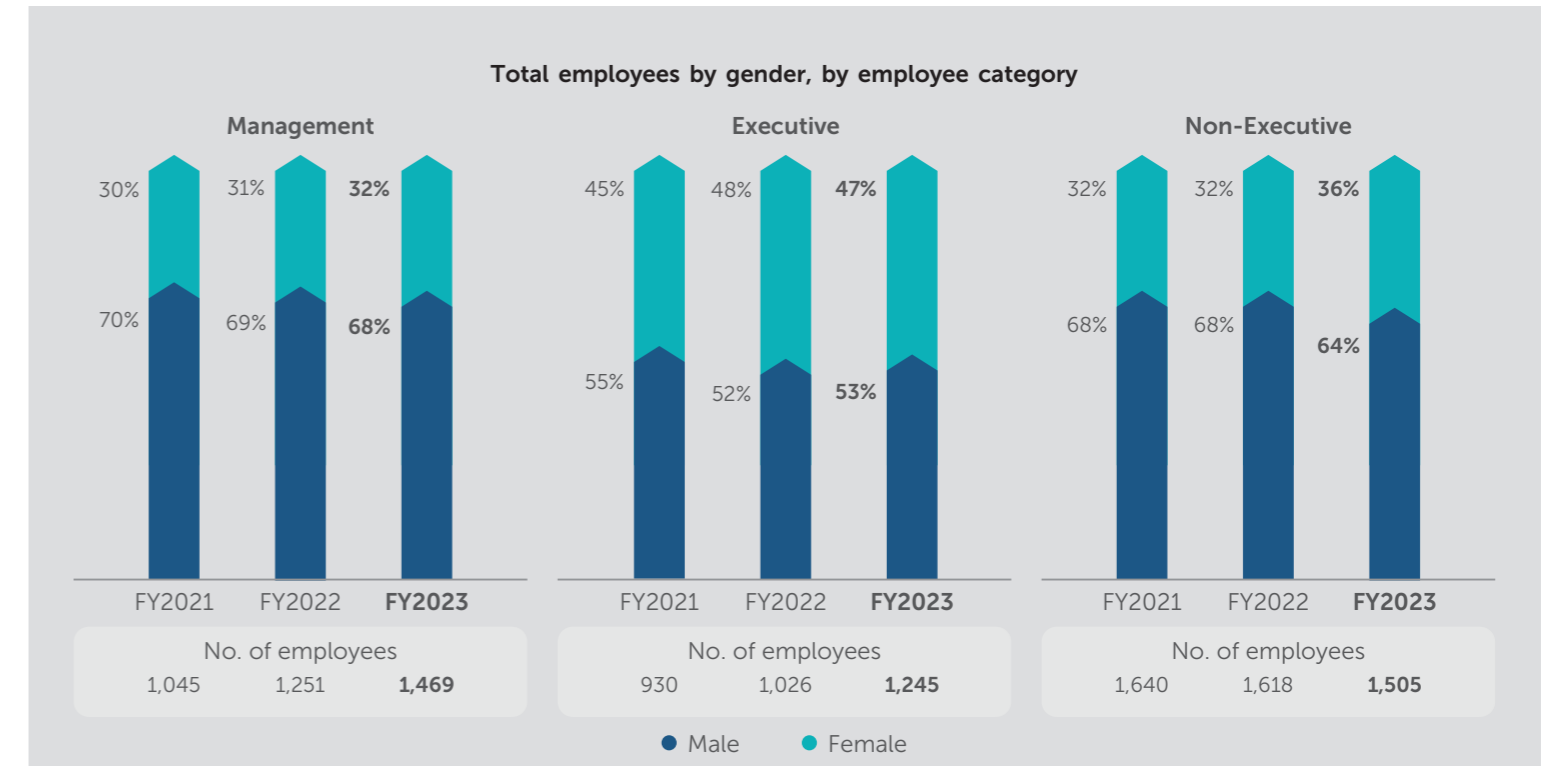
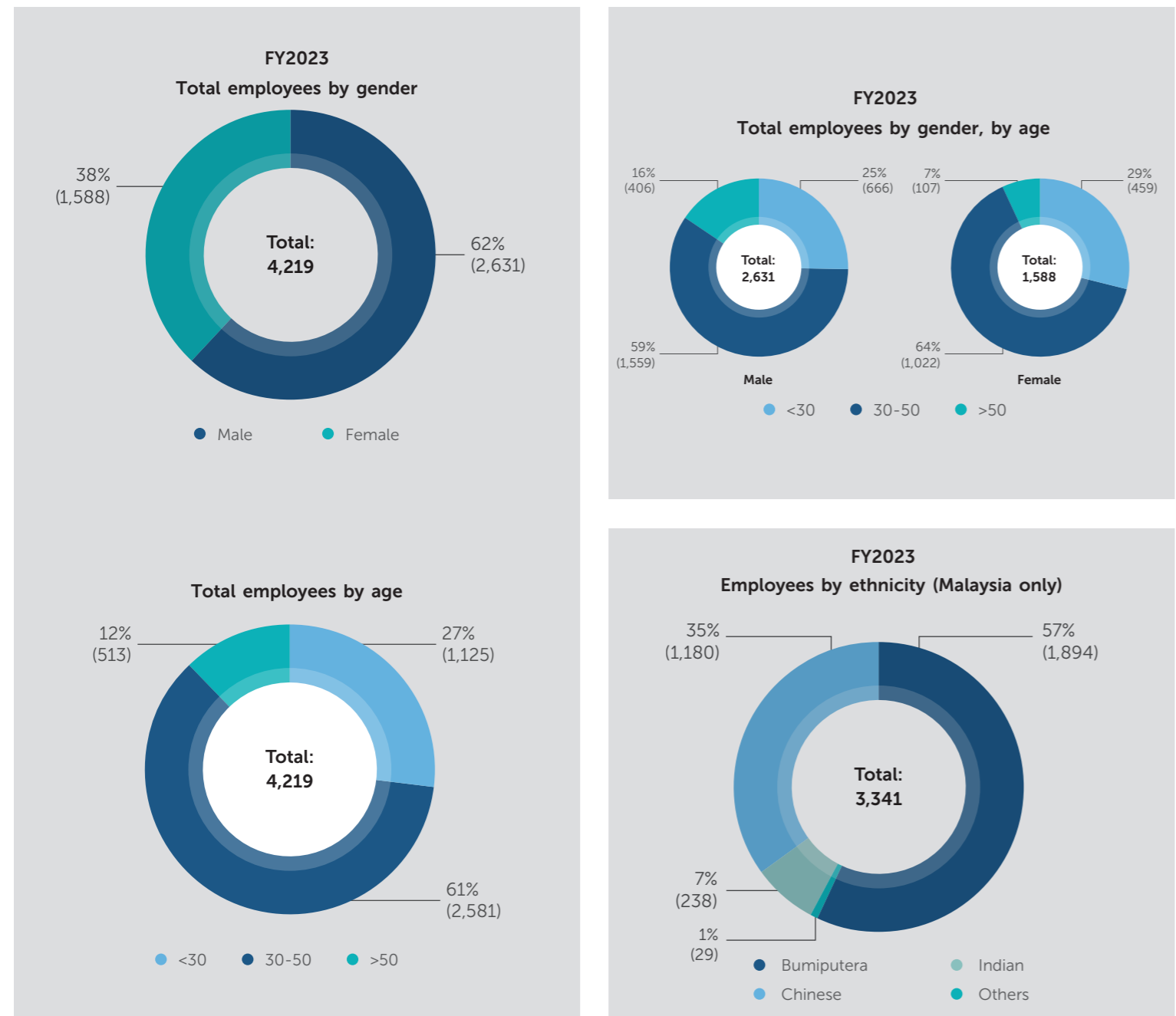
OUR VALUE TO PEOPLE

Diversity, Equity and Inclusion (DEI)

Gamuda understands our role as we work towards gender equity across our operations. As of FY2023, we have 1,588 women employees across the Group making up 38 percent of our total workforce. At the Board level, four of our seven members are women. Across all levels, women make up more than 30 percent of the workforce by employee category. Notably, we have a high number of women employees at the executive level, making up 47 percent of all executives working at Gamuda.

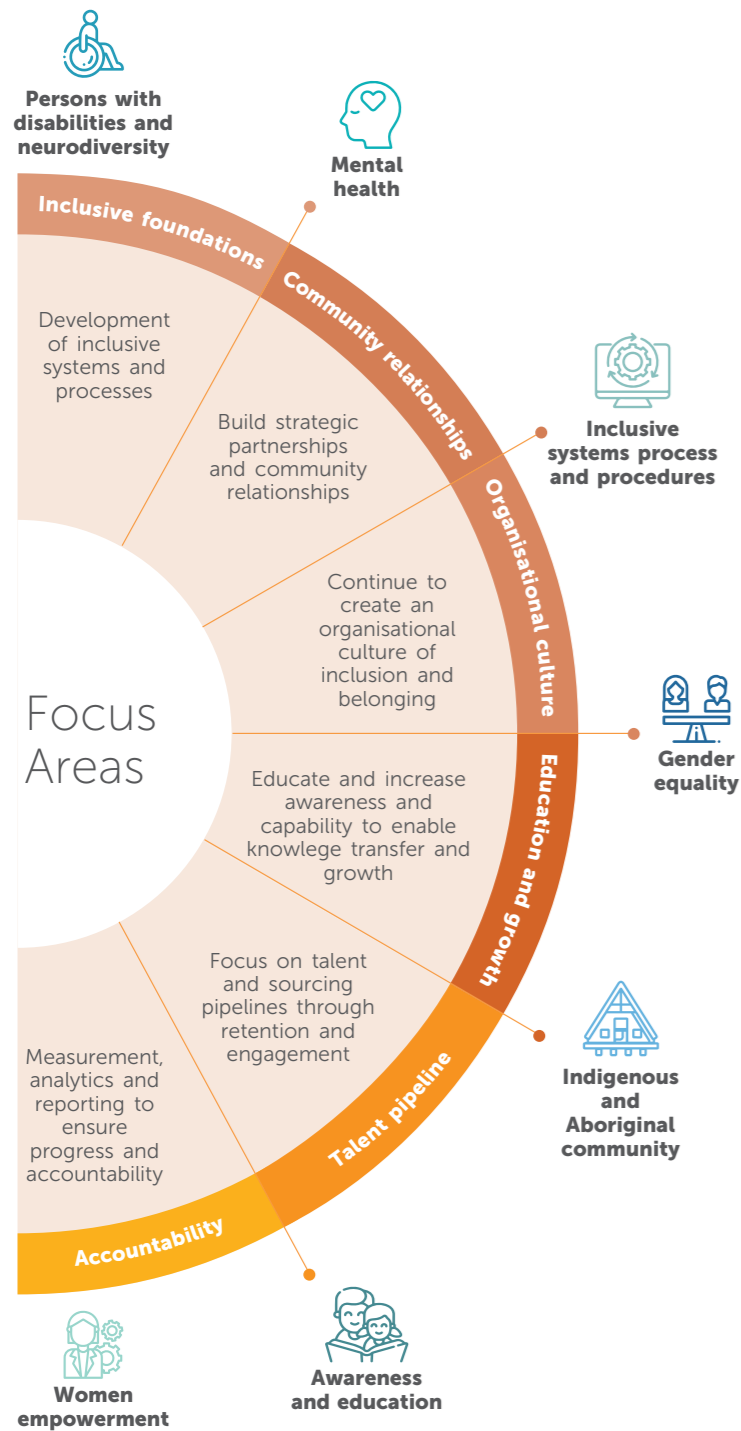
We offer employees equal pay for equal work, regardless of gender, and we continue to encourage and empower women to take leadership roles in various areas of our operations.

Gamuda prioritises the hiring of local workers for our projects in Malaysia, Australia, and Vietnam and places a strong emphasis on developing a diverse workforce with multilingual employees from varying ethnic backgrounds.



OUR VALUE TO PEOPLE

GAMUDA'S DEI FOCUS AREAS



Supporting persons with disabilities

To ensure the comfort and safety of our employees and any individuals with mobility challenges, we have equipped our facilities with wheelchair ramps, dedicated parking spaces, tactile paving, elevator button with braille feature and positioned at waist level.

Employee mental health and well-being

At Gamuda, we firmly believe that mental health is an integral aspect of overall well-being, that is deserving of equal attention and care. We align our efforts with the Malaysian National Mental Health Strategic Plan 2025, and the Australian National Mental Health Policy 2008 and Vision 2030 that shapes a national direction for mental health and well-being in Australia.

We recognise the importance of prioritising employee mental health and well-being. In the construction sector, employees frequently have to contend with safety risks, extended time away from home, and the experiences of migrant workers who may find themselves in unfamiliar surroundings. To address these challenges, our Centralised Living Quarters (CLQs) are designed to provide our workers with spaces where they can connect with their countryman, prepare their preferred food, and create a feeling of closer to home.

Gamuda Land: Naluri programme

The Gamuda Land Well-being Programme provides holistic physical and emotional support to employees. In collaboration with Naluri, the employee assistance programme offers a wide range of services, including grievance resolution, counselling, and psychological support. Naluri is a digital healthcare provider whose platform is easily accessible through a mobile application or web browser. It also includes a 24-hour helpline available to all Gamuda Land employees.

Initiatives



Assessing Gender Pay Gaps

In FY2023, we conducted an internal study across our operations to assess any potential gender pay gaps and to enhance existing measures if necessary. Although the findings determined that there are no significant disparities in pay at Gamuda, we are currently reviewing the findings to determine if further actions are needed to enhance our employee remuneration system. This voluntary and proactive approach underscores Gamuda's dedication to maintaining equitable compensation practices and fostering an inclusive and fair working environment.



Revision to parental leave benefit in Australia

We are pleased to introduce an improved Parental Leave benefit in Australia, offering up to 18 weeks of paid leave. This expanded policy allows both mothers and fathers to take Parental leave as the primary carer, emphasising our commitment to supporting all employees at various stages of parenthood. Eligibility for this enhanced benefit extends to employees with more than six months of service. It is important to note that while the Australian government mandates a minimum of 20 weeks of paid parental leave at the minimum wage, our policy well exceeds this requirement by offering 18 weeks of paid leave calculated based on the employee's current pay, which typically exceeds the minimum wage, thereby ensuring that we continue to offer a competitive and valuable parental leave benefit.



Indigenous and Aboriginal communities

Gamuda respects and upholds the rights of Indigenous groups in accordance with the principles outlined in the United Nations Declaration on the Rights of Indigenous Peoples, including the *Orang Asli* community in Malaysia, and Aboriginal peoples in Australia. Please see pages 158 to 161 in this Chapter for more details.



Communication and training on DEI

Gamuda advocates for Diversity, Equity, and Inclusion (DEI) and is committed to upholding the values of fairness and providing equal opportunities to everyone. We do not tolerate any form of discrimination based on sexual orientation, gender, religion, race, disability, age, political affiliation, marital status, or national origin. Our goal is to create a balanced mix of multi-generational and ethnic talent and prioritise gender equality. Our diversity initiatives are driven by top management and include board level responsibility.

To ensure a culture of inclusivity, we regularly provide training and emphasise the importance of diversity to our employees. Any bullying or harassment can be reported through our grievance channel or directly to a line manager or a member of the human resources department. Our HR department deals with all cases of harassment.



Gamuda Women Empowerment Network (GWEN)

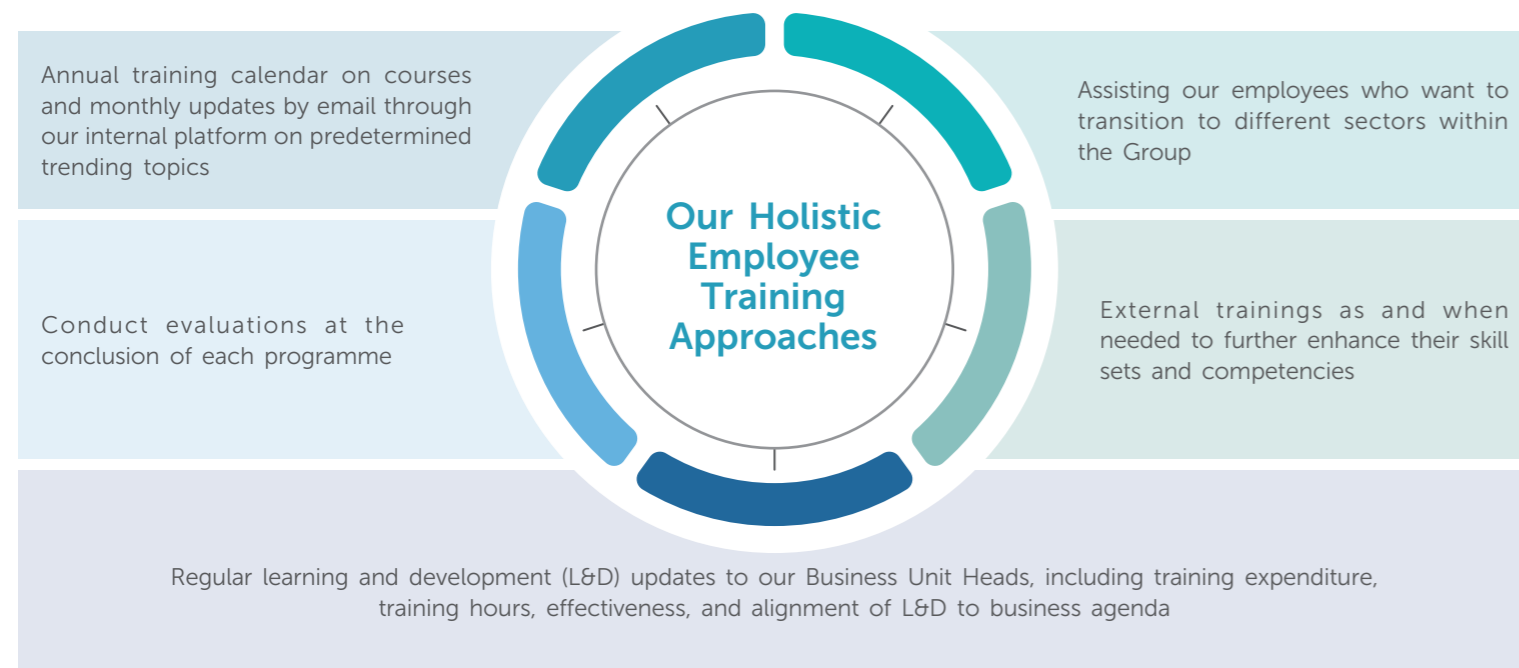
Our female employees have access to the Gamuda Women Empowerment Network (GWEN), a supportive network prioritising their career advancement. Within GWEN, we actively foster a culture of female empowerment, raising awareness and motivating women to pursue top-tier positions within our organisation. Moreover, we are committed to ensuring that women are well-represented at all levels of employment, ranging from entry-level positions to executive roles, further enhancing gender diversity and inclusivity within our workforce. Gamuda provides our female employees with flexible work arrangements and legally mandated maternity leave – our employee maternity leave policy was revised in compliance with the Malaysia Employment (Amendment of First Schedule) Order 2022 to the Employment Act 1955 by extending maternity leave and entitlement to 98 days.

FY2023 WORKPLACE RECOGNITION

- Excellence in Women Empowerment Strategy (Gold), HR Excellence Award 2023 Malaysia
- Excellence in In-House Talent Pipeline Strategy (Gold), HR Excellence Award 2023 Malaysia
- Excellence in Graduate Recruitment and Development (Gold), HR Excellence Award 2023 Malaysia

OUR VALUE TO PEOPLE

LEARNING AND DEVELOPMENT



In FY2023, Gamuda Learning Centre organised various training in the following areas:

- Leadership Competencies and Soft Skills*
- Data and Digital Skills*
- Technical Competencies*
- ESG-related Training*

	Average training hours per employee in FY2023	Total investment in employee learning and development (in home currency)	Target training hours for FY2024 (average per employee):
	19.5	RM2.88 million	21
	2.4	AUD1.2 million RM3.60 million	6
	16	VND1.35 billion RM262,000	16

We also offer specialised programmes at these dedicated centres:

- **Gamuda Plant Operator School (GPOS)** certified crane operators training programmes
- **KVMRT Safety Training Centre** specialised training programmes for high-risk activities aligned with various certification schemes and safety assessments
- **Gamuda Parks Academy** environmental education and conservation awareness centre
- **Tunnelling Training Academy (TTA)** collaboration with international experts, and upskilling of trainees in the tunnelling industry
- **English Language Unit (ELU)** upskilling of English language competence of employees in critical function departments

* Type and scope of programmes implemented and assistance provided to upgrade employee skills was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232

Gamuda Learning Centre

Gamuda's Talent Management and Organisation Development team within our Human Resources Department is responsible to ensure the company can fulfil our corporate strategies and provide training to bridge any skills or knowledge gaps. These trainings are offered through the Gamuda Learning Centre (GLC) and takes place at GLC's premises or a third-party centre.

GLC also offered opportunities to employees to pursue professional accreditations and tertiary education certification for assurance in terms of quality and standards as well as encouraging life-long learning.

LinkedIn Learning

Our collaboration with LinkedIn Learning has garnered substantial support from our workforce since its introduction in 2022. Through the user-friendly LinkedIn Learning app, our employees have gained the flexibility to develop their skills and expand their knowledge base at their own pace.

Women in Tunnelling Programme

In September 2023, Gamuda partnered with Australian social enterprise, Empowered Women in Trades to launch a paid training programme aimed at introducing more women to the tunnelling and construction industry. This initiative is part of the Tunnelling Infrastructure Academy (TIA) located in Rosehill, New South Wales, which is an expansion of Gamuda's Tunnelling Training.

The programme offers upskilling opportunities for women without prior construction experience who are looking for a career change. Participants receive two weeks of paid training, with an option to enrol in the 12 to 18-month programme Certificate III Civil Construction Apprenticeship at Clyde's Training Facility. We believe this initiative will create sustainable careers for women in male-dominated fields while emphasising Gamuda's commitment to promoting DEI. The first cohort of 15 women is scheduled to start by end October 2023.

Corporate Induction Programme (CIP)

In addition to training opportunities to our existing employees, we also engage with our new hires through our unique CIP. New hires are invited to visit our developments and projects to gain a better understanding on our company's diversity and commitment to upholding these beliefs throughout our operations. This fosters a stronger sense of community among new employees, making them feel more engaged with Gamuda's workforce.

Mandatory policies covered in this programme encompass our Human Rights Policy, Anti-Bribery and Corruption Policy and Group ESG Policy Statement. This serves to reaffirm Gamuda's commitment to recognising and respecting the rights of all internal and external stakeholders, including employees and the communities where we operate. It also ensures that all our employees remain well-informed about best practices in human rights-related matters.



Technical and Vocational Education and Training (TVET)

In line with the 12th Malaysian National Plan and the government's vision to develop Malaysia into a fully industrialised country, Gamuda is dedicated to nurturing and upskilling local talent. Gamuda aims to strengthen the delivery of existing upskilling programmes to ensure a sustainable stream of future skilled workers.

In July 2023, we signed a memorandum of understanding (MoU) with VTAR Institute, a private vocational training institution in Malaysia, **to launch a RM30 million technical and vocational education and training (TVET) course on the Next-Gen Digital Industrialised Building System (IBS).**

Unlike traditional TVET training, this innovative approach provides trainees with cutting-edge construction industry skills and helps bolster the competitiveness of local industries on the global stage. The programme's first intake began in September 2023; we anticipate training 600 individuals over the next five years.

Gamuda also collaborated with Merdeka University Berhad by providing full scholarships to two students to study TVET courses in Sichuan, China.

Training Initiatives Highlight

OUR VALUE TO PEOPLE

UPHOLDING HUMAN RIGHTS

At Gamuda, we are deeply committed to upholding human rights in all our business operations. Our Human Rights Policy aligns with international standards such as the International Labour Organisation (ILO) Core Conventions on Labour Standards, the United Nations (UN) Universal Declaration of Human Rights, the UN Guiding Principles on Business, and ILO Convention 169. This policy guides our actions and serves as a foundation for responsible business conduct.

Our Board and management team play a crucial role in setting the standards for ethical behaviour within the organisation, exemplifying our commitment to human rights and the well-being of all individuals.

In FY2023, we completed reviewing all our policies to align with the Employment (Amendment) Act 2022. To effectively integrate our commitment to human rights throughout our operations, we provide comprehensive and regular human rights training to all relevant employees when required. All new employees are briefed on human rights during the induction process.

GAMUDA HUMAN RIGHTS POLICY COVERS KEY MATTERS:

- Diversity and Equal Opportunities
- Safety and Health
- Workplace Security
- Child Labour
- Community and Business Principles
- Housing and Amenities
- Modern Slavery/Forced Labour/Compulsory Labour
- Conducive Work Environment
- Freedom of Association
- Rights of Community and Rights of Indigenous Peoples
- Human Trafficking/Exploitation

Equal Compensation and Benefits

We closely review employee compensation and benefits to ensure their well-being and needs are met. We ensure that our employment practices fully comply with all local labour legislation.

In 2022, we strengthened our commitment to employment equity by offering a starting base salary of RM1,600 for foreign and RM1,800 for local workers – this surpasses the government’s minimum wage requirement of RM1,500. To meet this entry-level wage, we also increased the starting salaries for new graduates joining the group.

Additionally, we maintain strict compliance with the working hour laws set by the respective countries in which we operate.

List of employee benefits in Gamuda:

Leaves	Annual leave, sick leave, hospitalisation leave, family care leave, marriage leave, maternity leave, paternity leave, examination/study leave, compassionate leave, prolonged illness leave, replacement leave and no-pay leave	Flexi-work arrangements	Staggered working hours, flexi-time, seasonal flexi-time, flexi-place, flexi-lunch hours, replacement hours, work from home (WFH)
Allowances and subsidies	Professional membership subsidy, childcare subsidy, business travel allowance	Insurance	Group term life insurance, hospitalisation and surgical insurance, personal accident insurance
Flexi-wellness	Outpatient, dental, optical, vaccination, health screening, wellness membership, additional prenatal/postnatal, diagnostic testing, purchase of medical device and food composting product	Others	Parking facilities, retirement benefits, bona fide benefits, employee education assistance, leave passage, pre and postnatal benefit

Respecting Migrant Worker Rights

We are committed to ensuring that all foreign workers hired for our operations, including those contracted and subcontracted, are treated with the utmost respect and dignity. We adhere to each country of operation’s relevant labour laws and regulations. In Malaysia, these laws encompass the Employment Act, which safeguards the rights of employees and prohibits child labour; the Factories and Machinery Act, which sets a minimum age of 21 years for operating machinery at worksites; and Act 446 of the Minimum Standards of Housing and Amenities (Amendment) Act 2019. In Vietnam, we abide by the Labor Code 2019 that governs the terms and conditions of employment such as working hours, holidays and rest periods, wages, overtime, and employment relationships. Meanwhile in Australia, these include the Australian Human Rights Commission Act 1986 which is the foundation of all minimum standards and regulations for employment that fall within the national workplace system.

During the pandemic, we were a pioneer in providing high-quality centralised labour quarters (CLQs) for all our migrant workers in Malaysia. We also set up Centralised Quarantine Quarters (CQQs) at our CLQs for COVID-19-positive migrant workers.



Human Rights Due Diligence for Supply Chain

We ensure our commitment to human rights extends to third-party vendors and contractors. Our project managers, business heads and human resource (HR) team collaborate to ensure responsible labour practices are followed by our subsidiaries, subcontractors and third-party providers. They are mandated to sign our vendor agreement, affirming their commitment to comply with our policies including our human rights policy. We also conduct regular assessments and audits to identify human rights risks and impacts by engaging business partners, vendors and contractors.

Access to Grievance Mechanisms

We have a system for receiving, documenting and addressing complaints or grievances. This platform is open to everyone, both inside and outside our organisation, who may have concerns about human rights violations or other issues. It gives them a way to speak up and share their concerns. Our grievance handling process and Whistleblowing Policy have been communicated to all our employees through regular training and awareness programmes. See section on Whistleblowing mechanism for more information.

Human Rights at Gamuda

Addressing Violations and Remedies

Policy violations or inappropriate behaviour are promptly addressed and resolved. We prioritise providing access to remediation and redress processes for victims of human rights violations. Gamuda targets to have zero socio-economic non-compliance incidents.

minimising and preventing such incidents in the future through improved awareness training for all levels, emphasising human rights principles in workplace relations. Additionally, we consistently review and enhance our grievance processes to ensure their relevance and effectiveness. This ongoing commitment reflects our dedication to maintaining a safe and respectful working environment for all employees.

In the past year, Gamuda dealt with two reported harassment cases, one* of which included a discrimination issue, through our HR department. These cases were successfully resolved, affirming the effectiveness of our grievance procedure. We take these grievances very seriously and are committed to

Gamuda supports the practice of freedom of association and does not restrict workers or employees from forming unions.

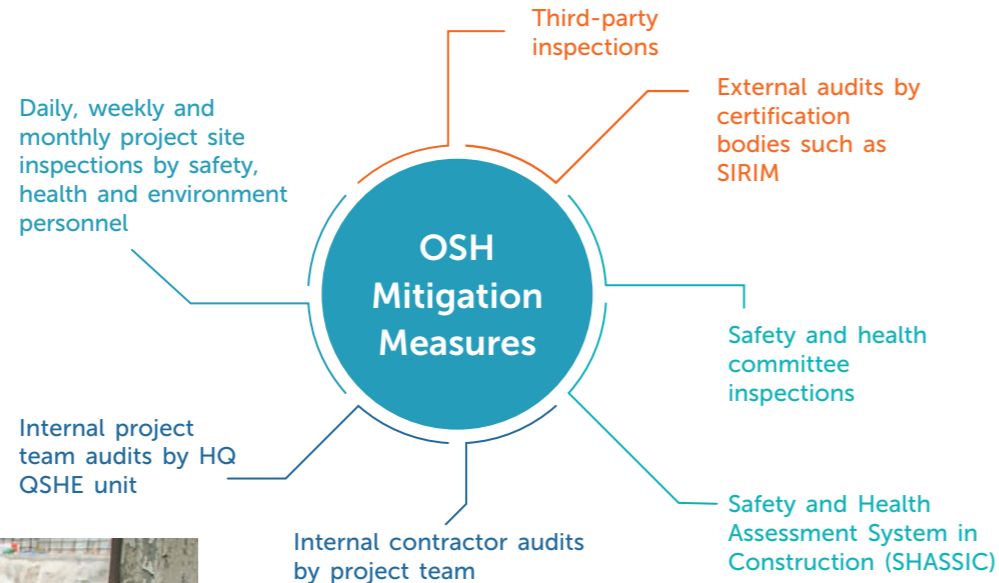
* Total number of incidents of discrimination during the reporting period was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232. Workplace discrimination refers to the unfair treatment of an individual or group based on their characteristics, such as race, gender, age, disability, or religion

OUR VALUE TO PEOPLE

OCCUPATIONAL SAFETY AND HEALTH

Our employees' safety and welfare are critical to our business's continued success. Our Quality, Safety, Health and Environment (QSHE) Policy guides our efforts to provide a safe working environment and establishes a comprehensive, systematic approach to managing occupational safety and health (OSH). We also benchmark our OSH performance against industry best practices in our countries of operation. We ensure we strictly abide by the legislative requirements of occupational health and safety of the countries we operate.

Our overall measures to manage and minimise high-risk activities include:



In Malaysia, we abide by the Occupational Safety and Health Act 1994 (OSHA 1994). This is the main legislation that outlines the legal framework for occupational safety and health in Malaysia. It places responsibilities on employers, employees, and other stakeholders to ensure the safety and health of individuals at all of our working sites.



In Vietnam, we adhere to the Law on Occupational Safety and Health (Law No: 84/2015/QH13), which encompasses measures to ensure occupational safety and health, policies for compensating victims of occupational accidents and diseases, delineation of responsibilities and rights for organisations and individuals concerning OSH, and state oversight of OSH management.



Meanwhile in Australia, we adhere to the Work Health and Safety Act, which is the primary legislation that sets out the legal framework for work health and safety in Australia. It places duties and obligations on employers, workers, and other parties to ensure the health and safety of everyone in the workplace.



Gamuda's Integrated Management System (IMS) and OSH Management

The bedrock of our systematic approach is our Integrated Management System (IMS), which includes our OSH Management System. Our framework conforms to the international standards set out by ISO 45001:2018: Occupational Health and Safety Management Systems. Additionally, to oversee and manage our health and safety implementation across the Group, we have established a dedicated department with skilled and experienced personnel. This expansion also includes appointing key personnel in their respective business units and projects to manage implementation within their specific areas.

OSH Monitoring and Evaluation Essentials

We prioritise the health and safety of our employees through the enforcement of policies and practices tailored to the construction industry. We conduct the Safety and Health Assessment System in Construction (SHASSIC) assessment which is an independent method to assess and evaluate the safety and health performance of a contractor in construction works/projects in accordance with Construction Industry Standard (CIS 10:2020). Apart from frequent monitoring and assessment, we place high priority in conducting external and internal audits to ensure our practices are up to date with industry standards.

In Gamuda Australia, the Head of Projects lead risk workshops with the site team to create the Project Risk Assessment (PRA), which identifies hazards, assesses risks, and determines control measures. The PRA covers high-level risk analysis, including residual risks from Safety in Design (SiD), public safety hazards, and control measures. It guides our Safe Work Method Statement (SWMS) development and must comply with legal standards. Additional workshops may be held as needed.

The PRA is approved by the respective Head of Projects and reviewed every three months. It is also assessed during audits, inspections, and incidents, with reviews triggered by design changes, scope alterations, incidents, and regulatory updates. Subcontractors receive the PRA and must align their SWMS with it to ensure safety and compliance.

KPI-Linked Safety Performance and Risk Assessment

Our Group-wide OSH objectives are based on measurable key performance indicators (KPIs), which consist of leading and lagging indicators. Everyone at Gamuda is responsible for achieving these KPIs within their respective business units. Our dedicated team monitors and guides the implementation of our OSH management system's ISO certification across our existing and potential operations and projects. Our KPIs include:

- Annual zero lost time incidents (LTI)
- Minimise non-compliance reports (NCR)
- Achieving more than 85 percent of internally set QSHE objectives and targets
- Compliance with regulatory requirements

Each project tracks these KPIs monthly and regularly reports performance to management for review. This helps management determine and approve programmes for continuous improvement.

Safety Training and Engagement

Gamuda provides regular health and safety training for all our employees and contractors to equip them with the knowledge and skills to operate safely, identify hazards, and handle critical situations and emergencies. This training covers various aspects such as operating heavy machinery like forklifts, tower cranes, mobile cranes, backhoes, etc, instilling safety behaviour in everyday work practices, confined space rescue procedures, first aid, and fire drills. Each department must have at least one trained representative to handle different emergencies. Furthermore, all new employees and contractors receive introductory training and annual refresher courses on safety matters. In FY2023, 228 safety and health training sessions took place across the Group.

OUR VALUE TO PEOPLE

Maintaining Low Incident Rates

Gamuda strives to have zero Lost Time Injury Frequency Rate (LTIFR). We are committed to continuous improvement and aim for zero accidents or incidents leading to injuries or fatalities.

At least 14-year streak of 0 NCR in SIRIM Recertification Audit 2023. We have achieved ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018

Incident Reporting for Employees by Country and Division FY2023

	Malaysia			Vietnam	Australia
	Menara Gamuda	Gamuda Land	Gamuda Engineering	Gamuda Land	Gamuda Engineering
Total hours worked	1,590,399	2,559,448	1,790,677	903,960	883,545
Number of fatalities	0	0	0	0	0
Number of reportable injuries	0	0	0	0	0
Number of days lost	0	0	0	0	0
Fatality rate	0	0	0	0	0
Injury rate	0	0	0	0	0
Rate of lost days	0	0	0	0	0
LTIFR*	0	0	0	0	0

* The numbers reported in this table captured the overall data from sites within our reporting scope. LTIFR for selected operating units (Menara Gamuda, twentyfive7, Masterpave, IOI Gems Residences, and Diamond Alnata Plus) was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232

2022
RECAP

Gamuda's joint venture with MMC Corporation Berhad for the MRT Putrajaya Line project bagged the Sword of Honour, British Safety Council (BSC)



Ensuring the Safety of Our Contractors

We acknowledge our obligation to guarantee the safety of everyone across our sites, including those that are not part of our employee headcount. This primarily refers to contractors working at our different locations. All our contractors must adhere to compliance with safety guidelines included in contractual agreements, which must be signed before engagement.

Objectives and targets regarding contractor safety are also integrated into our overall health and safety objectives, with a focus on achieving zero LTI and minimise NCRs. Before any new engagement, we pre-screen contractors for safety performance and risks and monitor contractor safety performance through regular worksite inspections to mitigate risk and ensure that safety protocols are being followed. We report internally on contractor safety management through our IMS and OSH management guidelines to ensure transparency and accountability at all levels of operations.

In FY2023, there were two reported Gamuda Australia contractor incidents; the first resulted in a worker receiving foreign matter to the eye from a concrete pump, while the second resulted in a foot injury due to a dropped object whilst assisting with unloading operations.

Both workers received immediate medical attention. Appropriate remedial action was taken, including training, site compliance inspections and audits. Additionally, we enhanced our existing Safe Work Method Statement (SWMS) for loading and unloading and the use of telehandlers. In FY2023, there were no employee or contractor fatalities.

Incident Reporting for Contractors by Country and Division FY2023

	Malaysia		Vietnam	Australia
	Gamuda Land	Gamuda Engineering	Gamuda Land	Gamuda Engineering
Total hours worked	6,791,134	517,620	8,810,518	1,177,042
Number of fatalities	0	0	0	0
Number of reportable injuries	0	0	0	2
Number of days lost	0	0	0	130
Fatality rate	0	0	0	0
Injury rate	0	0	0	0.34
Rate of lost days	0	0	0	22
LTIFR*	0	0	0	1.7

* The numbers reported in this table captured the overall data from sites within our reporting scope. LTIFR for selected operating units (Menara Gamuda, twentyfive7, Masterpave, IOI Gems Residences, and Diamond Alnata Plus) was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232

Notes:

1. Injury rates and lost days are calculated based on the Global Reporting Initiative (GRI) recommendation of per 200,000 hours worked
2. LTIFR was calculated based on the Construction Industry Standard of Australia (per 1,000,000 hours worked)

2022
RECAP

Gamuda became the first Malaysian company to win the 16th Public Construction Golden Safety Award conferred by Taiwan's Ministry of Labour together with our Taiwanese partner, Dong-Pi Construction Co Ltd for the ongoing construction of the Guantang Marine Bridge project



OUR VALUE TO PEOPLE

Gamuda's Healthcare Outreach

As we move beyond COVID-19 risk mitigation, our focus is to elevating employees well-being. This holistic approach encompasses physical, mental, and social well-being, extending beyond the workplace to serve the broader community. By providing accessible medical services for both employees and the public, we are actively investing in the overall health of our workforce and the communities we serve, especially the underprivileged groups.



Gamuda Healthcare Orang Asli Medical Outreach Programme at one of the Orang Asli kampung that we partnered with

In addition to addressing the global health challenges posed by COVID-19, we are actively involved in initiatives such as offering health screenings for our employees, including preventive vaccinations, amongst others. In FY2023, Gamuda has organised various health talks related to cancer, mental health and ergonomics.

Gamuda Clinic periodically visits underprivileged areas through our healthcare programme, which benefits the *Orang Asli* communities. This outreach initiative also extends to the *Orang Asli* community, and the B40 group.



COMMUNITY OUTREACH

Gamuda values and prioritises a caring culture. Our Community in Our Business pillar commitments are outlined in our Gamuda Green Plan 2025.

INDIGENOUS PEOPLE

- Employing *Orang Asli* members in our Malaysian workforce; **225 employed as of FY2023**
- **Publish storybooks** in collaboration with the Indigenous community to conserve the oral wisdom of the *Orang Asli* in Peninsular Malaysia
- Invested **more than AUD20 million** in 18 Aboriginal business in Australia over 13 months
- Developed a Reconciliation Action Plan (RAP) in Australia

YOUNG ADULTS WITH AUTISM

- Training young adults with autism in Malaysia to help enhance their employability through Enabling Academy (EA). As of FY2023, 96 trainees were trained and collaborated with 57 partner companies to offer job trials, internship or employment opportunities for EA graduates
- Conduct complimentary Practitioner's workshop to replicate more Employment Transition Programme for persons with disabilities in Malaysia

HEALTH

- Raising money to support children's congenital heart defect surgeries through Run for the Heart 2023 event in Vietnam; **Raised VND5.4 billion for 190 children**
- Throughout 2023, Yayasan Gamuda partnered with Gamuda Clinic to offer essential healthcare services to the *Orang Asli* communities, with a particular focus on children and encouraging self-care

COMMUNITY OUTREACH PROGRAMMES

EDUCATION

- Offered **79 scholarships** to students pursuing tertiary education in universities through Gamuda Scholarship
- Supporting Malaysian students in **technical and vocational education and training (TVET)** courses on Next-Gen Digital IBS by collaborating with VTAR, Merdeka University Berhad, amongst others
- Provided one-off financial assistance to **100 students from** the University of Social Sciences and Humanities, VNU Vietnam. In addition, Gamuda Land Vietnam also sponsored 5 other Vietnamese students this year to pursue their tertiary education

SPECIAL GROUPS

- More than **80 organisations or individuals** supported in Malaysia through organisations/ individuals who are changemakers in Malaysia through the Star Golden Hearts Award programme
- Engaging in volunteering activities through the Turbans 4 Australia to those facing financial difficulty, food insecurity, homelessness, and unemployment

OUR VALUE TO PEOPLE

INDIGENOUS PEOPLE

Supporting Orang Asli Communities in Malaysia



Orang Asli people are a diverse communities with a shared heritage

Gamuda is committed to respecting the rights of Indigenous groups in accordance with the principles outlined in the United Nations Declaration on the Rights of Indigenous Peoples including the *Orang Asli* community in Malaysia. Gamuda is dedicated to developing solid, enduring relationships built on mutual respect, meaningful engagement, and trust. We prioritise keeping these communities informed about our company's actions, impacts, and progress.

Cultural sensitivity is key to our continued success, and we always seek the free, prior, and informed consent (FPIC) of Indigenous Peoples in any decisions that may affect them.

Gamuda recognises the strong connection between Indigenous communities and their surrounding ecosystems. As a conservation partner, we work alongside them to implement sustainable natural resource management measures.

Healthcare

Throughout 2023, Yayasan Gamuda partnered with Gamuda Clinic to offer essential healthcare services to the *Orang Asli* communities, with a particular focus on children and encouraging self-care.

We served two *Orang Asli* communities: Kampung Orang Asli Bukit Lanjan, Petaling Jaya and Kampung Orang Asli Kolam Air Bangkong, Dengkil. We assisted 62 villagers, 90 percent of whom received medication according to their health assessments.

We conducted outreach sessions and visits every three to six months to help raise *Orang Asli* awareness of health issues, such as proper wound care, maintaining a healthy diet to prevent diabetes and hypertension, and proper dental hygiene.

Initiative Highlights

Education

Yayasan Gamuda's Strengths-Based Education (SBE) programme, anchored on the three pillars of knowledge, leadership and livelihood capabilities, aims to future-proof *Orang Asli* students and out-of-school children and youth to become agents of social transformation for themselves and their communities. The curated SBE Toolkit will provide inclusive and high-quality learning for learners aged 5 to 17 at Community Learning Centres (CLCs) set up and taught by the local community.



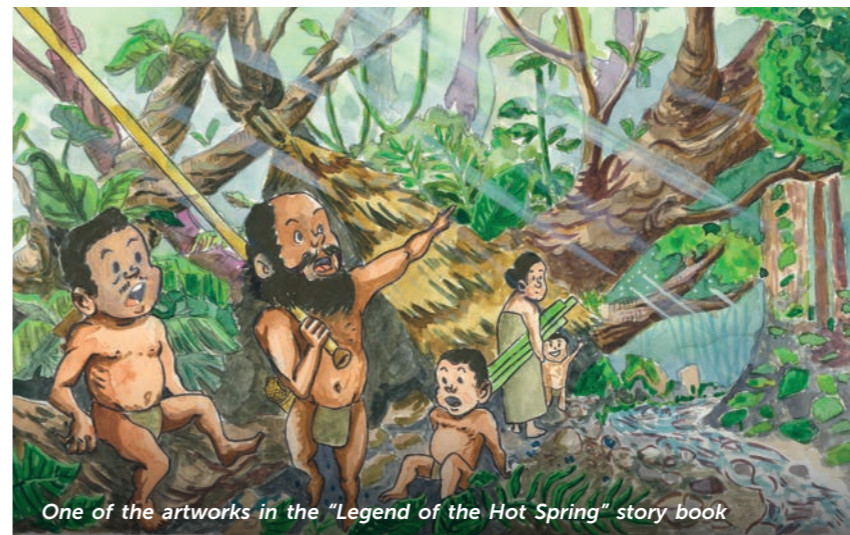
CLC class conducted at Kg Orang Asli Melai, Tasik Chini, Pahang

In developing the SBE Toolkit within a strengths-based ecosystem that reduces both micro and macro barriers for the *Orang Asli* communities, Yayasan Gamuda partners three award-winning NGOs. Teach for Malaysia co-creates the leadership pillar and will place *Orang Asli* Fellows as co-teachers in designated CLCs commencing in 2024. The livelihood capabilities pillar is co-created with Yayasan Kajian dan Pembangunan Masyarakat and PACOS Trust within the context of their existing villages, CLCs and poverty alleviation goals. Since January 2023, teacher training support and pilot testing of the Toolkit's learning modules has started in one of the CLCs.

Additionally, we offer scholarships to deserving Indigenous students keen to pursue their environmental stewardship goals.

Stories from the Orang Asli Communities

In August 2023, Yayasan Gamuda launched the publication of "Stories from the *Orang Asli* Communities" comprising 11 stories told by 22 storytellers and illustrated by three *Orang Asli* artists from five sub-ethnic groups i.e. Che Wong, Jah Hut, Jakun, Semai and Temuan. The eight storybooks, targeted for readers aged 7 to 15 years old are written in Bahasa Malaysia and English. Six of the storybooks, for primary school readers, come with a voice-over narration in English, and one of these books includes the Semai language with Semai voice-over narration.



One of the artworks in the "Legend of the Hot Spring" story book

The publication aims to safeguard the rich oral traditions of the different *Orang Asli* sub-ethnic groups in Peninsular Malaysia, and to honour their indigenous wisdom passed down through generations. A well-known *Orang Asli* writer and an award-winning *Orang Asli* academician sit in the advisory panel of this publication project. The storybooks are also part of Yayasan Gamuda's SBE Toolkit to provide culturally responsive learning materials. In the pipeline are the development of supplementary resources for these storybooks as indigenous education and social engagement activities at the CLCs in the *Orang Asli* villages and in the schools. Yayasan Gamuda also aims to publish new storybooks each year from the different *Orang Asli* sub-ethnic groups.

Community Engagement and Supporting Livelihoods

Employment and sustainable income

- We employed two rangers from the *Orang Asli* community and aim to hire and train more as rangers and chefs at our cultural workshops and cafe
- We have collaborated with Asli Co. and Binturong Alam Ventures on a project that aims to develop the skills of community members and provide them with a sustainable source of income for their families and communities. An example of this is the Wild Tree Seed Bank Project, established in partnership with Binturong Alam Ventures. The scheme involves obtaining wild tree seedlings from the *Orang Asli* and hiring members from their community to harness their expertise in growing these seedlings in a nursery before transplanting them to other locations

GParks Rangers school series

- Extracurricular learning initiatives on the environment and conservation for public/private schools. We are exploring a long-term partnership with Sekolah Orang Asli Bukit Cheeding to empower *Orang Asli* students to become ambassador rangers at our Wetlands Arboretum Centre

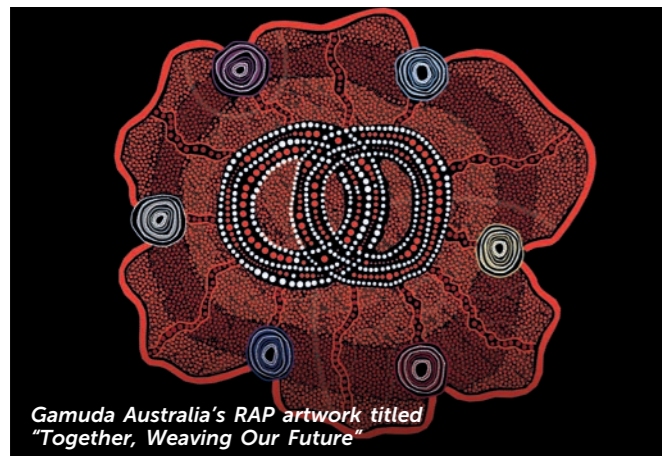
Knowledge transfer and cultural showcase

- Collaborated with Global Environment Centre and Sahabat Hutan Gambut to Support the socioeconomic of *Orang Asli* community through sales of traditional handicrafts at Wetlands Arboretum Centre
- Supported RM6,000 a month for traditional handicrafts production for *Orang Asli* community
- Regular cooking demonstrations, weaving workshops, and cultural performances by *Orang Asli* community members at our Wetlands Arboretum Centre
- Hiring members of Indigenous communities and drawing upon their extensive traditional knowledge

OUR VALUE TO PEOPLE

Our vision for Australia is a construction sector that understands and values the rich histories of Aboriginal Peoples and the Torres Strait Islander Peoples, and contributes to the national reconciliation movement. Gamuda has aligned with the Federal Indigenous Participation Policy through customised Aboriginal participation plans for all our major projects with this aim. This includes developing management frameworks that ensure equitable access to employment and business engagement for Aboriginal Peoples and Torres Strait Islander Peoples and communities. We also ensure our offices and worksites are culturally open for the Aboriginal Peoples and Torres Strait Islander Peoples and businesses.

In 2022, before the first project was awarded to Gamuda Australia, we developed and introduced a Reconciliation Action Plan (RAP) overseen by the lead not-for-profit body, Reconciliation Australia. The RAP is a four-stage structured approach to reconciliation by the Group while simultaneously supporting Australia's national reconciliation movement.



Gamuda Australia's RAP artwork titled "Together, Weaving Our Future"

The RAP is championed by our Executive Director and the working group includes a community and stakeholder lead, head of human resources, head of health and safety, environment and sustainability manager, senior commercial manager, and training and development manager.

We take pride in our accomplishments, particularly with the Sydney Metro West – Western Tunnelling Package. In FY2023, we invested over AUD20 million in 18 Aboriginal businesses and our Aboriginal workforce exceeds our target of three percent and currently stands at 3.9 percent.

Honouring Heritage: Gamuda's Reconciliation Action Plan in Australia

As of FY2023, all our operational projects in Australia have undergone a RAP evaluation. Our commitment to involving and benefiting from local Aboriginal knowledge and connections to the land is apparent across several projects. We foster strong relationships with registered Aboriginal parties and Local Aboriginal Lands Councils, which helps ensure proper respect for the lands on which we operate.

During FY2023, we established relationships with local community traditional owner groups and collaborated with them for ceremonial events, cultural and heritage advice, and cultural education. This allowed us to connect our broader teams with the local community and foster positive relationships.

One of our key partners, Tribal Warrior, has delivered cultural awareness and immersion through Gamuda Australia. As of the end of 2023, Tribal Warrior has provided cultural awareness training for over 200 Gamuda Australia employees.



Aboriginal Smoking ceremony held in August 2023 in conjunction with the TBM launch, symbolising our wishes for safe passage and the warding off of negative spirits.



Became a **member of Supply Nation** since November 2022, the key body for Aboriginal businesses. This affiliation allows us to establish connections with Aboriginal businesses nationwide and actively promote opportunities for collaboration and growth.



Celebrated **NAIDOC (National Aborigines' and Islanders' Day Observance Committee)** week across all sites and distributed Aboriginal-designed shirts to our Sydney Metro West – Western Tunnelling Package site employees as a gesture of respect and recognition to their contribution.



Celebrated **National Reconciliation Week** across all our Gamuda Australia offices, with a special event at Gamuda Corporate featuring a lunch gathering. An honorary guest speaker from the aboriginal community shared insights about the positive impact of reconciliation with Aboriginal communities and the enduring effects of our contributions, including our engagement with Aboriginal businesses and employment opportunities.

OUR VALUE TO PEOPLE

Empowering Young Adults with Autism

At Gamuda, our commitment to supporting young adults with autism is unwavering, driven by the belief that inclusivity is paramount. Established in 2017, the Enabling Academy (EA) is an example of our dedication by offering specialised training and coaching tailored to the unique talents and needs of individuals with autism. Through our Employment Transition Programme (ETP), we coach and place young adults with autism in companies that embrace Diversity, Equity and Inclusion (DEI). Many of these companies are newcomers to this field and are actively seeking support from the Enabling Academy (EA) to start their DEI initiatives.



UNIQLO Malaysia:
In 2022, UNIQLO sponsored the material for our retail training programme and actively participated in the training for our ninth batch of EA trainees. This collaboration extended the retail training and assessment component to the tenth and eleventh batches in 2023.

Hilton Malaysia:
Enabling Academy signed a MoU with Hilton Malaysia in June 2023, which paves the way for EA graduates to do an internship with the renowned hospitality chain.

The collaboration with Hilton Malaysia is another significant milestone as we expand our network of hospitality partners. This partnership enhances our interns' soft skills and hands-on experience, preparing them for success in the industry.

With Hilton Malaysia joining as our fourth hotel partner (after InterContinental Kuala Lumpur, Mandarin Oriental, and Sunway Resort Hotel), we now have 57 partner companies since our inception in 2017.

Department of Social Welfare Malaysia:
This two-year partnership aims to drive the nationwide reach of the ETP initiative. Subsequently, EA conducted five workshops and will cover remaining eight workshops by December 2023.

In FY2023, each EA graduate is estimated to have completed an average of 390 hours of training during their three-month programme.

By 31 July 2023, EA had completed 11 batches of training, resulting in 96 accomplished graduates. Upon completion of training, 93 percent of graduates were offered job trials, internship or employment opportunities, while the remaining seven percent did not secure any job trial, internship or employment due to several reasons, such as

pursuing further studies, health issues, not being job-ready, waiting for better employment prospects or considering self-employment.

Across Gamuda Group, we have hired 21 employees with autism as part of our commitment to embrace neurodiversity in the workplace and to promote sustainable employment for people with autism.

Empowering Communities via Education



We prioritise education as part of our community efforts because we believe it is a key to empowerment. The Gamuda Scholarship programme was established to provide financial assistance to deserving Malaysian students wishing to pursue tertiary education in fields relevant to our business. Besides financial aid, the Gamuda Scholarship offers scholars with placement, leadership and networking opportunities through the Scholar's Engagement and Development Programme (SEDP).

In 2023, Gamuda Scholarship increased its investment amount to RM20 million.

We offered 79 full scholarships to students pursuing tertiary education, including seven scholars from the Indigenous communities. Of these, 21 are enrolled in prestigious universities overseas, such as Imperial College London, National University of Singapore, University of Melbourne, Tsing Hua University and Peking University.

The programme promotes inclusivity through a quota system which ensures that two-thirds of available scholarships are allocated for B40 families and one-third for M40 families. We also strive to ensure that 20 percent of recipients come from East Malaysia. We plan to increase the scholarship fund to RM30 million next year to support an anticipated 120 deserving students.

FINANCIAL ASSISTANCE TO VIETNAMESE STUDENTS

In Vietnam, we have provided one-off financial assistance worth VND500 million to 100 students from the VNU University of Social Sciences and Humanities (USSH) who were severely impacted by the pandemic. In addition, Gamuda Land Vietnam also sponsored five other Vietnamese students this year to pursue their tertiary education, through its first scholarship programme.

¹ B40 and M40 are income classifications used to categorise Malaysians by their household income. B40 represents the bottom 40 percent of income earners and M40 represents the middle 40 percent

² The Gamuda Scholarship is typically offered each September, and the investment amount is recorded within the current financial year. Gamuda's financial year ends each year on 31 July

Our scholarship programme helps serve as a talent pool for Gamuda. A significant number of scholarship recipients have joined our workforce since completing their studies, with many holding management positions within the company.

Youth Engagement

Gamuda's strong regional presence puts us in a unique position to inspire school students to explore work in the construction industry as a viable career journey. In June 2023, we collaborated with local and regional high schools in New South Wales, Australia – namely Kanahooka High School (Wollongong) and Cathwest Innovation High School (Emu Plains) – to identify and select participants for school-based apprenticeships and traineeships (SBAT).

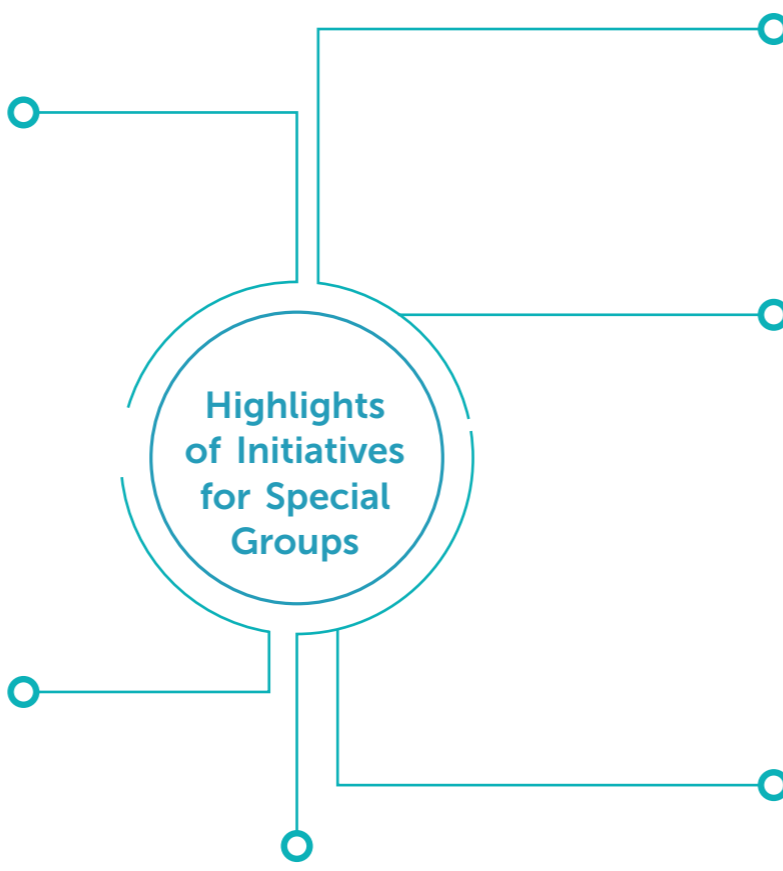
The participants, which include several women, will undertake nationally accredited civil construction training, providing a pathway for high school students to pursue their career aspirations and complete their higher school certificate (HSC). Students taking part in this initiative can develop essential skills and gain practical experience. The programme is available to students in years 10, 11, and 12 and combines paid employment, formal training, and regular schooling. The programme will take approximately 12 to 18 months and include civil construction training at an actual operational construction site, on Sydney Metro West – Western Tunnelling Project in Rosehill NSW.

The Gamuda Australia team participated in various education and information sessions for university students, including career days, human resource practices and resume writing, and a collaborative Sustainability in Construction course with AIESEC. The Sydney Metro West – Western Tunnelling Package (WTP) team actively participated in the National Road Safety Week by collaborating with Westmead Public School's Road awareness programme to educate school kids about pedestrian safety and heavy vehicle blind spots. 250 children in years three and four received an opportunity to sit in the truck and engaged with the team in an interactive session.

OUR VALUE TO PEOPLE

Special Groups

Gamuda, as a socially responsible organisation, prioritises the well-being of the communities where we operate. Our commitment extends beyond business activities, focusing on holistic impact. We engage in initiatives promoting physical, mental, and social health.



Supertee Medical Garments

The Western Tunnelling Package project team generously donated funds and their time to create personalised Marvel-themed medical garments, affectionately known as Supertee medical garments. These were crafted with care and dedication for 192 critically ill children at New South Wales, Australia. The goal was to bring comfort and encouragement to these young patients throughout their difficult medical journeys.

Recognising National Changemakers

We believe in acknowledging and rewarding individuals who make a positive impact on society. This serves as a foundation for creating more changemakers from all walks of life across the nation. Our (SGHA) is a collaborative initiative by The Star and Yayasan Gamuda, dedicated to honouring everyday Malaysians who have demonstrated making positive impacts on people and the planet, while fostering unity. These are individuals who have made significant contributions across several realms, including supporting Indigenous communities, raising awareness and funds for autism, contributing to wildlife conservation, providing education to underprivileged students, and other impactful initiatives.



The Gamuda Inspiration Award 2022 was won by Iskul Sama diLaut Omadal, a NGO which builds young leaders amongst stateless children through holistic education and skills development to find solutions to issues faced by their communities in Pulau Omadal.

Now in its ninth year, the 2023 Award has received 731 nominations nationwide. In November 2023, 10 awards will be presented to social changemakers who have made meaningful contributions to society. Yayasan Gamuda will award cash prizes to support these deserving individuals.



2019 GIA winner Sujana Rejab was recognised for creating 3D-printed prosthetics for disabled children



The 2022 Gamuda Inspiration Award (GIA) was given to Iskul Sama diLaut Omadal



Scan here for more information on Star Golden Hearts Award (SGHA).

Collaboration with Mission Australia and Shoretrack

The Coffs Harbour Bypass Team continue to work with Mission Australia and Shoretrack to host local disadvantaged and disengaged youth on site to educate them about the career opportunities available in construction, such as supervision, safety and environmental management. These initiatives aims to empower the students by providing employment opportunities on site after graduation, and supporting their transition into meaningful, long-term employment.

Turbans 4 Australia

In partnership with Turbans 4 Australia, our dedicated site teams at Western Tunnelling Package donated and delivered shelving racks to improve their warehouse, provided manpower and plant to complete a major court yard clean up, and generously donated site materials (e.g., fence posts, mulch, and concrete) to improve their facilities.

Christmas Toy Drive

Our project teams on the Western Tunnelling Package facilitated a successful Christmas toy drive, collecting an impressive three pallets of toys. These toys were distributed to children in Parramatta and its surrounding areas, as well as to communities affected by floods across New South Wales. Gamuda Australia employees and subcontractors also selflessly donated funds to support the Parramatta Women's Shelter.

GL Cares: Supporting Community in Projects

GL Cares was first set up and launched during the height of COVID-19 outbreak in 2020-2021 to provide support to GL team members with basic essential items, such as food, drinks, supplements, basic OTC medications to those who were affected by the pandemic.

As the COVID-19 pandemic eases, GL Cares extends its reach to cover other initiatives, such as employee engagement and well-being.

Gamuda Land HCMC provided donations and contributions worth more than VND3 billion to community members in Vietnam.

Our team donated items worth more than VND1 billion, including 33 tonnes of rice, 2,700 boxes of instant noodles, 20 tonnes of vegetables, 3,000 face masks, food vouchers, Mid-Autumn gift boxes (for the children), and medical supplies to communities in Gamuda Celadon City and surrounding the township. Gamuda Land and its employees raised VND330 million (RM64,000) to HCMC COVID-19 Resuscitation Centre and the national COVID-19 vaccine fund.

Supporting Children with Heart Diseases in Vietnam



Run for the Heart 2023 held in Celadon City

Since 2013, we have supported children requiring heart surgery for congenital heart defects. We raise funds through The Run For The Heart (RFTH) – an annual charity run organised by Gamuda Land Vietnam and VinaCapital Foundation's Heartbeat, Vietnam. In FY2023, 190 children requiring the surgery received the financial support required.

After a two-year postponement due to the pandemic, the ninth RFTH was successfully held on 12 February 2023. The event was supported by multiple online fundraising activities and virtual runs that lasted for several months. Over 10,000 people attended the closing ceremony, which was held in conjunction with the offline run at Celadon City, Vietnam. **The event raised VND5.2 billion (RM1 million) that was channelled for the 190 surgeries.**

Since 2013, the programme has raised over VND40 billion (RM7.7 million) and offered free heart surgery to 1,549 children in Vietnam

OUR VALUE TO PEOPLE

OUR SOCIAL FOOTPRINT AT SILICON ISLAND, PENANG

Empowering Fishermen

During Silicon Island's planning, we collaborated with the state government on a Social Impact Management Plan (SIMP). It aims to empower local fishermen and boost local economies. Independent studies show 63 percent of fishermen earn between RM1,000 to 2,000 monthly.

At the project onset, 600 job openings are anticipated, with potential for thousands more over 20 years. This will stimulate local spending, fostering business growth. We'll provide training to enhance employability, ultimately enhancing livelihoods and economic resilience for the fishing community.

To ensure local families' stability and access to education, we offer subsidies, book vouchers, and rewards for fishermen's children excelling in tertiary education. Education is the foundation of social and economic progress, and by supporting youth, we invest in their future.

Temporary Jetty Project



Permatang Tepi Laut fishermen along the Bayan Lepas River in Silicon Island will receive new sheds as part of a temporary jetty project under the Social Impact Management Plan (SIMP). This project will end the long-lasting hardship faced by the fishermen due to a lack of adequate berthing or storage facilities. Previously, their sheds were susceptible to storms, and they had to anchor their boats to weak poles buried in the mud. The new concrete facilities will provide them with a sense of security, ensuring their boats and equipment remain safe, regardless of the weather. Currently, two sheds are operational, with the other 63 to be built in phases.

Invested over RM370,000 to set up three Pusat Perkhidmatan Setempat Nelayan (PPSNs), a one-stop public information centre

Upskilling and Reskilling



PPSNs offer job registration services and support the fishing community by providing upskilling training in nearby facilities. An example of this is a scheme in collaboration with *Akademi Maritim Penjana Ilmu* that has provided seafarer training to 20 fishermen. In the future, we plan to offer technical and vocational education and training (TVET) courses to help local youths achieve better livelihoods and higher-income job, as well as boat and engine repair trainings to the fishermen.

216 fishermen have registered their interest for upskilling courses, with 20 completed their seafarer training

Community Service Centres



Pusat Perkhidmatan Setempat Nelayan (PPSNs) are a network of one-stop community service centres catering to the needs of fishermen located within the Silicon Island vicinity.

Over RM370,000 was invested to develop three info-centres in Permatang Damar Laut, Sungai Batu and Gertak Sanggul, providing physical public engagement facilities. For example, facilitating the SIMP registration to assist the fishermen in enjoying the benefits that include ex-gratia payment, new boats and engines. Currently, 32 new boats and engines have been provided to fishers in urgent need, while 283 boats and engines are expected to be provided soon. Since 2023, PPSNs have also been helping fishermen with licence and insurance renewals and appealing to the Malaysian Fisheries Development Authority (*Lembaga Kemajuan Ikan Malaysia* [LKIM]) for their living allowance and petrol subsidy renewals.



Contributing to the Local Economy and Job Creation

As a grassroots-based service centre, *Pusat Perkhidmatan Setempat Nelayan* (PPSNs) contribute to the community by creating business and job opportunities.

Through 44 community projects and programmes such as engagement sessions, *gotong-royong*, disaster relief, festive hamper giveaways and others, PPSNs have reached out to 3,100 people. From 2016, PPSNs contributed RM137,254.88 worth of business to local grocers, food suppliers and caterers through its many programmes and activities.

PPSNs also directly created job opportunities when it hired former fishermen, fishermen's children and other locals as information officers, who keep local stakeholders updated on the project, assist the fishermen in various matters such as registrations for the Social Impact Management (SIMP) scheme, organise engagement sessions and community programmes and others.

PPSNs also help locals find job placements in the project by registering job interests. Since 2016, the centres have received 1,123 registrations of job interests from residents of Penang.

Supporting Education for A Better Future



Under the Social Impact Management Plan (SIMP), education support programmes are introduced for the benefit of fishermen's children and other local children in southwest district schools near the project site.

The programmes are aimed at helping children from fishermen's families to improve their academic performance and secure a better future to elevate their families' socio-economic status.

By obtaining better qualifications and relevant skills, the local children will also increase their job marketability and opportunities to secure better jobs, including those created by the Penang South Island development in the future. The programmes, which are being carried out in collaboration with the State Education Department, Southwest District Education Office, local schools and tuition centres, and USAINS Holding of Universiti Sains Malaysia (USM), offer:

- Learning recovery classes (reading, writing and arithmetic proficiency) for fishermen's children and other local children in Primary 1 to 3
- *Jaya Didik* tuition sponsorship programme for fishermen's children from Primary 1 to Form 6
- Hybrid education programme for selected Form 2 to Form 5 students from local schools, including fishermen's children
- Cash incentives for fishermen's children, who successfully enrol into institutions of higher learning (IPT)
- Book vouchers for fishermen's children, who get good results in their exams at IPT (CGPA from 3.0 and above)
- Parenting sessions with fishermen to emphasise the importance of supporting and encouraging their children in their studies

Since the programmes were launched in 2022, a total of students (up to July) have participated and benefitted from the SIMP.

OUR VALUE TO PEOPLE

SOCIAL RETURN ON INVESTMENT (SROI)

In FY2023, Gamuda commissioned a study to analyse our spending on different initiatives and the social value generated using a social return on investment (SROI) approach. This SROI analysis is based on the Principles of Social Value by Social Value International. We engaged an independent firm to evaluate the effects of our social, environmental, and economic efforts.

The study covered 2015 to 2022 and planned spending for 2023 to 2030. The study found that based on the 2015 to 2022 spending period, Gamuda's education and training initiatives had the most significant social impact, followed by biodiversity, and occupational health and safety initiatives.

Gamuda's social spending in the period of 2015 to 2022 generated social impact of RM534.2 million with overall SROI of 3.4

The study examined Gamuda's spending on social initiatives and the social value generated from 2015. This study analysed RM157.8 million spent by Gamuda on social initiatives.

Based on analysis of Gamuda's initiatives, the social benefits that arise from these initiatives can be categorised into key areas based on GRI Sustainability Reporting Standards (GRI Standards). The key impact areas are as follows:

KEY IMPACT AREAS	Education and Training	Occupational Health and Safety	Biodiversity	Diversity and Equal Opportunity	Local Communities
SOCIAL BENEFITS	Improves access to education, boosts workforce skills, career prospects and income	Reduces risk and creates a healthier and safer work environment for Gamuda's workforce	Enhances the well-being and liveability of local communities that are affected by Gamuda's developments	Promotes diversity and equal opportunity for vulnerable and disadvantaged groups of people	Enhances the quality of life and development of local communities

Gamuda's Future Development Objectives

Gamuda will actively engage with stakeholders to identify and measure outcomes at the project's outset and at regular intervals throughout its duration, allowing us to understand how different outcomes can influence the creation of social value over time.

The SROI study has been invaluable in providing Gamuda with a comprehensive and holistic perspective on the value generated by our initiatives. Beyond the confines of traditional financial metrics, it has allowed us to grasp the full spectrum of social and environmental outcomes that hold significance for our stakeholders.

As we move forward, we view SROI not only as a measure of past performance but as a dynamic learning tool that

continually guides us in enhancing our strategies and measures for community investment. It enables us to derive meaningful insights and recommendations from the analysis, and serves as an indispensable compass in monitoring and evaluating our progress. Through this ongoing commitment to understanding and maximising social return on investment, Gamuda remains dedicated to making a lasting and positive impact on the communities we serve.

Among the 1st construction company in Malaysia to use Social Return on Investment (SROI) as a community investment scorecard

CUSTOMER SATISFACTION

At Gamuda, our customers are at the forefront of everything we do and are of paramount importance for several key reasons. Firstly, it enables us to uphold and maintain good reputations in the industry, ensuring that our clients and partners trust us as a reliable and reputable company. Secondly, satisfied customers are more likely to become promoters and provide enthusiastic referrals among their networks, which, in turn, expands our client base and contributes to our growth. Moreover, fostering customer loyalty is a top priority, as loyal customers not only provide ongoing business but also offer invaluable insights and feedback for continuous improvement. Our projects are tailored to exceed their expectations, so we prioritise constant communication and feedback. To ensure ongoing customer satisfaction, we conduct annual surveys to assess our products and services. Our customer service teams also receive regular training on effectively tackling customer complaints and feedback.

We continue to strive for improvement in our customer services and products. Within our townships, Gamuda Land conducts ongoing evaluations to measure the satisfaction of our residents and customers. This proactive approach enables us to identify areas for improvement and implement enhancements that directly address their needs and preferences. Some of Gamuda Land's measures include:

GL LIFESTYLE



This digital mobile application was introduced in October 2021 to enhance the experience of our existing and prospective customers. It serves as a platform for them to provide feedback, allowing us to continuously improve our services and, consequently, enhance our customer satisfaction rate. The application also enables us to collect valuable data, helping us identify opportunities and potential risks to our business operations.

GL LOYALTY PROGRAMME



Launched in Malaysia in August 2018, this membership-based scheme is designed to reward customers who have invested in selected Gamuda Land properties, ensuring they are not just customers but our valued priority. By providing exclusive benefits and rewards, this initiative goes the extra mile in enhancing customer satisfaction, making them feel appreciated.

FACILITY MANAGEMENT POLICY

In April 2023, we launched a policy outlining our roles and responsibilities concerning key facility management criteria, such as building maintenance, financial, administrative, and insurance. The policy also includes guidelines for managing health and safety to ensure a secure environment for all users, visitors, and members of the public. Demonstrating our unwavering commitment to delivering exceptional facility management.

Gamuda Land's twentyfive7 township and Quayside Mall/Tower achieved ISO 41001:2018 Facilities Management System standard by SIRIM certification in July 2023, marking a significant milestone as the first property developer in Malaysia to attain this new standard.

We are committed to doing our best to provide the highest quality products and services, and we will continue to prioritise customer satisfaction in all our endeavours, striving to exceed expectations and maintain the trust and loyalty of our valued clients.

Gamuda Land overall customer satisfaction score. FY2023: 71% (FY2022: 56%)

OUR VALUE TO THE ENVIRONMENT



Purple heron (Ardea purpurea) observed at Valencia, Selangor, Malaysia

We are all connected

CHAPTER HIGHLIGHTS

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GHG Emission Intensity

In FY2023, we are disclosing 26,825 tonnes CO₂e for Scope 1 and 2 emissions, with a GHG emissions intensity of 3.57 CO₂e per million revenue across three countries. Furthermore, our assets and development underwent their inaugural ISO 14064-1 verification for GHG emissions.

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Scope 3 Emission

We have broadened our disclosure of Scope 3 emissions, now encompassing eight categories, a significant increase from the single category reported in FY2022.

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Renewable Energy

In FY2023, our total energy consumption was 30,167,811 kWh. 22 percent of this is sourced from renewable energy sources, with 5,981,355 kWh of green electricity in the form of Renewable Energy Certificates (RECs) through GET and GreenPower.

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Water Management

Gamuda considers water scarcity in all our developments. To-date, we have recycled 26 percent of surface water in construction and 17 percent of surface water in our developments, reducing our freshwater demands.

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Waste Management

We recognise the importance of responsible waste management, including maximising the efficiency of our raw materials and resources, and properly disposing of solid and hazardous waste to reduce our environmental footprint.

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Wetlands Arboretum Centre (WAC)

The WAC was launched in August 2023 and serves as an edu-tourism and research hub for biodiversity studies, forest-fitness, and educational programmes at Gamuda Cove. The Wetlands Arboretum Centre is also an EDGE Advanced (Zero Carbon Ready) certified.

OUR VALUE TO THE ENVIRONMENT

GAMUDA'S ENVIRONMENT FOOTPRINT OVERVIEW

Climate change is one of the greatest challenges of our time. As more countries and companies commit to meeting their net zero emissions, Gamuda is creating significant opportunities to support customers and communities in their decarbonisation efforts. In FY2023, we gained further momentum by reporting on our environmental performance in Vietnam and Australia. In 2022, Gamuda pledged to become a net zero carbon company by 2050, aligning with the Science Based Targets initiative (SBTi). As we continue on our decarbonisation journey, we are also prioritising sustainable water and waste management. Our focus includes preserving natural habitats, especially wetlands, to safeguard biodiversity.

OUR VALUE TO THE ENVIRONMENT

REGIONAL SHOWCASE OF ENVIRONMENTAL EXCELLENCE

By actively participating in and adhering to environmental best practices, we ensure the environmentally responsible execution of construction and engineering projects. This alignment ensures compliance with both local and global standards.

ADVANCING TOWARDS NET ZERO

We are dedicated to reducing GHG emissions by aligning with global and national pledges, implementing digitalised monitoring, introducing environmental KPIs, incorporating GHG considerations throughout the construction lifecycle, and actively participating in climate-related working groups.

GROUP EMISSIONS AT A GLANCE

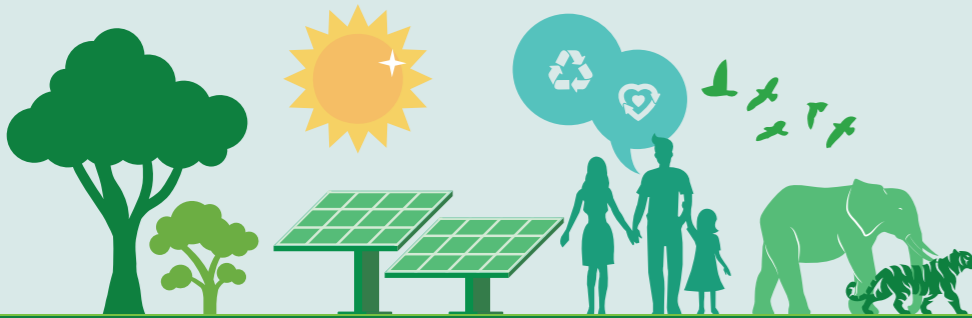
Our GHG footprint, encompassing Scope 1, 2, and 3 emissions, has expanded this year. We have extended our monitoring, disclosure, and assurance efforts beyond Malaysia to include Australia and Vietnam, covering over 100 sites.

RESHAPING URBAN: TOWARDS LOW-CARBON CITIES

We are committed to integrating our climate action into our deliverables, including developments. Our objective is to transform these developments into low-carbon ecosystems, considering factors such as energy, water, waste, mobility, and green spaces.

RESOURCE MANAGEMENT

We are focused on enhancing our waste and water management practices across all our facilities, sites, and office locations. This commitment involves the implementation of efficient and sustainable strategies to minimise waste generation and optimise water usage.



RENEWABLE ENERGY

We are dedicated to using renewable energy sources (RE). Last year, we improved by adding new solar assets and joining government-driven green electricity programmes. We also see potential in hydroelectric projects and residential solar programmes as business opportunities.

CONSERVING BIODIVERSITY

Biodiversity plays a pivotal role in our climate action initiatives. We prioritise the integration of biodiversity conservation in all aspects of our projects. Our programmes encompass biodiversity audits, IUCN studies, partnerships with academic and research institutions, and the establishment of research centres among others.

Climate Risks and Opportunities

Gamuda recognises the potential risks and opportunities posed by climate change. We ensure that every stage of our projects, including design, construction, and demolition, aligns with climate adaptation measures and is used to support climate adaptation measures.

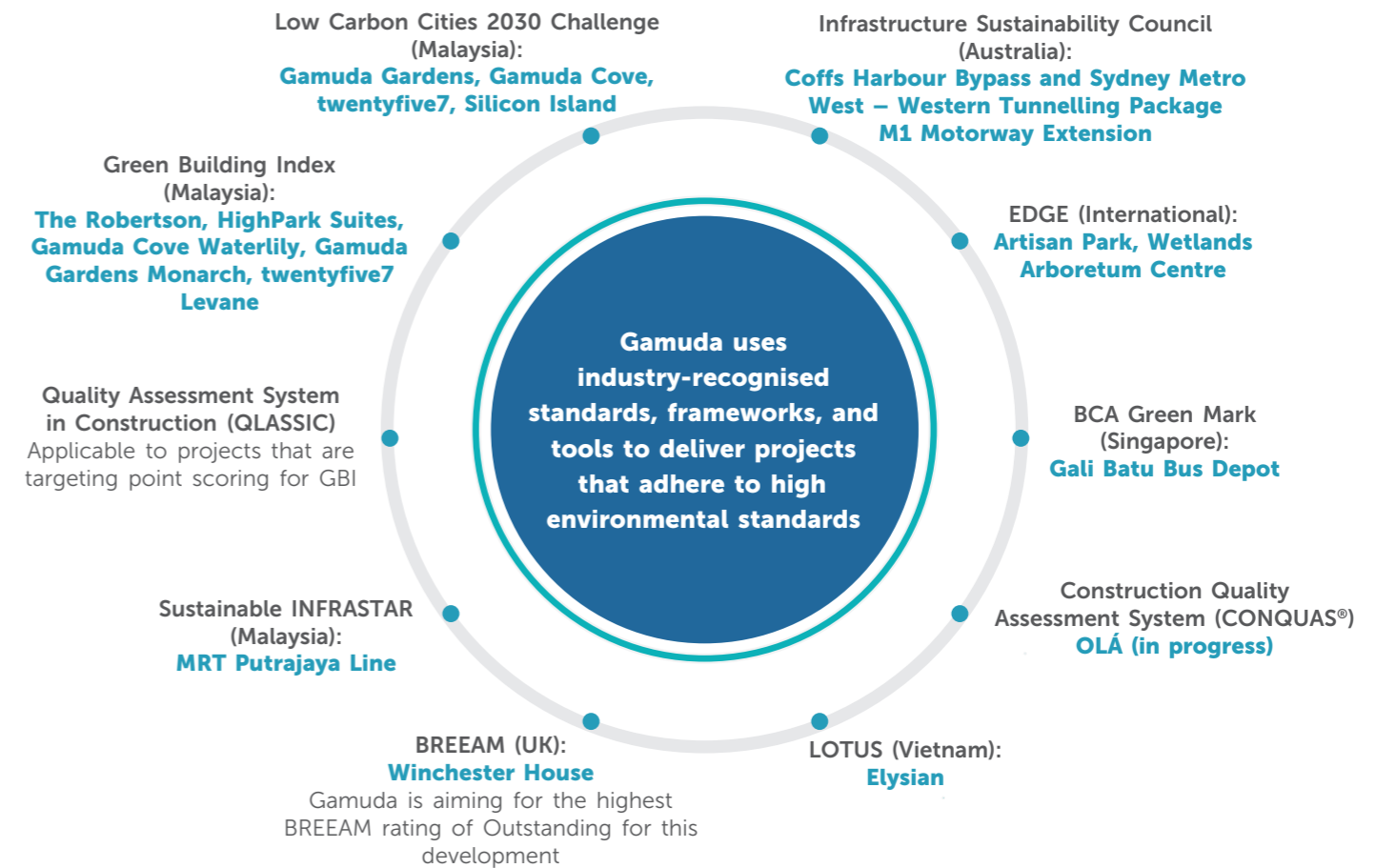
Gamuda conducted a comprehensive assessment of the potential risks and opportunities of climate change, including the effects of global temperature increases and rises in sea levels. This allowed us to study and incorporate adaptive features into our project planning and design.

The company proactively manages major ESG-related risks, like floods and other catastrophic events, by conducting detailed scenario planning and risk assessments. This allows for the identification of vulnerable areas and critical infrastructure that could be affected. In response, the company has established a comprehensive flood preparedness and response plan with clear protocols in place across all our locations.

REGIONAL SHOWCASE OF ENVIRONMENTAL EXCELLENCE

We are actively engaged in partnerships with organisations such as the United Nations Development Programme (UNDP), CEO Action Network (CAN), Climate Governance Malaysia (CGM), Malaysian Green Technology and Climate Change Corporation (MGTC), and the Infrastructure Sustainability Council of Australia (ISCA). These collaborations enable us to contribute to global sustainable development goals, promote diversity and inclusion, support environmental stewardship, reduce our carbon footprint, and adopt best practices in sustainable infrastructure. Through these strategic partnerships, we establish directionality and a shared sense of purpose within a wide network of stakeholders, placing public policies, global agendas and environmental priorities at the core of our efforts.

All of our environmental management practices comply with applicable laws and guidelines, such as the Environmental Quality Act 1974 and Environmental Impact Assessment (EIA) approval conditions in Malaysia, the Law on Environmental Protection 2020 in Vietnam, as well as the Protection of the Environment Operations Act 1997 (POEO Act) in Australia. These stringent adherence and compliance efforts not only ensure legal and regulatory conformity but also demonstrate Gamuda's commitment to environmental responsibility and sustainability, fostering trust with our stakeholders and enhancing our reputation as a socially responsible and environmentally conscious organisation in all the countries where we operate.



OUR VALUE TO THE ENVIRONMENT

ADVANCING TOWARDS NET ZERO

The scientific evidence is unequivocal; to avoid disastrous climate outcomes, we cannot allow global temperatures to exceed 1.5 degree celsius above pre-industrial levels. In the wake of the 2015 Conference of the Parties (COP21) of the United Nations Framework Convention on Climate Change (UNFCCC) in Paris, countries, institutions, and businesses worldwide – including Gamuda – have committed to reducing their emissions and achieving net zero by 2050.

In 2022, Gamuda became one of the first 16 companies in Malaysia to commit to the Science Based Targets initiative (SBTi) to align our greenhouse gas (GHG) emissions reduction targets with the latest scientific evidence and global efforts to combat climate change. Under our Gamuda Green Plan 2025, the Group

is committed to our GHG emissions intensity by 30 percent in 2025 and 45 percent in 2030 against our FY2022 baseline.¹

Our emissions reporting is also aligned with global standard-setting bodies, such as the Task Force on Climate-related Financial Disclosures (TCFD), Sustainability Accounting Standards Board (SASB) and CDP (formerly the Carbon Disclosure Project). We are dedicated to providing regular reports on environmental matters and diligently tracking and recording our environmental data, which includes GHG emissions. This is accomplished through the use of our cloud-based platform.



We are also laying the groundwork for carbon credits through tree planting and assessing our carbon stocks to determine our carbon storage capacity. Additionally, we are exploring the potential implementation of an internal carbon pricing mechanism that aligns with Bursa Carbon Exchange (BCX) – Malaysia’s voluntary carbon market (VCM) spot exchange that enables the trading of high-quality carbon credits through standardised carbon contracts. We are still in the process of determining our carbon storage capacity while assessing local preparedness and engaging in robust dialogue with relevant stakeholders. We plan to provide further progress updates in the future.

Our GHG emissions reporting has been validated via ISO 14064-1 standards. Our assets and infrastructure in Australia, Malaysia, and Vietnam achieved ISO 14064-1 verification in FY2023, showcasing our commitment to precise measurement and transparency. This sets us apart as a leader in the construction industry, enhancing credibility and aligning with global standards

Our Net Zero Journey

Before 2021

Our Stormwater Management and Road Tunnel (SMART) project, constructed in 2002 was our first climate-related infrastructure project. The primary purpose of SMART is to address two critical issues: flood prevention and traffic congestion reduction in Kuala Lumpur

In 2016, we launched Gamuda Next-Gen Digital IBS, which involved the use of digital design tools and robotics for safer and more sustainable construction, resulting in minimal wastage

In 2017, climate action became one of our material matters

In 2018, we established Gamuda Parks to ensure biodiversity and communal spaces were integrated in our developments. This was also the foundation for our carbon sequestration efforts

In 2020, we began disclosing our carbon emissions data via CDP

2021

Launch of the Gamuda Green Plan 2025, which aims for a 30 percent reduction in Scope 1 and Scope 2 emissions intensity by 2025, and 45 percent by 2030

- Implemented carbon traceability using cloud-based ESG software
- Aligned our sustainability reporting with TCFD
- Obtained external assurance on Scope 2 emissions
- Began monitoring our Scope 3 construction emissions

2022

Committed to being a net zero carbon organisation by 2050

- Adopted the Gamuda Group ESG Policy that includes our carbon reduction plans
- Became an official supporter of TCFD
- Committed to SBTi and became an official member of the Business Ambition for 1.5 degree celsius campaign
- Implemented an integrated cloud-based software to enhance our emissions data monitoring and reporting
- External assurance on Scope 1 and Scope 2 emissions
- Began Scope 3 emissions traceability disclosures
- Promoted supply chain readiness towards an integrated carbon reduction programme
- Acquired 30 percent equity stake in ERS Energy Sdn Bhd

2023

- Report Group's emission to MGTC via Low Carbon Operating System, LCOS
- Began ISO14064-1 verifications for our disclosed GHG emissions data
- Began collecting our Scope 3 emission data from suppliers and disclosing data from eight out of the 15 emission categories according to the GHG Protocol
- Increase usage of renewable energy to 21 percent of Group total energy
- Continued validating our current state based on LCC 2030 challenge, ensuring alignment to reduction capabilities (Diamond rating)
- Introduced EV infrastructure at our offices and premises
- Building through Wetlands Arboretum Centre
- Continued to expand the conversation on renewable energy usage such as GET/RECs

¹ We chose FY2022 as our baseline because our businesses were impacted by the COVID-19 pandemic and data would not have been reflective of business-as-usual circumstances. Our Vietnam operations only began reporting on GHG emissions in FY2023, therefore, data from FY2023 will be monitored and set as the baseline.

OUR VALUE TO THE ENVIRONMENT

GROUP EMISSIONS AT A GLANCE

The Group remains steadfast in our commitment to intensifying our efforts in monitoring and reducing emissions. These initiatives now encompass new projects and asset acquisitions. In the current year, we have expanded our coverage to include over 100 sites across three key countries: Malaysia, Australia, and Vietnam. Our Scope 1 and 2 emissions reporting for FY2023 covers all our businesses in Australia, Malaysia, and Vietnam. Total Scope 1 and 2 GHG emissions were 6,718 (25 percent) and 20,107 (75 percent) tonnes CO₂e respectively, adding towards a total of 26,825 tonnes CO₂e at an intensity of 3.57 tonnes CO₂e per million revenue. The majority of these emissions come from our Malaysian operations, at 25,506 tonnes CO₂e, followed by 1,134 tonnes of CO₂e from Vietnam and 185 tonnes of CO₂e from Australia.

We continue to work towards reaching our Gamuda Green Plan 2025 target of reducing our Scope 1 and Scope 2 emissions intensity by 30 percent by 2025, and 45 percent by 2030. As part of our initiative to reduce our carbon footprint, some of our developments in Malaysia and Australia subscribe to government-driven green electricity programmes, e.g. the Green Electricity Tariff (GET) and GreenPower, and we utilise solar photovoltaics (PVs) for renewable energy (see section on Renewable Energy on pages 180 to 185).

Through our unwavering dedication to meticulously monitoring emissions, ingraining green design principles into every project, and fostering a culture of emission reduction throughout our organisation, we have achieved a remarkable milestone – a 23 percent reduction in emissions intensity compared to our baseline.

In 2022, as part of our continued efforts to achieve full Group-wide carbon traceability, we began collecting and reporting our Scope 3 emissions data directly from our construction sites. Examples of emission sources at these sites include fuel, energy and electricity use. We also gather Scope 3 data from other indirect aspects of our operations, including employee commutes, business travel, transportation and distribution, volumes of materials used, waste, and purchased goods and services.

In addition, we began promoting supply chain readiness for emissions reporting through our complimentary ESG training sessions for over 3,000 supply chain partners comprising financiers, government agencies and regulators, builders, suppliers and consultants. Our suppliers have pledged to reducing their carbon emissions and increasing their operational sustainability, and are working with us on an integrated carbon reduction programme in line with our Gamuda Green Plan 2025.

SCOPE 1

6,718
tonnes CO₂e

SCOPE 2

20,107
tonnes CO₂e

SCOPE 3

132,143
tonnes CO₂e

Emissions avoided

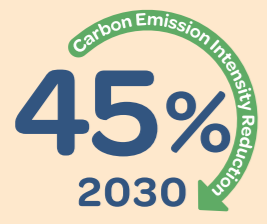


Note:

- Scope 1 emissions refer to direct emissions from premises or activities that are owned or controlled by Gamuda. Scope 2 emissions refer to indirect emissions from the generation of purchased energy, i.e. electricity
- On average, a single tree sequesters approximately 10 kg of carbon dioxide per year (for the first 20 years)

OUR VALUE TO THE ENVIRONMENT

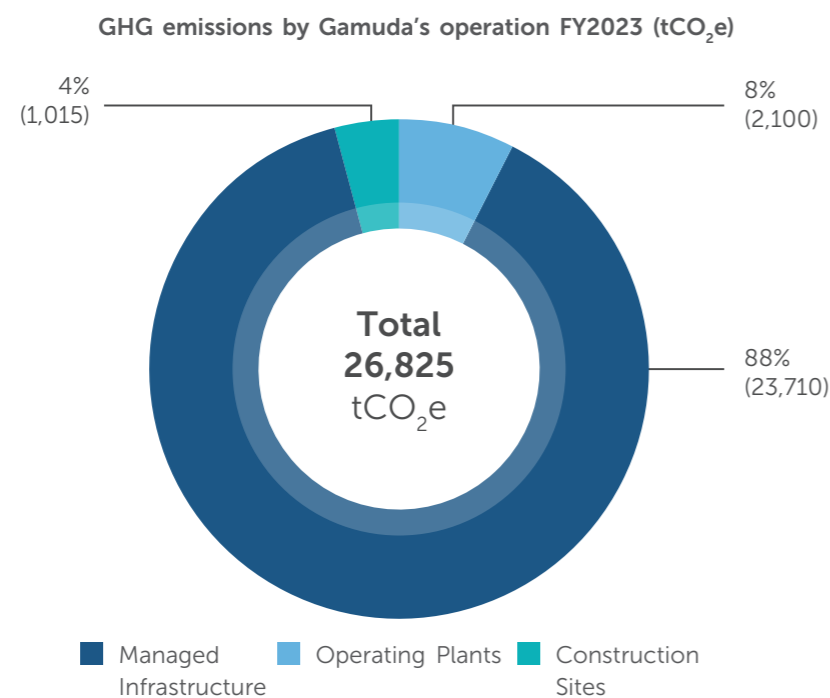
GAMUDA SCOPE 1 AND 2 GHG EMISSIONS FOR FY2023



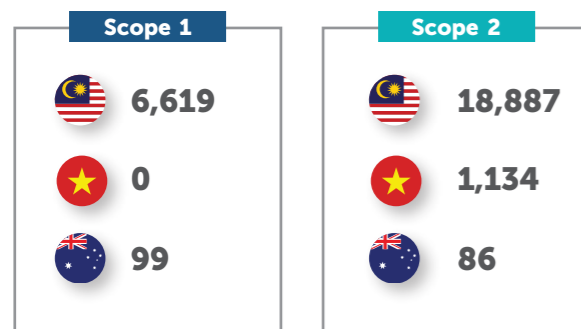
45%
2030

Achieved 23% of GHG emissions intensity reduction compared to our FY2022 baseline

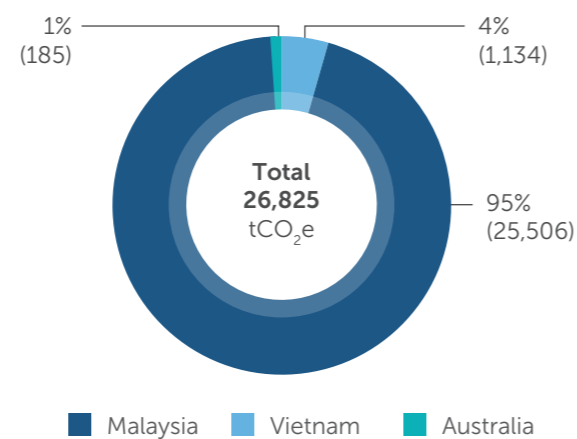
FY2022 (baseline) 4.7 tonnes CO₂e per million revenue



Scope 1 and Scope 2 emissions by Country FY2023 (tCO₂e)



GHG emissions by country FY2023 (tCO₂e)



Note: Refer to pages 210 to 211 for each location Scope 1 and Scope 2

Our FY2023 Scope 3 emissions data is limited to specified business units in Malaysia. As we systematically implement our emissions reporting framework, we intend to broaden this reporting to include additional business units in the future, including those operating overseas. This initiative underscores our unwavering dedication to consistently enhance our environmental impact assessments and achieve a comprehensive understanding of our carbon footprint across all facets of our global operations. Our Scope 3 emission is as follows:

Total emissions for Scope 3¹ in FY2023 were 132,143 tonnes CO₂e.

We started gathering emissions data from our suppliers in 2023 and will establish Scope 3 supply chain emissions targets beginning in 2026. Our Scope 1 and 2 emissions are subject to annual internal and external audits, and we plan to conduct audits for our Scope 3 emissions in the future.

Waste Generated in Operation <ul style="list-style-type: none"> Gamuda Next-Gen Digital IBS Gamuda Land 392 tonnes CO₂e	Business Travels <ul style="list-style-type: none"> Gamuda Berhad Gamuda Next-Gen Digital IBS Gamuda Land 774 tonnes CO₂e	Capital Goods <ul style="list-style-type: none"> Gamuda Berhad Gamuda Next-Gen Digital IBS GB Kuari Gamuda Land 823 tonnes CO₂e
Purchased Goods and Services <ul style="list-style-type: none"> Gamuda Next-Gen Digital IBS Gamuda Land 91,636 tonnes CO₂e	Downstream Transportation <ul style="list-style-type: none"> Gamuda Next-Gen Digital IBS GB Kuari Megah Sewa Gamuda Land 8,254 tonnes CO₂e	Upstream Leased Assets <ul style="list-style-type: none"> Gamuda Berhad Gamuda Engineering Gamuda Land 1,375 tonnes CO₂e
Downstream Leased Assets <ul style="list-style-type: none"> Megah Sewa 238 tonnes CO₂e	Employee Commuting <ul style="list-style-type: none"> Gamuda Berhad 28,651 tonnes CO₂e	

Using Green Materials

Our efforts to reduce our Scope 3 emissions have begun by incorporating the use of green materials in our designs. In Vietnam, we include green and environmentally friendly elements throughout our developmental value chain, from procurement to architect selection and contractor engagement. This includes actively finding ways to use eco-friendly construction materials to reduce embodied carbon and Scope 3 emissions.

At our Plot A6 Diamond Alnata Plus project, we have implemented the following measures:

Plot A6 Diamond Alnata Plus project

By mixing concrete with fly ash, a fine powder derived from coal's mineral matter, its **strength and durability is enhanced**, resulting in greater resistance to cracking, permeability, and long-term performance. This also helps **reduce the amount of cement needed**, minimising its environmental impacts.

All our units are being built with **100 percent power-efficient LED lights**.

We use certified 'green' laminates for our flooring or furniture to ensure our products meet environmental and safety standards, **particularly regarding formaldehyde emissions**.

Harvested rainwater is utilised for curing concrete, as well as for gardening and cleaning purposes.

¹ Spend-based method is the first available method for Scope 3 measurement to estimate our emission. This approach involves multiplying the financial value of a purchased good or service by an emission factor to derive an estimate of emissions. Additionally, we are also using the average-data method to estimate emissions from employee commuting by relying on general data, such as national averages, regarding commuting patterns

OUR VALUE TO THE ENVIRONMENT

Similarly, our efforts to reduce embodied carbon in Australia starts with:

Project-wide: Coffs Harbour Bypass Project

Sydney Metro West – Western Tunnelling Package

M1 Motorway Extension

Gamuda's Australian operations actively reduce embodied carbon emissions by **utilising cement replacement materials** such as **fly ash, ground-granulated blast furnace slag, and silica fume**, all of which are waste byproducts from other industries. This **will reduce the environmental footprint of their projects and contributes to waste diversion** from other industries, to foster sustainable construction ecosystem.

Project: Coffs Harbour Bypass Project

Supply near 500 tonnes of large woody debris from the project for river restoration and **reducing riverbank erosion** in the Clarence River catchment, **aiding in flood protection** and **promoting aquatic biodiversity habitat**.

Project: Sydney Metro West – Western Tunnelling Package

The precast facility at Eastern Creek **provides high-quality tunnel segments** produced with high levels of Supplementary Cementitious Materials (SCM) concrete mixes, **meeting strict contract requirements for quality, fire rating, and sustainable materials**

Using Australia's first high-recycled content asphalt (Reconophalt™) and 100 percent recycled plastic fibres to reinforce concrete (eMesh).

GuardDog Drain Filter employed at drainage outlets, made from **100 percent recycled absorbent media**, with a longer lifespan and reduced waste generation.

EFFICIENT ENERGY MANAGEMENT

In Gamuda Gardens Vietnam, we have replaced 60 percent of our conventional fuel-based tools and gardening and landscape maintenance equipment with electric rechargeable devices for in-house and outsourced services. We are also gradually phasing out halogen streetlights and landscape lighting fixtures and replacing them with LED lights.

Currently, approximately 58 percent of the lights in our development have been converted to LED. This shift has

reduced exhaust gas carbon emissions, lessened noise pollution, and resulted in brighter streets and walkways, longer-lasting lightbulbs, as well as energy and cost savings.

In addition, as part of our green transport mobility plans and initiative to reduce transport emissions, we use electric motorbikes and buggies for site work across all our developments. Bicycles and electric carts are also used to collect rubbish within the development.

RENEWABLE ENERGY

As the fight against climate change gathers pace, there is increased attention on renewable energy (RE) across all industries worldwide. The drive to generate power using alternative sources instead of fossil fuel is essential for companies and countries to achieve their decarbonisation goals. Gamuda's RE efforts towards renewable energy in Malaysia are closely aligned with the national agenda, particularly the National Energy Transition Roadmap (NETR) and the Malaysia Renewable Energy Roadmap (MyRER), which aim to ensure long-term energy security and environmental and economic sustainability through the decarbonisation of the electricity sector. In Australia, we comply with government mandates, such as the Climate Change Act 2022, Rewiring the Nation plan, National Energy Transformation Partnership, and National Energy Performance Strategy.

As part of the Gamuda Green Plan 2025, our goal is to reduce our reliance on non-renewable energy in our developments and developments by 40 percent by 2030 compared to our business-as-usual levels. Additionally, we plan to gradually phase out non-RE and reduce our dependence on grid electricity supply by generating 100 percent of our energy from renewable sources such as solar panels by 2025 across our offices, construction sites and assets.

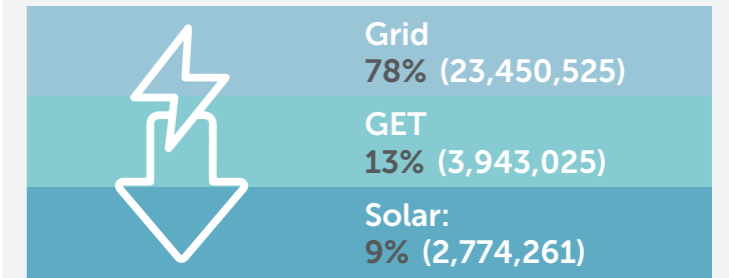
To help us achieve our goals and ensure alignment with applicable standards and frameworks such as Sustainable INFRSTAR and LCCF, design considerations are made for all projects before construction. After construction, we install solar panels or

photovoltaics (PV), subscribe to renewable energy programmes, such as Tenaga Nasional Berhad's (TNB) GET Programme in Malaysia at Menara Gamuda and Gamuda Next-Gen Digital IBS and the Australian government's GreenPower programme for the Sydney Metro West – Western Tunnelling Package project, and retrofit equipment or tools. These efforts also help us to leverage sustainability-linked loans.

In FY2023, our total energy consumption was 30,167,811 kWh. 22 percent of the total was sourced from renewable energy sources, with 3,943,025 kWh of green electricity in the form of Renewable Energy Certificates (RECs) through Green Electricity Tariff (GET). All our renewable energy programmes have led to 5,390 tCO₂e avoided.

Successfully installed **6,478** solar PVs across **10** sites that can generate **3,143 kilowatt peak (kWp)** of electricity

Total Energy Consumption By Source FY2023, 30,167,811 kWh



Progress On PV Installation Across Gamuda Sites

Site Name	Capacity (kWp)	No. of panels	Status
Quayside Mall, twentyfive7, Malaysia	1,192	2,208	COMPLETED
Gamuda Next-Gen Digital IBS, Banting, Malaysia	300	556	COMPLETED
Menara Gamuda, Malaysia	147	270	COMPLETED
Sales Gallery, twentyfive7, Malaysia	81	150	COMPLETED
Megah Sewa, Selangor, Malaysia	272	500	COMPLETED
Batu Maung Store Yard, Silicon Island, Penang, Malaysia	12	26	COMPLETED
Sports and Resort Club, Celadon City, Vietnam	745	1,675	COMPLETED
Artisan Park, Binh Duong, Vietnam	13	23	COMPLETED
Wetlands Arboretum Centre, Gamuda Cove, Malaysia	71	130	COMPLETED
Experience Gallery, Gamuda Gardens, Malaysia	310	940	INSTALLED: PENDING COMMISSIONING

OUR VALUE TO THE ENVIRONMENT

EXPANDING OUR RENEWABLE ENERGY BUSINESS

In December 2022, we finalised a deal to purchase a 30 percent equity stake in ERS Energy Sdn Bhd, a pioneering solar energy company based in Malaysia, specialising in engineering procurement construction and commissioning (EPCC). Together through NEDA Pekan Sdn Bhd, we are developing the NEDA39 Solar Farm in Pekan, Pahang, which will provide solar energy and benefit residents in the area.

NEDA39 operates under TNB’s New Enhanced Dispatch Arrangement (NEDA) framework which underlines the Malaysian government’s Corporate Green Power Programme (CGPP), whereby power producers can supply energy to TNB without a power purchase agreement (PPA). Upon operation, NEDA39 is estimated to generate up to 64,000MWh of solar power and RECs annually.

With this strategic investment, Gamuda will be able to expand our RE asset portfolio to over 800MW in the coming years and accelerate our business plan to become Malaysia’s leading private RE producer.

125 acres, 39MWp NEDA39 solar farm uses cutting-edge technology, such as solar trackers and a battery storage system to future-proof the facility



Aerial view of NEDA39 Solar Farm, Pekan, Pahang, Malaysia

Transforming Urban Living via Eco-Friendly Features

In September 2023, we have signed a Memorandum of Understanding (MoU) with ENGIE, a global leader in low-carbon energy and services. The partnership will focus on exploring and implementing renewable (solar) and efficient energy, as well as energy efficient solutions across our developments, including Gamuda Cove in Kuala Langat, Gamuda Gardens in Rawang, and twentyfive7 in Kota Kemuning by 2024.

We are introducing first-to-market sustainability innovations to The Canopy on Normanby residential project in South Melbourne, Australia. With over 20 floors, The Canopy will feature a host of green building features and biophilic designs. It will be the first residential project in Melbourne with a ground source heat pump and 86 kilowatt (kW) rooftop solar array – designed to produce a combined output of approximately 5 to 10 percent building’s annual energy requirements from on-site generation with a commitment to source the remainder from off-site certified green energy generation.

In addition, the project will feature an on-site rainwater harvesting system with a 35kL rainwater tank, inbuilt recycling infrastructure, EV charging facilities with on-site EV, e-scooter, and e-bike,

exclusively for residents, and potentially Melbourne’s first urban park with the Miyawaki-inspired forest planting method.

At our Artisan Park sales unit and sales gallery in Binh Duong, Vietnam, we are installing solar panels to generate renewable energy on-site, which can help power domestic water heaters. Water-efficient faucets and showerheads are being installed to help reduce water consumption and wastage.

We are also using flat roof tiles which are 20 percent lighter than traditional roof tiles and coated with high-grade nano paint that can deflect heat and help lower indoor temperatures. We are also using porcelain tiles and concrete slabs, which help to reduce embodied energy in materials.

In addition to improving the quality of life within our communities through sustainable innovations, we are committed to digitally integrating some of our developments into “smart townships.” We are preparing to sign a Memorandum of Understanding (MoU) with a leading 5G technology provider to collaborate and explore the potential for 5G implementation across all our developments.



Artisan Park has achieved the EDGE Advanced Preliminary Certificate, with **70%** energy saving, **29%** water saving, and **52%** less embodied carbon in materials. We anticipate to achieve the EDGE Final Certificate in Q4 2023

OUR VALUE TO THE ENVIRONMENT

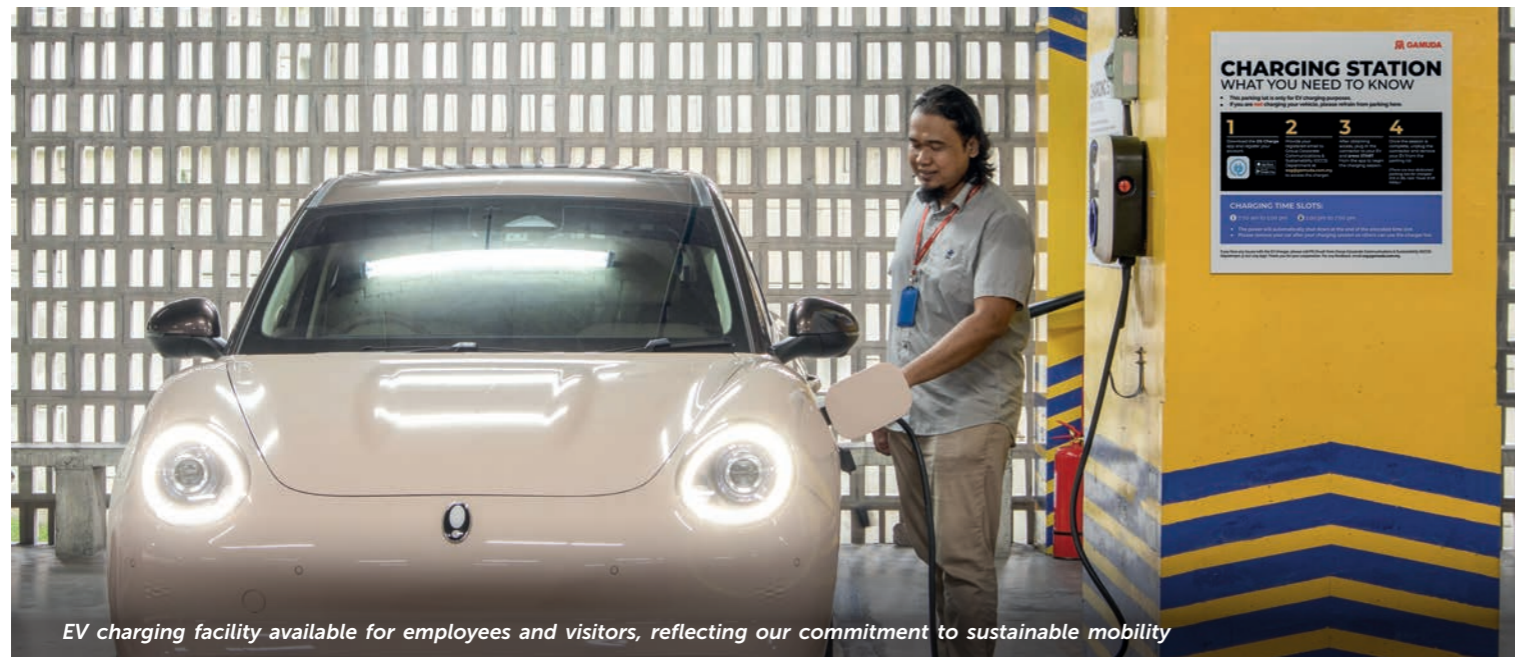
Promoting EV-Ready Facilities

INSTALLING EV CHARGERS AT MENARA GAMUDA

In the third quarter of 2022, following extensive planning, research, and assessments on factors including location, design, safety, power, and internet connectivity, we began an initiative to install electric vehicle (EV) chargers at Menara Gamuda in Malaysia as part of our ongoing efforts to create a more environmentally-conscious workplace.

Menara Gamuda is currently equipped with seven EV chargers which are available for use by our employees and visitors. Three-phased and AC-powered, these EV chargers can deliver up to 22 kilowatts (kW) per hour, requiring only 4 to 6 hours to reach an 80 percent charge.

The successful implementation of this initiative is a testament to the collaborative spirit and dedication of multiple Gamuda departments, including Group Corporate Communications and Sustainability, Group Human Resources and Administration, Group Quality, Safety, Health, and Environment, Gamuda Energy, and Gamuda Excellence Transformation.



EV charging facility available for employees and visitors, reflecting our commitment to sustainable mobility

Tesla Superchargers at Gamuda Cove

In July 2023, we began discussions with Tesla Malaysia and have since finalised an agreement with them to construct 24 parking spaces equipped with Tesla Superchargers at our Gamuda Cove Discovery Park. The Tesla Superchargers hub is one of the largest in the country with a maximum charging rate of 250 kW. Construction is expected to commence in late 2023.

Electric Vehicles in Vietnam

In February 2023, we launched electric vehicles (EV) programmes where the management will start renting EV to replace the conventional internal combustion engine (ICE) vehicle with EV for their office usage.

EV Infrastructure in Australia

At The Canopy, South Melbourne, tenants have the opportunity to rent EVs through the Ohmie GO smartphone app. Ohmie Go is an EV sharing solution for residents who live in buildings with an electric mobility hub. Subsequently, Gamuda adheres to the Green Star rating system requirement to ensure:

- Allocation of four carparks within the building to be used as carshare
- Electrical infrastructure and a load management plan to allow for future installation of EV chargers to 25 percent of all car parking spaces

At 95 St Kilda Road, a newly proposed mixed-use residential and retail building, load management EV charging infrastructure will also be installed, in line with the local government's net zero goals. A total of 75 percent (50 lots) of on grade car parks will be EV-ready by 2026.

BICYCLE NETWORKS FOR ECO-FRIENDLY MOBILITY

Gamuda Land is committed to sustainable masterplanning in its developments, prioritising eco-friendly mobility options, such as walking and cycling. At our twentyfive7 development in Kota Kemuning, Selangor, we introduced 'The Loop', a 7 km network of pet and wheelchair-friendly walkways with ample space for joggers and cyclists. The development also features bicycle racks, repair stations, and rental services to encourage bicycle use. We are also exploring ways to incentivise walking and cycling by integrating The Loop with a wellness reward program through the Gamuda Land mobile app, where residents can earn rewards such as shopping vouchers for use at Quayside Mall.

At Gamuda Cove, residences are strategically located close to parks connected by walkways and cycling paths, which reduces the need for car travel. Similarly, at Silicon Island, Penang, green mobility elements like a bicycle path network will be incorporated to serve both residential and commercial areas.

Our efforts align with our Gamuda Green Plan 2025 target to establish 250 km of cycling and pedestrian networks and achieve a 40 percent reduction in non-renewable energy use across developments. As of FY2023, we have **successfully completed a total of 93 km out of 250 km** planned of cycling and pedestrian pathways in our developments. Aside from making the urban environment more pleasant, safe, and less polluted, these eco-friendly mobility initiatives not only inline with the Low Carbon Cities Framework (LCCF), but can also ease traffic congestion and improve public health.



Bicycles available to be used at Gamuda City, Vietnam

OUR VALUE TO THE ENVIRONMENT

RESHAPING URBAN LANDSCAPES: TOWARDS LOW-CARBON CITIES

Gamuda Land began adopting the Low Carbon City Framework (LCCF) in 2020, as part of our efforts to achieve our Gamuda Green Plan 2025 target of reducing CO₂ emissions by 40 percent compared to business-as-usual (BAU) levels by 2030 across our developments.

In July 2019, Ministry of Energy, Science, Technology, Environment and Climate Change (MESTECC) launched the Low Carbon Cities 2030 (LCC 2030) Challenge, which focused on five elements in line with the greenhouse gas (GHG) Protocol for cities:



In 2021 and 2022, Gamuda participated in the challenge and obtained five, four, and three Diamond recognitions for our Gamuda Cove, Gamuda Gardens, and twentyfive7 developments respectively. These accolades are proof of our exemplary approach and are also indicative of our extensive commitment towards environmentally responsible development.

Through our internal audits that was verified by our consultant, we have assessed our carbon reduction progress in 2023. Should we adhere to our sustainability strategies, we aim to achieve a 21 percent reduction in carbon emissions by 2030 by means of the collaborative sustainability initiatives carried out throughout the three developments. Gamuda Cove will make the most prominent contributions to the reduction efforts, with 13 percent of the emission reduction, followed by Gamuda Gardens (3.9 percent) and twentyfive7 (3.8 percent).

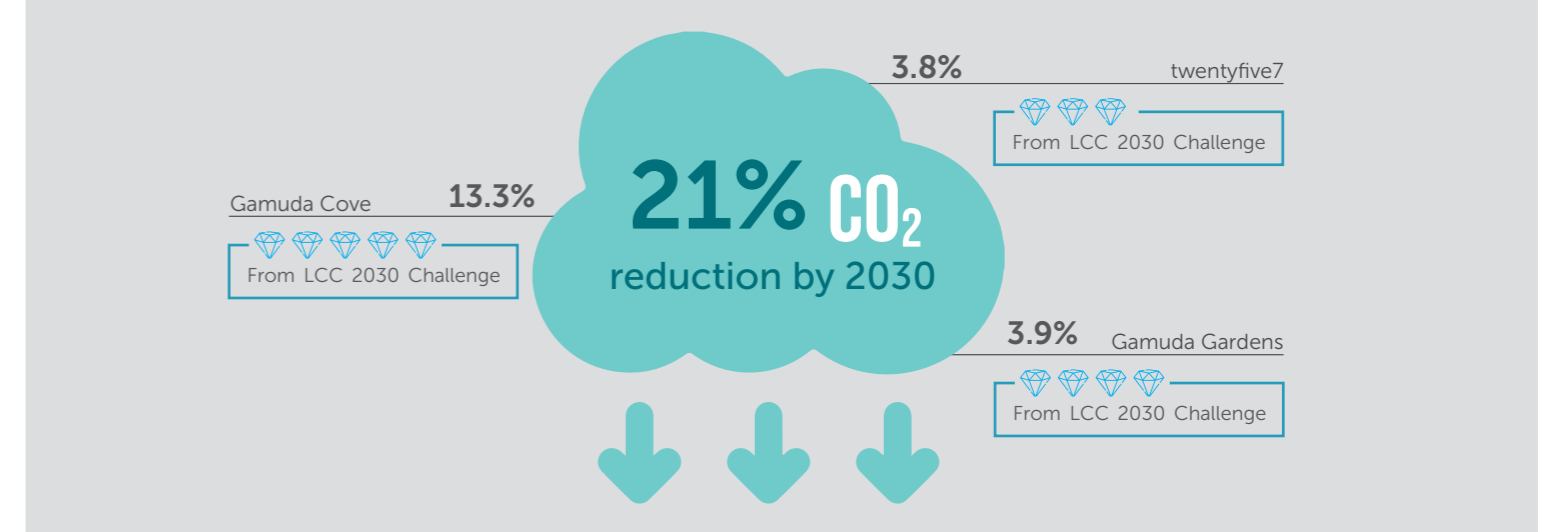
Urban Transportation continues to offer the most substantial potential for reducing carbon emissions in Gamuda Land, with a significant impact on reducing emissions in Gamuda Cove and a remarkable 70 percent in Gamuda Gardens. The second most significant avenue for reducing carbon emissions is energy, contributing between eight percent and 45 percent across our developments. Waste management also plays a crucial role in carbon emission reduction by diverting waste away from landfills. We recognise that initiatives aimed at reducing carbon emissions demand ongoing attention and oversight, and we are dedicated to implementing and sustaining these efforts as we make meaningful progress toward our environmental objectives.



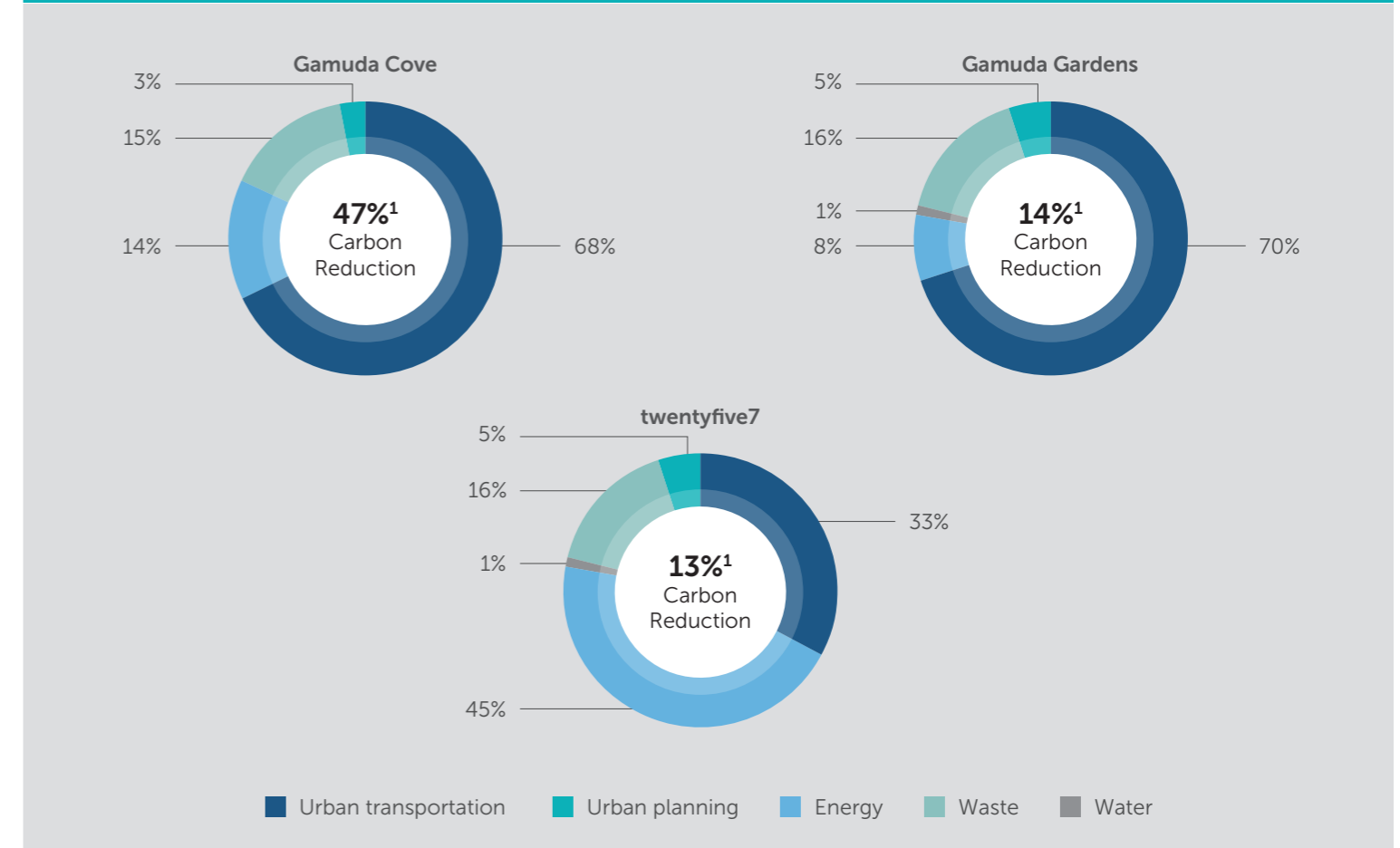
Kota Kemuning, Selangor, Malaysia

Note: Gamuda Cove, Gamuda Gardens and twentyfive7 have received five, four and three-diamond ratings respectively, accredited by MGTC under the Low Carbon City (LCC 2030 Challenge). Gamuda Cove is the first private township in Malaysia to receive this recognition

FY2023 Assessment: Projected Contribution of Developments Towards Our Targets



FY2023 Target Reduction in Developments



¹ Percentage of carbon reduction target by 2030

OUR VALUE TO THE ENVIRONMENT

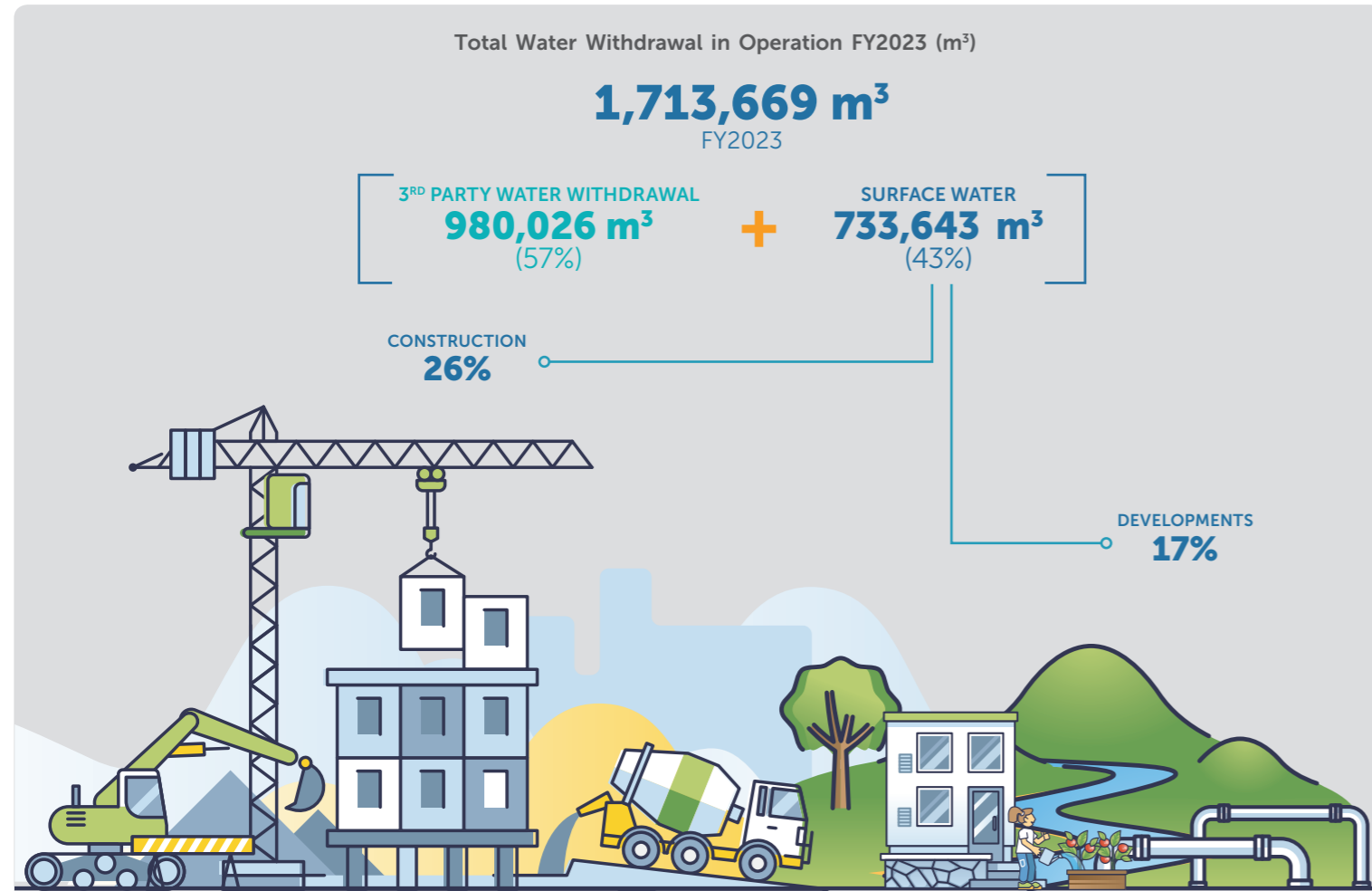
RESOURCE MANAGEMENT

Water Management

Gamuda has incorporated water management into its business strategy and conducts regular risk assessments to mitigate these challenges and promote sustainable water management across our operations and developments.

Through our Gamuda Green Plan 2025, we are committed to reducing our water usage by minimising our freshwater demand. We use science-based tools such as the Aqueduct Water Risk Atlas by the World Resources Institute (WRI) to assess for water risks and ensure that our active operations, sites, and premises are not located in water-stressed regions or areas.

All Gamuda staff are responsible for managing their water consumption. To ensure effective water management and minimise wastage, we integrated strategies for water efficiency and recycling in the development of SplashMania at Gamuda Cove, which was launched in Q1 2023. These initiatives included the use of recycled rainwater for park-wide irrigation and non-potable applications. Additionally, water-efficient fittings, such as low-flow and touchless sensors with dual flush systems, were installed in the facility's toilets during the design phase.



- All the construction sites and development projects indicated include Gamuda Cove, Gamuda Gardens, Horizon Hills, Jade Hills and twentyfive7. Currently, all these sites have water management plans in place
- Examples of sites using lake water for landscape irrigation include KPGCC, Horizon Hills Golf and Country Club, Gamuda Gardens Advanced Tree Planting (ATP) nursery, and Kundang Estates ATP nursery

We are also committed to avoiding or reducing water pollution. All effluents are treated before discharge into waterways in line with local environmental regulations.

Our water management initiatives include:

 <p>Utilising Next-Gen Digital IBS to monitor water consumption data and for efficient water use, including software-controlled water mix for daily concreting; periodic inspections to check for underground pipe leakage</p>	 <p>Reducing wastage by regular checking and scheduled maintenance; preventing and immediately plugging any leaks at all our managed sites and premises</p>	 <p>Engaging external parties, conducting periodic environmental audits and water sampling to ensure no contamination on the surrounding water bodies from our development activities</p>
 <p>Educating our employees on responsible water use and increasing employee awareness on proper water management</p>	 <p>Utilising lake water and harvesting rainwater for landscape irrigation; using rainwater for batching concrete, and for washing and cleaning</p>	 <p>Incorporating water-efficient features across our developments</p>

WATER RECYCLING AND RAINWATER HARVESTING

One of our main objectives is to reduce our reliance on freshwater consumption by recycling water and harvesting rainwater. To do this, rainwater and surface runoff from large catchment areas is channelled into retention ponds or reservoirs at our development sites for storage and subsequently used for landscape irrigation. Aside from reducing wastage, rainwater harvesting is energy efficient and requires no chemical treatment. This substantially reduces our dependence on potable water.

In line with our Gamuda Green Plan 2025, we are committed to recycling 50 percent of the water used at our construction sites by 2025 and reducing the freshwater demand in developments by 65 percent.

To date, we have recycled 733,643 m³ of surface water (43 percent from total water withdrawal) across our assets and developments.



EROSION CONTROL THROUGH HYDROMULCHING

In Australia, we employ the innovative use of hydromulch. Hydromulch comprises a precise blend of seed, water, wood fibre mulch tackifiers, fertiliser and tracking dye, carefully applied to exposed soil. This unique combination fosters grass growth, ensuring efficient erosion control and soil stability, and also plays a crucial role in preventing dust generation and safeguarding water quality.

Water is introduced into the mixture on-site, and the truck, whether in motion or stationary depending on the landscape type, hydraulically applies the hydromulch across the designated area. This innovative technique not only helps us achieve our

construction objectives but also reinforces our commitment to environmentally responsible practices by minimising water usage while delivering effective erosion control and soil stabilisation.

We also utilise Envirostraw Hydromulch, an advanced alternative to conventional hydromulch which yields exceptional results and optimises resource efficiency by using 40 to 50 percent less water. This efficiency translates into enhanced productivity, as we spend less time replenishing the hydromulch tanks, allowing us to cover larger areas more effectively.

OUR VALUE TO THE ENVIRONMENT

Addressing Water Issues

Water scarcity has become a pressing global concern, exacerbated by climate change, population growth, rapid urbanisation, and inefficient water management practices. Gamuda considers water scarcity in all areas that we develop, creating solutions to increase water efficiency and ensure sustainable withdrawals and supply of

freshwater for current and future generations. This is in line with the United Nations Sustainable Development Goal (UN SDG) Target 6.4 to address water scarcity and substantially reduce the number of people suffering from water scarcity worldwide.

YEN SO PARK: TREATING WASTEWATER IN VIETNAM



Gamuda City's award-winning Yen So Park and Yen So Sewage Treatment Plant in Hanoi are two of our environmental rehabilitation success stories, where we transformed one of the city's most polluted and inhospitable areas into a thriving urban green lung.

Before the sewage treatment plant, there was no proper sewage system in Hanoi, which led to the contamination of local waterways. After careful planning and design to substantially improve local water quality, the Yen So Sewage Treatment Plant was opened in 2012. Today, the plant treats up to 40 percent of Hanoi's wastewater every day.

During the planning and development stages for Yen So Park, we were careful to protect existing natural features. For example, we carefully transplanted trees from areas designated for Gamuda City's development to the park, where they are now permanently integrated into the landscape. Following its completion in 2012, the 252 acres park has become a popular local community attraction and helped attract subsequent investment and development to Hanoi.

RASAU WATER TREATMENT PLANT: INCREASING WATER RESERVES IN PENINSULAR MALAYSIA

The Sungai Selangor Water Supply Scheme (SSP3) had historically been the only source of raw water in the Klang Valley region of Peninsular Malaysia. However, water disruptions due to pollution pose an ongoing risk to businesses and livelihoods. Urgent action to ensure water security is necessary as the water supply reserve margin is predicted to decrease to two percent by 2024 if no interventions are made.



The construction of Rasau Water Supply Scheme, is the largest Off-River Storage (ORS) project in the country

Given Gamuda's extensive experience and expertise, in July 2022, we were appointed by Pengurusan Air Selangor Sdn Bhd as the main contractor for the first stage of a new water supply scheme project involving Sungai Rasau.

Features of this project include:

Country's biggest off-river storage (ORS) project and the largest water supply scheme in Southeast Asia, capable of producing approximately 1,400 million litres per day (MLD) of treated water, drawn from ex-mining ponds.	A 700 MLD water treatment plant near Tanjung Dua Belas	Twin 2.4 m diameter water pipes, each over 8 km, connecting the intake structure and the water treatment plant	The Rasau Water Treatment Plant is expected to substantially increase the water reserve margin to 21% and deliver 700 million litres of clean water to 467,000 consumers throughout the region ¹
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Nine former tin mining ponds with an area of 1,208 acres between the areas of Petaling and Sepang have been identified as ORS or reservoirs to store raw water from rivers, including Sungai Selangor, Sungai Rasau and Sungai Air Hitam.

With the ability to supply water during drought and store diverted floodwater, this ORS facility is an ideal solution for tackling water security and alleviating the concerns of the residents of Klang and the wider Selangor state. Moreover, this project will also be the first of its kind in Malaysia to help mitigate the impacts of climate change.

Other key ESG aspects of this project include:

Other key ESG aspects of this project

Use of on-site electric bikes

Rainwater harvesting and the use of recycled water for washing and cleaning

Material reuse, e.g. office containers and metal barriers from other completed project sites

Contributions to the surrounding *Orang Asli* community, e.g. job opportunities, road resurfacing, financial support for schools, allowing lorry activities only during after-school hours to ensure better road safety

Use of solar-powered lights at project site entry

Slated for completion in 2025, the project is expected to significantly reduce the region's dependence on the Sungai Selangor water supply scheme.

¹ Assuming a daily consumption of 1,500 litres per consumer

OUR VALUE TO THE ENVIRONMENT

Waste Management

We recognise the importance of responsible waste management, including maximising the efficiency of our raw materials and resources, and properly disposing of solid and hazardous waste to reduce our environmental footprint.

Our waste management practices comply with all applicable laws and guidelines. In Malaysia, these include the Solid Waste and Public Cleansing Management Act 2007, Environmental Quality (Scheduled Wastes) Regulations 2005, and Construction Industry Development Board (CIDB) guidelines. In Vietnam, we comply with the Law on Environmental Protection 2020. For FY2023, we have produced 25,403 tonnes of non-recyclable waste, 96 tonnes of hazardous waste, and 2,087 tonnes of recycled waste.

In line with our Gamuda Green Plan 2025, we have achieved:

In Australia, we adhere to the National Waste Policy and the Protection of the Environment Operations Act 1997 (POEO Act). However, regulations, policies, and guidelines on waste management and recycling concerning construction and demolition waste differ in each state and territory.

As part of our Gamuda Parks Policy, the Brown Thrust objectives include implementing material and resources conservation efforts using the 6R approach (reuse, reduce, repair, refuse, recycle, and reimagine) in line with the principles of the circular economy to minimise waste generation and comply with applicable waste and materials management laws and regulations.

Recycling rate:

5.6% of total waste were recycled from our assets and construction sites

Landfill avoidance:


7.1% of waste produced from our developments, construction sites, and assets were successfully diverted from the landfill


Compost waste:


6.7% of food waste were diverted from the landfill by converting it to compost


We also aim to have 90 percent of its units in a development being built with Gamuda Next-Gen Digital IBS to help us facilitate a centralised and efficient waste management approach, minimising waste to almost none.


Our initiatives include:

 Waste segregation (recyclables and non-recyclables)

 Providing recycling bins and food waste bins

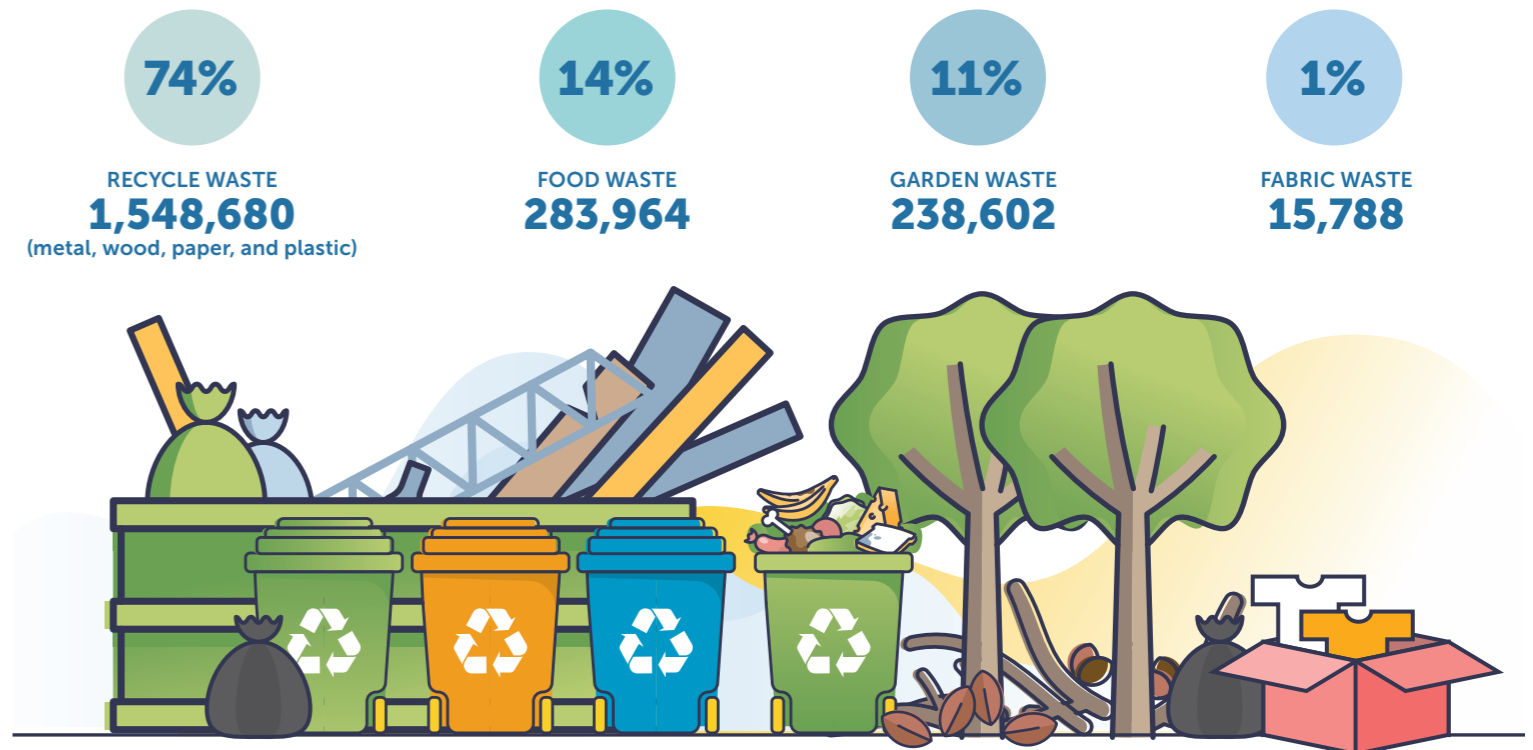
 Conducting annual e-waste campaign and providing e-waste bins

 Equipping project sites with recycling facilities for waste recovery and reuse, e.g. landscaping

 Establishing garden waste composting yards to generate compost as fertiliser

 Replacing paper with digital communication tools

Recycled Waste in FY2023 (kg)



For Green Building Index-related projects, we have also begun requesting that our contractors commit to reducing their waste generated through a Sustainable Construction Plan. These are required when new contracts are awarded. We also acknowledge the difficulty in ensuring that construction and development waste is fully segregated from office waste for certain sites across Australia, and are developing initiatives to address the issue.

Gamuda employees in Malaysia and Vietnam take individual responsibility for waste management, guided by ESG targets integrated into their KPIs. This involves the proper sorting of construction and office waste before disposal, facilitated by training from our QHSE department through the Safety, Health, and Environment Instructions – Waste Management programme. Waste generation at construction sites is monitored monthly by monthly. Quarterly audits conducted by our QSHE department ensure compliance, with findings reported to management. Office waste, including electrical and electronic appliances, is managed by licensed waste contractors, while on-site contractors handle construction waste through licensed contractors.

Additionally, in Vietnam, we promote the use of eco-friendly materials for our employees' daily use, such as uniforms made from bamboo fibres as an alternative to more conventional

fabrics, providing biodegradable glass or paper straws, and prohibiting plastic bottled water in all meetings and conferences. We only use paper certified to ISO 9001 Quality Management System (QMS), ISO 14001 Environmental Management System (EMS), and Programme for the Endorsement of Forest (PEFC). We have also set up compost chambers at our parks to collect tree branches and leaves, which we convert into compost and use as fertiliser for landscaping.

In Australia, project-specific Waste Management and Spoil Management Plans are developed and implemented, aligning with contractual and planning approval requirements. Regular audits are conducted, and waste is monitored and disposed of by licensed contractors, who track it using GPS, weighbridges, and sorting data to assist in their landfill-diversion data collection processes.

It is estimated that around **90%** of construction and demolition waste from our operations in Australia is diverted from the landfill

OUR VALUE TO THE ENVIRONMENT

CONSERVING BIODIVERSITY

We comply with regulatory requirements and go beyond required environmental impact assessments (EIA) to conduct biodiversity and carbon stock assessments, especially in areas near nature reserves. In particular, biodiversity assessments are conducted prior to the start of each project to help us gain a robust understanding of the natural ecosystems and develop a biodiversity conservation plan before development occurs. Our projects in Australia, such as Sydney Metro West – Western Tunnelling Package and Coffs Harbour Bypass, have also obtained the necessary environmental protection licenses.

A Role in the Revision of The National Policy on Biological Diversity

Gamuda endeavours to align with Malaysia’s National Policy on Biological Diversity (NPBD), with a particular emphasis on Goals 1*, 3*, and 5*. These goals directly correspond to the objectives outlined in our Gamuda Green Plan 2025. We are part of the working group dedicated to formulating a comprehensive business and biodiversity action plan within the framework of the currently under revision National Policy on Biological Diversity (NPBD) for the period 2021-2030.

The primary objective is to align with and support the business-centric targets of the Kunming–Montreal Global Biodiversity Framework (GBF) adopted by Malaysia during the 15th Conference of the Parties (COP15) at the Convention on Biological Diversity (CBD) in Kunming, China. In this capacity, our responsibility is to thoroughly assess the GBF’s relevance to the construction and infrastructure industry, and the broader Malaysian business

landscape. We are committed to assisting the government in achieving the business-related targets outlined in the GBF, emphasising the critical role that non-state actors, such as businesses and financial institutions, play in realising the Convention’s objectives.

We actively participate in the multi-stakeholder working group and are committed to bold domestic actions to address the global biodiversity crisis. Beyond compliance and reporting, we recognise the construction industry’s substantial climate impact. To mitigate this, we reduce our carbon footprint through eco-friendly materials, energy conservation, and biodiversity efforts. We prioritise urban liveability by preserving the natural environment, combatting the urban heat island effect, and minimising pollution. We believe exceeding regulatory standards and encouraging industry-wide action are essential to create a more sustainable future.

PREPARING FOR TNFD DISCLOSURE

Gamuda is proactively preparing for the Taskforce on Nature-related Financial Disclosures (TNFD) reporting on nature-related dependencies, impacts, risks and opportunities, which are consistent with the Task Force on Climate-related Financial Disclosures (TCFD) and the International Sustainability Standards Board (ISSB) guidelines and recommendations, and aligned with the goals and targets of the Kunming-Montreal Global Biodiversity Framework.

While the TNFD is currently a voluntary, market-led initiative, we anticipate that it will become compulsory and recognise that nature and biodiversity loss should be taken as seriously as climate change. We are dedicated to staying ahead of the curve and ensuring that our approaches are up to date with the latest developments, to not only meet regulatory requirements but also contribute to global biodiversity conservation efforts.

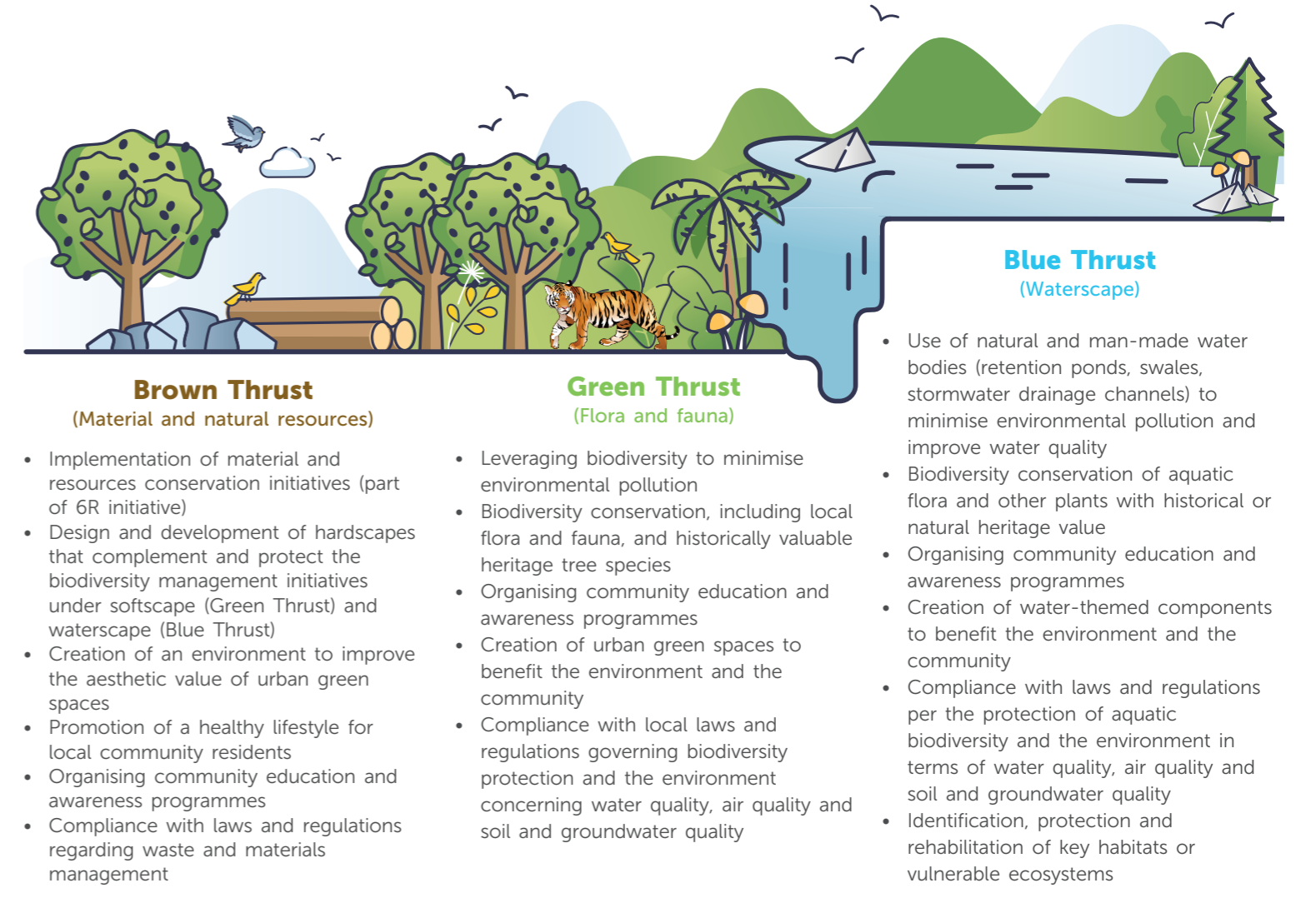


Peacock pansy (*Junonia almana*) sighted at Valencia, Selangor, Malaysia

*Note: Gamuda aligns with the following goals of the NPBD
 Goal 1: Empower all stakeholders to conserve biodiversity
 Goal 3: Safeguard all our key ecosystems, species and genetic diversity
 Goal 5: Improve the capacity, knowledge, and skills of all stakeholders

To ensure that our landscape management, biodiversity, and conservation approaches are well-informed and holistic, we are committed to consulting with various stakeholders, including the *Orang Asli*, research institutes and environmental experts, and NGOs, such as Wetlands International Malaysia (WIM), Forest Research Institute Malaysia (FRIM), and the Global Environment Centre (GEC).

We are guided by our Biodiversity Policy which encompasses three thrusts, as summarised in the following diagram:



In support of the operationalisation of the policy, our Biodiversity Management Strategy outlines our approach and direction with measures which consider all stages of development, i.e. planning, pre-construction, construction and post-construction (occupation). More specifically, our Gamuda Land Policy and Procedure also incorporates biodiversity studies in the pre-development (during the EIA stage) and the during/post-development¹ stages.

Each year, a dedicated budget is allocated to biodiversity-related initiatives, which are managed by Gamuda Parks. This includes the Gamuda Parks Urban Ecology Biodiversity (GUEB) Programme, which introduces a collaborative knowledge exchange among Gamudians, in-house and external experts discussing biodiversity and sustainability. GUEB’s objective is to nurture in-house talents with biodiversity knowledge, equipping them with practical and technical skills.

In FY2023, a total of RM1,275,900 was invested in biodiversity-related projects, where Gamuda Land entered into a Memorandum of Understanding (MoU) with both University Malaya and University Kebangsaan Malaysia. Moreover, a Memorandum of Collaboration (MoC) was established with the University of Kuala Lumpur, facilitating research partnerships aimed at leveraging resources and expertise from both sectors to accomplish shared objectives in long-term biodiversity and sustainable landscape management.

In FY2023, a total of **RM1.27 million** was invested in biodiversity-related projects

¹ During/post-development biodiversity studies may be conducted after three to five years of development (or abandonment/postponement) to measure the progress in biodiversity enhancement in comparison to the pre-development study.

OUR VALUE TO THE ENVIRONMENT

ADVANCED TREE PLANTING NURSERY

Gamuda operates Advanced Tree Planting (ATP) nurseries in Malaysia, where we cultivate over 250 species of flora in four main categories: native and wild fruit trees, streetscape trees and plants, ornamental plants, and unique plant selections for wetlands. When the trees are ready for replanting, they are transported to support our #OneMillionTrees planting programme. To ensure faster growth, better adaptation and survival, we keep young trees and saplings in the ground for at least two years before transplanting them to our developments.

As of June 2023, this project has facilitated the propagation of 612,072 trees and saplings of more than 250 local tree species.

Under Pillar 3 of our Gamuda Green Plan 2025, we have also allocated three ATP nurseries (over an area of 43 acres across Gamuda Cove, Kundang Estates, and Gamuda Gardens) to support the development of 2,000 acres of greenscapes and waterscapes across six urban forest clusters (Klang Valley only) within our developments by 2025. This will help facilitate ambient cooling, carbon storage, and rainwater runoff management and foster community well-being.

To track the health and survival of our planted trees, all trees are tagged and monitored through a digitalised process using our Gamuda Parks Canopy App. The in-house developed app is a tool for remote management and monitoring of all our trees and provides an interactive experience for our park visitors



ATP nursery at Gamuda Cove, Selangor, Malaysia

PRESERVING TREES AT OUR HO CHI MINH CITY OFFICE

At our Ho Chi Minh City office in Vietnam, we have taken a non-disruptive approach to our worksite by preserving the existing trees within the buildings. Instead of cutting them down, we strategically constructed our office spaces around these trees, allowing them to remain a natural and integral part of our working environment.



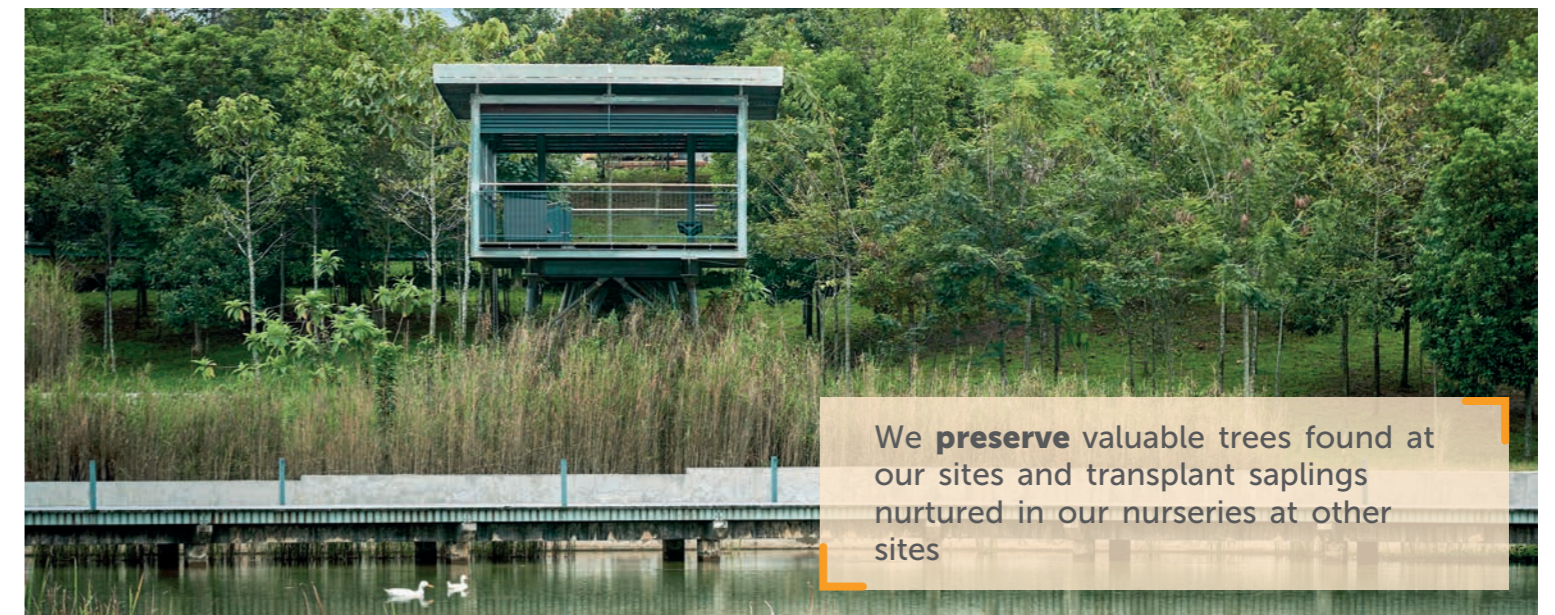
Site office, Ho Chi Minh City, Vietnam

FOREST RESTORATION USING THE MIYAWAKI METHOD

To restore areas with degraded soil quality, we use the Miyawaki method, developed by Japanese botanist, Akira Miyawaki. This forest restoration technique involves planting trees in clusters to emulate our natural forest. It requires minimal maintenance and promotes accelerated forest growth compared to traditional afforestation methods.

Our version of this method involves nurturing saplings in polythene bags through our ATP technique at our nursery to reduce transplanting shock and increase survival rates. Once matured, we plant the trees in our developments and monitor them annually.

We aim to increase the number of endangered tree species to at least five percent of the total trees in a given area. To help achieve this, we preserve all valuable trees found at our sites and transplant saplings nurtured in our nurseries at other sites.



We **preserve** valuable trees found at our sites and transplant saplings nurtured in our nurseries at other sites

OUR VALUE TO THE ENVIRONMENT

TRANSLOCATION OF NATIVE PLANT SPECIES

For the Coffs Harbour Bypass project in Australia, we have enabled and supported the translocation of two native tree species initiative namely the *Fountainia sp. Coffs Harbour* and *Pittosporum sp. Coffs Harbour*, led and implemented by Transport for NSW. This meticulous process involves the careful uprooting and relocation of these trees to designated alternative sites, ensuring their preservation and continued contribution to the region's ecological heritage.



Pittosporum sp. Coffs Harbour

Applied **world's first** technique with genetic analysis by the Royal Botanic Garden Sydney

PROTECTING ENDANGERED SPECIES



Nile hippopotamuses (Hippopotamus amphibius) are the main attraction at Paya Indah Discovery Wetlands

To minimise the footprint of our developments on the natural environment, we conduct mandatory biodiversity study or assessments (such as canopy mapping and wildlife counting) with environmental experts from FRIM and WIM to determine and document the species of flora and fauna for our projects in Malaysia.

Conducted before, during, and after development, biodiversity assessments help to establish a baseline and measure our level of progress in improving biodiversity, which informs our conservation planning and management decisions. We aim to protect all biodiversity in our areas, particularly endangered species.

Between March and June 2023, we conducted a biodiversity assessment at Gamuda Gardens. The assessment found 185 species of insects and 61 species of vertebrates, including birds, mammals, and reptiles which is an increase by 200 percent of fauna species since the assessment in 2018.

To help conserve and protect these endangered bird species, we create pollinator gardens – habitats with native flowering plants that attract and support pollinators such as bees, birds, or small animals. We also make available perches to attract more birds and use the Miyawaki method to plant fruit trees.

SEEDLING RESEARCH CENTRE



Green planting initiatives are important for a sustainable future, and the younger generation is the key to making it a reality

In November 2021, our nursery at Yen So Park underwent a visionary transformation to become our first Seedling Research Centre (SRC). Located on the Iconic Island

and spanning approximately 10,000 square metres (m²), the SRC supports a diverse collection of more than 10,000 plants representing 23 distinct species. It functions as:

A hub for cultivating premium plant specimens which we can use to enhance the Gamuda City softscape

A research centre for new plant species to enhance the park's biodiversity

A training centre for new staff, providing them with hands-on experience and honing their expertise in park maintenance

A collaborative platform where we engage with community partners and NGOs to organise green activities, such as kindergarten school tours, tree planting initiatives, and donating trees to NGOs or for community events

OUR VALUE TO THE ENVIRONMENT

WETLANDS ARBORETUM CENTRE

Although wetlands only cover a fraction of the earth's surface, we understand their crucial role in reducing carbon emissions and the effects of climate change. In August 2023, we converted 90 acres of reserved land in Gamuda Cove, adjacent to the Paya Indah Discovery Wetlands, into a Wetlands Arboretum Centre.

The Wetlands Arboretum Centre (WAC), developed together with **FRIM** and researchers from **Universiti Malaya**, is home to over **300** carefully curated, native species of flora and fauna. To date, a total of **6,500** trees have been planted. Priority were given to 3,000 trees with conservation importance and 200 trees are classified as protected species under the International Union for Conservation of Nature Red List of Threatened Species (IUCN Red List).

The Arboretum, utilising the Miyawaki method, plants trees directly on the ground to create a forest-like setting, distinct from traditional nurseries. Prioritising native and endangered plant species from the IUCN Red List, it employs advanced monitoring for their survival.

Functioning as a research center and seed bank, the WAC fosters biodiversity conservation research and supplies saplings for their developments. Furthermore, it serves as a living tree museum, featuring wetland environments with pathways for various activities such as jogging, jungle trekking, and birdwatching.

The WAC, doubling as a welcome pavilion and central hub for visitors, holds an EDGE Advanced (Zero Carbon Ready) certification, boasting remarkable achievements such as 100 percent energy reduction, 85 percent water reduction, and 58 percent less embodied carbon in materials. Fostering a strong bond with two nearby *Orang Asli* villages, the center operates a café and cultural workshops, demonstrating a commitment to this partnership. Notably, the employment of two *Orang Asli* rangers in the café operations underscores the integration of their traditional knowledge, as outlined in the Indigenous People section of Chapter 3.



Wetlands Arboretum Centre, Gamuda Cove, Selangor, Malaysia

Planted **6,500 trees** mainly native species with high conservation importance (under IUCN Red list)

GREEN SPACES

In addition to our efforts to safeguard and preserve biodiversity, we also undertake bio-restoration in areas where it is necessary. By studying and replicating local ecosystems, we aim to attract and encourage the natural movement and establishment of flora and fauna. At Central Park in Gamuda Gardens, Malaysia, we introduced different species of *Shorea*, *Dipterocarpus*, *Cinnamomum*, *Alstonia* and other fruit trees, which have subsequently attracted various birds and fauna from the nearby Bukit Lagong and Kanching forest reserves. Our dedicated efforts have transformed Gamuda Gardens from a barren and abandoned rubber plantation into a much sought-after development with a thriving and biodiverse ecosystem.

During the planning and development stages for Yen So Park in Hanoi, we placed significant emphasis on safeguarding the existing natural features. Notably, we orchestrated the careful transplantation of trees from areas earmarked for the development of Gamuda City to the park, where they have seamlessly become a permanent part of the landscape. As a result of these conservation efforts, the 252 acres park, completed in 2012, has evolved into a beloved local community hub, playing a vital role in fostering subsequent investment and development within Hanoi. Additionally, at our Project, Artisan Park, in Binh Duong, Vietnam, we have preserved approximately 176 existing native trees, which have been repurposed into a park adjacent to the development.



Jade Hills, Selangor, Malaysia

OUR VALUE TO THE ENVIRONMENT

OUR ENVIRONMENTAL FOOTPRINT AT SILICON ISLAND, PENANG



The artist's impression of Penang South Island (PSI) project, also known as Silicon Island

Aligned with the United Nations Sustainable Development Goals, the state government's vision of Penang 2030, and the Penang Green Agenda for sustainable development, Silicon Island is poised to be a benchmark development embedding sustainability within its design, construction and operation.

These sustainability elements helped Silicon Island receive the recognition with the coveted 5 Diamond Design Award under the Low Carbon Cities 2030 Challenge by the Malaysian Green Technology and Climate Change Corporation (MGTC) in 2022.

Silicon Island won the **5 DIAMOND** for Design Award under the **Low Carbon Cities 2030 Challenge** by MGTC in 2022

Additionally, we seek to achieve 50 percent reduction in CO₂e emissions intensity compared to business as usual by 2030 via:

40% reduction in urban planning emissions with sustainable masterplanning, shared facilities, climate-responsive design and green features

80% reduction in transport emissions with an integrated transport system

40% reduction in non-RE use from SLE buildings with efficient coolings systems, smart features, and RE installation

100% RE to power the Green Tech Park



Universiti Sains Malaysia's Centre of Marine and Coastal Studies (CEMACS) director Prof Datuk Aileen Tan with her research officer studying turbid water coral. Prof Tan is spearheading studies on how to improve fish stock in Penang under the Penang South Reclamation Ecology Offset Master Plan (PEOM)

Enhancing The Marine Ecosystem and Increasing Fish Stocks

As part of the Penang South Reclamation Ecology Offset Masterplan (PEOM), we are currently collaborating with scientists, researchers, and the Fisheries Department to conduct marine studies to implement the PEOM. This includes the deployment of artificial reefs and fish aggregating devices (FADs), releasing fish and prawn fries for restocking, and ecology enhancements to the coastline of Silicon Island. The PEOM also includes a mangrove planting programme in collaboration with Forestry Department to plant 200,000 mangrove trees and other coastal species at selected locations within Penang State by 2030. It will include funding for research programmes, including on underwater noise pollution, prawn migration and coral recruitment at Pulau Kendi. The PEOM's objective is not only to mitigate negative impacts on the marine ecosystem but also to enhance it and boost fish stocks, ultimately benefiting the local fishing communities.

OUR GLOBAL ALIGNMENT

ESG PERFORMANCE DATA

GENERAL DISCLOSURES

Description	UoM	FY2023	FY2022	FY2021
Group level				
Board composition by gender				
Male	no.	3	4	4
Female	no.	4	3	3
Women representation on board	%	57*	43	43
Board composition by age				
Under 30 years old	no.	0	0	0
30-50 years old	no.	0	0	0
Over 50 years old	no.	7*	7	7

*Percentage of individuals within the Gamuda Berhad's Board of Directors, by age group and gender was subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232

SUPPLY CHAIN MANAGEMENT

Description	UoM	FY2023	FY2022	FY2021
Proportion of spending on local suppliers				
Malaysia	%	94*	99	98
Vietnam	%	98*	N/A	N/A
Australia	%	98*	N/A	N/A

*Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation was subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232

OUR VALUE TO PEOPLE

Employees				
Description	UoM	FY2023	FY2022	FY2021
Total employees (headcount)	no.	4,219	3,895	3,615
Employees by employment type				
Permanent	%	77	N/A	N/A
Fixed-term contract/temporary	%	23	N/A	N/A
Employees by gender				
Male	no.	2,631	2,493	2,350
Female	no.	1,588	1,402	1,265
Employees by age				
Under 30 years old	no.	1,125	935	940
30-50 years old	no.	2,581	2,454	2,205
Over 50 years old	no.	513	506	470
Employees by ethnicity (Malaysia only)				
Bumiputera	no.	1,894	1,792	1,735
Chinese	no.	1,180	1,090	1,084
Indian	no.	238	195	181
Others	no.	29	818	615
Employees by countries				
Malaysia	no.	3,341	3,895	3,615
Vietnam	no.	456	N/A	N/A
Australia	no.	422	N/A	N/A

OUR VALUE TO PEOPLE

Employees				
Description	UoM	FY2023	FY2022	FY2021
Employees' gender by employee category				
Management				
Male	no.	1,002	863	731
Female	no.	467	388	314
Executive				
Male	no.	663	534	511
Female	no.	582	492	419
Non-executive				
Male	no.	966	1,100	1,115
Female	no.	539	518	525
Employees' age by employee category				
Management				
Under 30 years old	no.	118	38	10
30-50 years old	no.	1,059	938	784
Over 50 years old	no.	292	275	251
Executive				
Under 30 years old	no.	437	339	344
30-50 years old	no.	713	625	530
Over 50 years old	no.	95	62	56
Non-executive				
Under 30 years old	no.	570	566	590
30-50 years old	no.	809	906	886
Over 50 years old	no.	126	146	164
Number of new hires				
By age group				
Under 30 years old	no.	722*	N/A	N/A
30-50 years old	no.	727*	N/A	N/A
Over 50 years old	no.	84*	N/A	N/A
By gender				
Male	no.	928*	N/A	N/A
Female	no.	605*	N/A	N/A
By employee category				
Management	no.	406	N/A	N/A
Executive	no.	475	N/A	N/A
Non-executive	no.	652	N/A	N/A
Leave utilisation				
Employees who took parental leave				
Male	no.	61	67	87
Female	no.	50	61	69
Employees who took family care leave				
	no.	1,379	885	551

*The number of new employee hires and employee turnover during the reporting period (by age group and by gender) were subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232

OUR GLOBAL ALIGNMENT

OUR VALUE TO PEOPLE				
Employees				
Description	UoM	FY2023	FY2022	FY2021
Number of turnover				
By age group				
Under 30 years old	no.	191*	N/A	N/A
30–50 years old	no.	296*	N/A	N/A
Over 50 years old	no.	26*	N/A	N/A
By gender				
Male	no.	299*	N/A	N/A
Female	no.	214*	N/A	N/A
By employee category				
Management	no.	115	N/A	N/A
Executive	no.	168	N/A	N/A
Non-executive	no.	230	N/A	N/A
Average hours of training by countries				
Malaysia				
Average learning hours per employee	hours	19.5	14.2	N/A
Average learning hours per employee by gender				
Male	hours	16.6	13.1	N/A
Female	hours	24.3	16.0	N/A
Average learning hours per employee category				
Management	hours	21	17.9	N/A
Executive	hours	22.6	21.5	N/A
Non-executive	hours	15.1	6.9	N/A
Vietnam				
Average learning hours per employee	hours	16	N/A	N/A
Average learning hours per employee by gender				
Male	hours	15.7	N/A	N/A
Female	hours	16.3	N/A	N/A
Average learning hours per employee category				
Management	hours	12	N/A	N/A
Executive	hours	22	N/A	N/A
Non-executive	hours	8	N/A	N/A
Australia				
Average learning hours per employee	hours	2.4	N/A	N/A
Average learning hours per employee by gender				
Male	hours	3.4	N/A	N/A
Female	hours	2.4	N/A	N/A
Average learning hours per employee category				
Management	hours	3	N/A	N/A
Executive	hours	3	N/A	N/A
Non-executive	hours	6	N/A	N/A

* The number of new employee hires and employee turnover during the reporting period (by age group and by gender) were subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232

OUR VALUE TO PEOPLE				
Employees				
Description	UoM	FY2023	FY2022	FY2021
Total investment in employee learning and development				
Malaysia	RM	2.88 million	1.85 million	N/A
Vietnam	VND	1.35 billion	N/A	N/A
Australia	AUD	1.21 million	N/A	N/A
SAFETY AND HEALTH				
Description	UoM	FY2023	FY2022	FY2021
Employees covered by occupational health and safety management system	%	100	100	100
Contractors covered by occupational health and safety management system	%	100	100	100
Safety performance (Employees)				
Malaysia				
Menara Gamuda				
Total hours worked	hour	1,590,399	1,477,584	1,399,464
Number of fatalities	no.	0	0	0
Number of reportable injuries	no.	0	0	0
Number of days lost	day	0	0	0
Fatality rate	%	0	0	0
Injury rate	%	0	0	0
Rate of lost days	%	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0*	0	0
Gamuda Engineering				
Total hours worked	hour	1,790,677	318,938	N/A
Number of fatalities	no.	0	0	N/A
Number of reportable injuries	no.	0	0	N/A
Number of days lost	day	0	0	N/A
Fatality rate	%	0	0	N/A
Injury rate	%	0	0	N/A
Rate of lost days	%	0	0	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0*	0	N/A
Gamuda Land				
Total hours worked	hour	2,559,448	1,340,768	1,885,312
Number of fatalities	no.	0	0	0
Number of reportable injuries	no.	0	0	0
Number of days lost	day	0	0	0
Fatality rate	%	0	0	0
Injury rate	%	0	0	0
Rate of lost days	%	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0*	0	0

*The numbers reported in this table captured the overall data from sites within our reporting scope. LTIFR for selected operating units (Menara Gamuda, twentyfive7, Masterpave, IOI Gems Residences, and Diamond Alnata Plus) was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232

OUR GLOBAL ALIGNMENT

SAFETY AND HEALTH

Description	UoM	FY2023	FY2022	FY2021
Safety performance (contractor)				
Malaysia				
Gamuda Engineering				
Total hours worked	hour	517,620	1,819,500	N/A
Number of fatalities	no.	0	0	N/A
Number of reportable injuries	no.	0	0	N/A
Number of days lost	day	0	0	N/A
Fatality rate	%	0	0	N/A
Injury rate	%	0	0	N/A
Rate of lost days	%	0	0	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0*	0	N/A
Gamuda Land				
Total hours worked	hour	6,791,134	6,623,361	7,068,050
Number of fatalities	no.	0	0	0
Number of reportable injuries	no.	0	0	0
Number of days lost	day	0	0	0
Fatality rate	%	0	0	0
Injury rate	%	0	0	0
Rate of lost days	%	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0*	0	0

**The numbers reported in this table captured the overall data from sites within our reporting scope. LTIFR for selected operating units (Menara Gamuda, twentyfive7, Masterpave, IOI Gems Residences, and Diamond Alnata Plus) was subject to an independent limited assurance by an external 3rd party. Refer to the independent limited assurance report on pages 229 to 232

DATA PRIVACY AND SECURITY

Description	UoM	FY2023	FY2022	FY2021
Number of substantiated complaints concerning breachers of customer privacy and losses of customer data	no.	0	0	0

ANTI-CORRUPTION

Description	UoM	FY2023	FY2022	FY2021
Number of selected employees who have received training on anti-corruption by employee category:				
Management	no.	64	33	110
Percentage of operations assessed for corruption-related risks	%	100	100	100
Confirmed incidents of corruption	no.	0	0	0
Action taken	no.	0	0	0
Total percentage of business partners that the organisation's anti-corruption policies and procedures have been communicated to	%	100	100	0
Number of corruption cases reported within Gamuda and whole of supply chain	no.	0	0	0
Total fine/penalty received in regards of corruption	no.	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	no.	0	0	0
Public legal cases regarding corruption brought against the organisation or its employees	no.	0	0	0
Total number and percentage of employees communicated on Group's anti-corruption policies and procedures	no.	3,987* (97%)	3,698 (95%)	N/A

* The number and percentage of employees communicated on Group's anti-corruption policies and procedures were subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232

COMMUNITY INVESTMENT

Description	UoM	FY2023	FY2022	FY2021
Yayasan Gamuda				
Gamuda Scholarship				
Total contributions	RM	20,000,000	12,600,000	3,900,000
Scholarship offered	no.	79	53	27
Star Golden Hearts Award				
Total contributions	RM	N/A	249,000	200,000
Recipients	no.	10	10	10
Enabling Academy (EA)				
Total number of stakeholders engaged by type				
ETP Practitioners' Workshop	no.	253	141	162
Gamuda employees	no.	339	59	25
Government agencies	no.	125	73	56
Individuals	no.	1,471	1	198
Organisations, NGOs & Private Centres	no.	46	258	74
Partner companies (include JC introductory workshop)	no.	348	344	347
Universities/institutions	no.	321	370	87
Grand Total		2,903	1,246	949
Total EA graduates	no.	7	10	20
Total EA trainees (training in progress)	no.	10	-	-

OUR GLOBAL ALIGNMENT

OUR VALUE TO ENVIRONMENT				
Description	UoM	FY2023	FY2022	FY2021
Intensity				
GHG emissions intensity ratio for the organisation	tCO ₂ e/RM million revenue	3.6 ²	4.7 ¹	N/A
Gross direct (Scope 1) GHG emissions <i>*Excluding emission from refrigerants</i>				
Total	tCO ₂ e	6,718	8,428	2,995
Gross direct (Scope 1) GHG emissions by categories <i>*Excluding emission from refrigerants</i>				
Total	tCO ₂ e	6,718	8,428	2,995
Managed infrastructures	tCO ₂ e	4,973	3,298	1,251
Construction sites	tCO ₂ e	158	6	1,740
Operating plants	tCO ₂ e	1,586	5,124	4
Gross direct (Scope 1) GHG emissions by HQ <i>*Excluding emission from refrigerants</i>				
Menara Gamuda	tCO ₂ e	120	44	3
Gamuda Engineering Australia <i>*100 Miller St.</i>	tCO ₂ e	0	N/A	N/A
Gamuda Land HCMC <i>*HCMC Office and Celadon Sports & Resort Club</i>	tCO ₂ e	0	N/A	N/A
Gross direct (Scope 1) GHG emissions by development <i>*Excluding emission from refrigerants</i>				
Horizon Hills <i>*Horizon Hills Golf and Country Club is only 50 percent operational control</i>	tCO ₂ e	85	240	N/A
Silicon Island Penang	tCO ₂ e	15	13	N/A
Bukit Bantayan	tCO ₂ e	2	8	N/A
Gamuda Cove	tCO ₂ e	372	634	N/A
Gamuda Gardens	tCO ₂ e	73	62	N/A
HighPark Suites	tCO ₂ e	0	0	N/A
Jade Hills	tCO ₂ e	8	4	N/A
Kota Kemuning <i>*Gamuda Walk Mall</i>	tCO ₂ e	0	0	N/A
twentyfive7	tCO ₂ e	193	0	N/A
Valencia	tCO ₂ e	0	0	N/A
Artisan Park	tCO ₂ e	0	N/A	N/A
Gamuda Land HCMC <i>*includes HCMC HQ</i>	tCO ₂ e	0	N/A	N/A

OUR VALUE TO ENVIRONMENT				
Description	UoM	FY2023	FY2022	FY2021
Gross location-based energy indirect (Scope 2) GHG emissions				
Total	tCO ₂ e	20,107	18,147	13,588
Gross location-based energy indirect (Scope 2) GHG emissions by categories				
Total	tCO ₂ e	20,107	18,147	13,588
Managed infrastructures	tCO ₂ e	18,737	16,342	7,155
Construction sites	tCO ₂ e	857	29	5,181
Operating Plants	tCO ₂ e	513	1,776	1,252
Gross location-based energy indirect (Scope 2) GHG emission by HQ				
Menara Gamuda	tCO ₂ e	254	1,574	1,257
Gamuda Engineering Australia <i>*100 Miller St.</i>	tCO ₂ e	27	N/A	N/A
Gamuda Land HCMC <i>*HCMC Office and Celadon Sports & Resort Club</i>	tCO ₂ e	356	N/A	N/A
Gross location-based energy indirect (Scope 2) GHG emissions by Development				
Horizon Hills <i>*Horizon Hills Golf and Country Club is only 50 percent operational control</i>	tCO ₂ e	791	1,321	NA
Silicon Island Penang	tCO ₂ e	117	45	NA
Bukit Bantayan	tCO ₂ e	652	612	NA
Gamuda Cove	tCO ₂ e	2,666	2,550	NA
Gamuda Gardens	tCO ₂ e	1,564	787	NA
HighPark Suites	tCO ₂ e	1,104	1,421	NA
Jade Hills	tCO ₂ e	678	633	NA
Kota Kemuning <i>*Gamuda Walk Mall</i>	tCO ₂ e	1,171	2,155	NA
twentyfive7	tCO ₂ e	6,623	5,229	NA
Valencia	tCO ₂ e	649	575	NA
Artisan Park	tCO ₂ e	0	NA	NA
Celadon City <i>*includes HCMC HQ</i>	tCO ₂ e	1,134	NA	NA

OUR GLOBAL ALIGNMENT

OUR VALUE TO ENVIRONMENT				
Description	UoM	FY2023	FY2022	FY2021
Gross other indirect (Scope 3) GHG emissions				
Total	tCO ₂ e	130,008	5,709	N/A
Gross other indirect (Scope 3) GHG emissions by categories				
Malaysia				
Purchased Goods and Services	tCO ₂ e	91,636	37,927	N/A
Waste Generated in Operations	tCO ₂ e	392	313	N/A
Business Travels	tCO ₂ e	774	216	N/A
Employee Commuting	tCO ₂ e	28,651	18,361	N/A
Downstream Transportation & Distribution	tCO ₂ e	8,254	14,229	N/A
Upstream Leased Assets	tCO ₂ e	1,375	1,266	N/A
Downstream Leased Assets	tCO ₂ e	238	176	N/A
Capital Goods	tCO ₂ e	823	99	N/A
Energy consumption				
Total <i>*Including GET/RECs</i>	kWh	30,167,811	32,213,524	N/A
Renewable sources	kWh	6,717,286 <i>*Including Vietnam</i>	1,348,642 <i>*Including Vietnam</i>	N/A
Non-renewable sources	kWh	23,450,525	30,864,882 <i>*Not including Vietnam</i>	N/A
Electricity consumption by countries				
Malaysia	kWh	24,654,024	30,864,882	22,111,360
TNB Green Electricity Tariff (GET)/RECs				
Total	kWh	5,981,355	2,056,531	N/A
Malaysia	kWh	3,943,025	2,056,531	N/A
Australia <i>Client requirements for Construction activities (Scope 3)</i>	kWh	2,038,330	N/A	N/A
Electricity generated from solar panels				
Total	kWh	3,285,700	1,846,020	N/A
Malaysia	kWh	2,347,311	921,777	N/A
Vietnam	kWh	938,389	924,243	N/A
Water				
Water withdrawal by source				
Total	m ³	1,713,669	1,200,000	355,557
Third-party water	m ³	980,026	1,060,800	N/A
Surface water	m ³	733,643	139,200	N/A
Water withdrawal in Malaysia by source				
Total	m ³	1,628,019	1,200,000	355,557
Third-party water	m ³	932,838	1,060,800	240,092
Surface water	m ³	695,181	139,200	115,465

OUR VALUE TO ENVIRONMENT				
Description	UoM	FY2023	FY2022	FY2021
Waste				
Total weight of waste generated	kg	27,586,632	6,326,427	461,639
Total weight of waste generated by categories				
Hazardous waste				
Total	kg	96,277	84,102	38
Non-hazardous waste				
Total	kg	27,490,355	6,242,325	N/A
Non-recycled waste (General Waste)	kg	24,186,881 [#]	5,421,070	436,600
Garden waste	kg	238,602	210,720	N/A
Food waste	kg	283,964	15,505	8,230
Recycled waste	kg	1,548,680	585,099	1,171
Fabric waste	kg	15,788	9,931	15,600
Conservation area				
IUCN Red List species				
Total	numbers	82	79	68
Critically endangered	numbers	7	7	7
Endangered	numbers	14	14	12
Vulnerable	numbers	26	24	21
Near threatened	numbers	35	34	28
Landscape Area⁴				
Bandar Botanic	acres	192.4	192.4	N/A
Bukit Bantayan Residences	acres	1.3	1.3	N/A
Celadon City	acres	53.2	42.8	N/A
HighPark Suites	acres	3.4	3.4	N/A
Jade Hills	acres	62.1	59.8	N/A
Kundang Estates	acres	25.9	25.9	N/A
The Robertson	acres	1.9	1.9	N/A
Valencia	acres	101.3	101.3	N/A
Gamuda City	acres	24.5	24.5	N/A
Gamuda Cove	acres	80.8	25.9	N/A
Gamuda Gardens	acres	73.9	63.6	N/A
Horizon Hills	acres	357.1	357.1	N/A
Kota Kemuning	acres	421.55	421.6	N/A
Madge Mansions	acres	0.2	0.2	N/A
twentyfive7	acres	29.5	27.4	N/A
Yen So Park	acres	236.6	236.6	N/A

[#]Includes construction waste

OUR GLOBAL ALIGNMENT

OUR VALUE TO ENVIRONMENT				
Description	UoM	FY2023	FY2022	FY2021
Green Building Certifications				
Project				
Gamuda Cove's The Herons	GBI	–	–	Certified
Gamuda Cove's Waterlily	GBI	–	Certified	–
Wetlands Arboretum Centre	EDGE Advanced	Zero Carbon Ready Certified	–	–
Gamuda Gardens' Monarc	GBI	Certified	–	–
Gamuda Gardens' Illaria	GBI	Certified	–	–
twentyfive7's Levane	GBI	Certified	–	–
OLÁ (Sengkang, Singapore)	Green Mark	–	–	Gold Plus
Elysian (Ho Chi Minh City, Vietnam)	LOTUS	Certified	–	–

- Disclosure:*
- Modified to include the new boundaries by adopting GHG Protocol's policy of shifts or "rolls" the base year
 - Includes two new boundaries of GHG tracking for Gamuda Berhad (Australia and Vietnam)
 - The data disclosed for Horizon Hills Golf and Country Club represents Gamuda's 50 percent share of the Scope 2 emissions by Gamuda in line with how management monitors the emissions target and performance of these site
 - Landscape is defined as the water body and the greeneries as set out in the master layout plan or KM plan, and percentage disclosed are the portion completed by Gamuda to-date
 - The data for Menara Gamuda and Next-Gen IBS are in accordance to market-based Scope 2 GHG emission calculation. This is due to the location subscribing to Green Energy Tariff (GET). Other location are calculated based on location-based Scope 2 GHG emission

Note:
The data for selected operating units listed was subject to an external limited assurance by an independent 3rd party. Refer to the independent assurance report on pages 229 to 232. Following are the managed infrastructure assured by PricewaterhouseCoopers PLT: Horizon Hills Golf and Country Club (Scope 1: 133 tCO₂e, Scope 2: 1,016 tCO₂e), Kota Permai Golf and Country Club (Scope 1: 137 tCO₂e, Scope 2: 1,579 tCO₂e), Menara Gamuda (Scope 1: 120 tCO₂e, Scope 2: 1,933 tCO₂e), 100 Miller St. (Scope 1: 0 tCO₂e, Scope 2: 27 tCO₂e), Celadon City HQ (Scope 1: 0 tCO₂e, Scope 2: 356 tCO₂e), Celadon City [Sales Gallery] (Scope 1: 0 tCO₂e, Scope 2: 252 tCO₂e), Quayside Mall and Quayside Tower (Scope 1: 0 tCO₂e, Scope 2: 5,674 tCO₂e). For operating plants: GB Kuari (Scope 1: 1,457 tCO₂e, Scope 2: 513 tCO₂e), Gamuda IBS – Banting Factory (Scope 1: 129 tCO₂e, Scope 2: 1,547 tCO₂e).

Data in relation to water withdrawal for: Horizon Hills Golf and Country Club (115,126 m³), KPGCC (187,420 m³), Menara Gamuda (27,079 m³), Celadon City [Office] (854 m³), GB Kuari (7,270 m³), Gamuda Industrial Building System (60,202 m³), Gamuda Cove [Sales Gallery and office] (13,278 m³), Celadon City [Sales Gallery] (1,809 m³) and Quayside Mall and Tower (121,381 m³) has also undergone independent assurance by PricewaterhouseCoopers PLT.

Additionally, the data related to generated waste for: Menara Gamuda (Hazardous Waste: 480 kg, Non-Hazardous Waste: 10,000 kg), Jade Hills – Phase 6A2, Blossom Springs (Hazardous Waste: 0 kg, Non-Hazardous Waste: 31,000 kg), Jade Hills Resort (Hazardous Waste: 0 kg, Non-Hazardous Waste: 3,690 kg), Quayside Mall (Hazardous Waste: 0 kg, Non-Hazardous Waste: 740,000 kg), Gamuda IBS – Banting Factory (Hazardous Waste: 0 kg, Non-Hazardous Waste: 992,000 kg) was also assured by PricewaterhouseCoopers PLT.

Extensively, the percentage of landscape area for identified projects: Gamuda Cove (5.28 percent), Gamuda Gardens (9.13 percent) has been independently assured by PricewaterhouseCoopers PLT.

GRI CONTENT INDEX

The Global Reporting Initiative (GRI) is a multi-stakeholder standard for sustainability reporting, providing guidance on determining report content and indicators. This report has been prepared in accordance with the GRI Universal Standards 2021. Our GRI Content Index references our 2023 Sustainability Report, Integrated Annual Report and the [Gamuda website](#).

Statement of use	Gamuda has reported the information cited in this GRI content index for the period of 1 August 2022 to 31 July 2023 (FY2023) in accordance with the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	Front, back cover
	2-2 Entities included in the organisation's sustainability reporting	About this Report, pages 114 - 115
	2-3 Reporting period, frequency and contact point	About this Report, pages 114 - 115
	2-4 Restatements of information	Not applicable
	2-5 External assurance	Independent limited assurance report, pages 229 - 232
	2-6 Activities, value chain and other business relationships	Who we are, pages 6 - 7 Regional ESG footprint, pages 122 - 123
	2-7 Employees	Human capital development, page 143 ESG performance data, page 204
	2-8 Workers who are not employees	No available data
	2-9 Governance structure and composition	Our governance and value to economy, page 128
	2-10 Nomination and selection of the highest governance body	Our governance and value to economy, page 128
	2-11 Chair of the highest governance body	Corporate governance overview statement, pages 88 - 99 Gamuda sustainability governance structure, page 128
	2-12 Role of the highest governance body in overseeing the management of impacts	Our governance and value to economy, page 128
	2-13 Delegation of responsibility for managing impacts	Our governance and value to economy, page 128
	2-14 Role of the highest governance body in sustainability reporting	Our governance and value to economy, page 128
	2-15 Conflicts of interest	Anti-corruption measures, page 130
	2-16 Communication of critical concerns	Anti-corruption measures, page 130
	2-17 Collective knowledge of the highest governance body	Corporate governance overview statement, pages 88 - 99
	2-18 Evaluation of the performance of the highest governance body	Our governance and value to economy, page 128
	2-19 Remuneration policies	Our governance and value to economy, page 128

OUR GLOBAL ALIGNMENT

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021 (cont'd.)	2-20 Process to determine remuneration	Our governance and value to economy, page 128
	2-21 Annual total compensation ratio	Upholding human rights, page 150
	2-22 Statement on sustainable development strategy	Key management perspectives, page 112
	2-23 Policy commitments	A culture of compliance, page 129 Links to policy
	2-24 Embedding policy commitments	A culture of compliance, page 129
	2-25 Processes to remediate negative impacts	Whistleblowing mechanism, page 130 Human rights at Gamuda, page 151
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing mechanism, page 130 Human rights at Gamuda, page 151
	2-27 Compliance with laws and regulations	A culture of compliance, page 129
	2-28 Membership associations	Available on Group's website
	2-29 Approach to stakeholder engagement	Partnering for impact, page 124
2-30 Collective bargaining agreements	Upholding human rights, page 150	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Referenced throughout where relevant
	3-2 List of material topics	Referenced throughout where relevant
	3-3 Management of material topics	A strategic review material matters, pages 54 - 55
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic value generated and distributed, page 132
	201-2 Financial implications and other risks and opportunities due to climate change	Economic value generated and distributed, page 132
	201-3 Defined benefit plan obligations and other retirement plans	Data not reported
	201-4 Financial assistance received from government	Economic value generated and distributed, page 132
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Upholding human rights, page 150
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community outreach, page 157
	203-2 Significant indirect economic impacts	Community outreach, page 157
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply chain management, page 134
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-corruption measures, page 130
	205-2 Communication and training about anti-corruption policies and procedures	ESG performance data, page 204
	205-3 Confirmed incidents of corruption and actions taken	Anti-corruption measures, page 130

GRI Standard	Disclosure	Location
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Not applicable
	301-2 Recycled input materials used	Not applicable
	301-3 Reclaimed products and their packaging materials	Not applicable
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Renewable energy, page 182
	302-3 Energy intensity	Energy management, page 180
	302-4 Reduction of energy consumption	Renewable energy, page 182
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water management, pages 188 - 191
	303-2 Management of water discharge-related impacts	Water management, pages 188 - 191
GRI 303: Water and Effluents 2018 (cont'd.)	303-3 Water withdrawal	Water management, pages 188 - 191
	303-4 Water discharge	Water management, pages 188 - 191
	303-5 Water consumption	Water management, pages 188 - 191
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Conserving biodiversity, pages 194 - 201
	304-2 Significant impacts of activities, products and services on biodiversity	Conserving biodiversity, pages 194 - 201
	304-3 Habitats protected or restored	Conserving biodiversity, pages 194 - 201 Using green material, page 179 Environmental and biodiversity Conservation, 119
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	ESG performance data, page 204
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Group emissions at a glance, pages 176 - 177
	305-2 Energy indirect (Scope 2) GHG emissions	Group emissions at a glance, pages 176 - 177
	305-3 Other indirect (Scope 3) GHG emissions	Group emissions at a glance, pages 176 - 177
	305-4 GHG emissions intensity	Group emissions at a glance, pages 176 - 177
	305-5 Reduction of GHG emissions	Group emissions at a glance, pages 176 - 177 Carbon reduction in developments, page 186
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable

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GRI Standard	Disclosure	Location
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste management, pages 192 - 193
	306-2 Management of significant waste-related impacts	Waste management, pages 192 - 193
	306-3 Waste generated	Waste management, pages 192 - 193
	306-4 Waste diverted from disposal	Waste management, pages 192 - 193 ESG performance data, page 204
	306-5 Waste directed to disposal	Waste management, pages 192 - 193 ESG performance data, page 204
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply chain management, page 134
	308-2 Negative environmental impacts in the supply chain and actions taken	Supply chain management, page 134
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human capital development, page 143 ESG performance data, page 204
	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	Upholding human rights, page 150
	401-3 Parental leave	ESG performance data, page 204
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational safety and health, page 152
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational safety and health, page 152
	403-3 Occupational health services	Occupational safety and health, page 152
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational safety and health, page 152
	403-5 Worker training on occupational health and safety	Occupational safety and health, page 152
	403-6 Promotion of worker health	Upholding human rights, page 150
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational safety and health, page 152
	403-8 Workers covered by an occupational health and safety management system	Occupational safety and health, page 152 ESG performance data, page 204
	403-9 Work-related injuries	Occupational safety and health, page 152 ESG performance data, page 204
	403-10 Work-related ill health	Occupational safety and health, page 152
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	ESG performance data, page 204
	404-2 Programs for upgrading employee skills and transition assistance programs	Learning and development, page 148
	404-3 Percentage of employees receiving regular performance and career development reviews	ESG performance data, page 204
405-1 Diversity of governance bodies and employees	405-1 Diversity of governance bodies and employees	Diversity, equity and inclusion (DEI), page 144 ESG performance data, page 204
	405-2 Ratio of basic salary and remuneration of women to men	Upholding human rights, page 150

GRI Standard	Disclosure	Location
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity, equity and inclusion (DEI), page 144
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not applicable
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Upholding human rights, page 150
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Upholding human rights, page 150
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Upholding human rights, page 150
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community outreach programme, page 157
	413-2 Operations with significant actual and potential negative impacts on local communities	Community outreach programme, page 157
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply chain management, page 134
	414-2 Negative social impacts in the supply chain and actions taken	Supply chain management, page 134
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Data not reported
	417-2 Incidents of non-compliance concerning product and service information and labeling	Data not reported
	417-3 Incidents of non-compliance concerning marketing communications	Data not reported
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data protection and privacy, page 131
Other topics not covered by the GRI Standard		
Innovation		Pioneering digital solutions, pages 135 - 137 Driving innovation, pages 138 - 139
Land remediation, contamination or degradation		Conserving biodiversity, pages 194 - 201 Our environmental footprint at silicon island penang, pages 202 - 203
Customer satisfaction		Customer satisfaction, page 169

OUR GLOBAL ALIGNMENT

SASB INDEX

ENGINEERING AND CONSTRUCTION

Code	Description	FY2023 Performance
ENVIRONMENTAL IMPACTS OF PROJECT DEVELOPMENT		
IF-EN-160a.1	Number of incidents of non-compliance with environmental permits, standards, and regulations	Gamuda ensures that all of its projects comply with environmental and social impact assessments. The Group has not been censured or fined in the past three years for non-compliance with regulatory standards.
IF-EN-160a.2	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	<p>Pillar 1 of Gamuda's Green Plan 2025 – Sustainable Planning and Design for Construction – discloses the Group's environmental risks and impacts.</p> <p>Gamuda's construction projects and developments exemplify this approach.</p> <p>All projects demonstrate a commitment to reducing our environmental impact by prioritising energy and water efficiency, recycling waste, and preserving or enhancing natural habitats.</p>
STRUCTURAL INTEGRITY AND SAFETY		
IF-EN-250a.1	Amount of defect and safety-related rework costs	Not available. To be monitored.
IF-EN-250a.2	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Not available. To be monitored.
WORKFORCE HEALTH AND SAFETY		
IF-EN-320a.1	(1) Total recordable incident rate (TRIR) – Rate of Injury	
	Menara Gamuda	0
	Gamuda Land (Malaysia and Vietnam)	0
	Gamuda Engineering (Malaysia)	0
	Gamuda Engineering (Australia)	0.34
(2) Total fatality rate for direct employees		
	Menara Gamuda	0
	Gamuda Land (Malaysia and Vietnam)	0
	Gamuda Engineering (Malaysia and Australia)	0

Code	Description	FY2023 Performance
LIFE CYCLE IMPACTS OF BUILDINGS AND INFRASTRUCTURE		
IF-EN-410a.1	(1) Number of commissioned projects certified to a third party multi-attribute sustainability standard	Green Building Index (GBI) 1) Herons – provisional certificate 2) Waterlily – provisional certificate 3) The Robertson – Gold Standard 4) High Park Suites – Gold Standard
	(2) Number of projects seeking such certification	Green Building Index (GBI) 1) Monarch – Gamuda Garden 2) Ilaria – Gamuda Garden 3) Office Cluster at Gamuda Cove Platinum Standard
IF-EN-410a.2	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	<p>As mentioned previously, under IF-EN-160a.2, Gamuda continues to strive for resource consumption efficiency through Sustainable Planning and Design for Construction, which is Pillar 1 of the Gamuda Green Plan 2025.</p> <p>Gamuda harnesses BIM and Digital IBS technologies to integrate sustainable design features into our home and building developments.</p> <p>Significant efforts are made to achieve optimal water and energy efficiency from the blueprint and design stage to minimise the environmental impact over the project or structure's lifespan.</p> <p>Some of our developments in Malaysia and Australia adhere to government-driven green electricity programmes, such as the Green Electricity Tariff (GET) and GreenPower. We also use solar photovoltaics (PVs) for renewable energy</p>
BUSINESS ETHICS		
IF-EN-510a.2	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	0
IF-EN-510a.3	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti competitive behaviour in the project bidding processes	<p>Gamuda has established a robust governance structure to ensure ethical business practices across the Group, supported by the Anti-Bribery and Corruption Policy (AB&C).</p> <p>The AB&C Policy outlines the expected behaviour of Gamuda's employees and its value chain. All relevant stakeholders must comply with the policy and maintain corporate integrity when conducting business with Gamuda.</p>
ENERGY MANAGEMENT		
IF-RE-130a.2	Total energy consumed by portfolio area with data coverage	108,604 GJ (30,167,811 kWh)
	Percentage grid electricity	78 percent
	Percentage renewable, by property subsector	Total percentage of renewable is 22 percent
IF-RE-130a.4WW	Percentage of eligible portfolio that (1) has an energy rating; and	Please refer to disclosure provided under IF-EN-410a.1
	is certified to ENERGY STAR, by property subsector	Not applicable to the countries we operate in

OUR GLOBAL ALIGNMENT

PROPERTY DEVELOPMENT

Code	Description	FY2023 Performance
WATER MANAGEMENT		
IF-RE-140a.2	Total water withdrawn by the entity based on the water source (m ³)	1,713,669
	Third-Party Water Source	980,026
	Surface Water Source	733,643
	Ground Water Source	–
	Produced Water	–
	Percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	Not available.
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	Not available. To be monitored.
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	<p>The Group recognises that climate change and environmental degradation can reduce freshwater sources, affecting land banking and development strategies.</p> <p>However, this scenario also provides opportunities, stimulating greater demand for non-potable treated or recycled water in commercial applications. Consequently, there will be a greater demand for water treatment and wastewater treatment facilities, which Gamuda specialises in designing, constructing, and operating. The Group is committed to recycling half of the water used at our construction sites by 2025 and decreasing the need for freshwater in developments and townships by 65 percent.</p> <p>Further details of Gamuda’s approach to managing water consumption is provided in SR2023 on pages 188 to 191.</p>
CLIMATE CHANGE ADAPTATION		
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Similar modelling was done based on sea level rise using a 2 degrees and 4 degrees scenario. This was done for one of the projects in Malaysia.
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Gamuda is aware of the risks of climate change and remains fully committed to addressing the operational effects of our business. The climate-related risks and opportunities are provided on page 172.
SASB ACTIVITY METRICS		
IF-RE-000.A	Number of assets, by: active engineering and construction projects	Please refer to page 14 of this Integrated Report for more information
	Number of assets, by active property subsector projects	Please refer to page 15 of this Integrated Report for more information
IF-RE-000.B	Number of commissioned (engineering) projects	Please refer to page 14 of this Integrated Report for more information

TCFD STATEMENT

Since having made climate change a top priority, Gamuda Group has committed to reducing short-, medium-, and long-term emissions. To consolidate the Group’s management approach, climate-related governance and strategies have been implemented across our operations and businesses to ensure that climate-related risks and opportunities are considered at every level.

In FY2023, Gamuda further strengthened our commitment to climate-related matters by collecting Scope 3 emissions data from our suppliers. We are also preparing for carbon credits through tree planting and assessing our carbon stocks to determine our carbon storage capacity. Since FY 2021, Gamuda has aligned with and been reporting to the Task Force on Climate-related Financial Disclosures (TCFD); in FY 2022, we officially supported this approach. Adopting TCFD is driven by the Group’s commitment to continuously monitoring its performance and progress in accordance with climate change as measured against a globally recognised framework.

Gamuda has aligned with the four TCFD themes: Governance, Strategy, Risk Management, and Metrics and Targets. The table below provides a concise, detailed explanation of how Gamuda has adopted specific TCFD topics and recommended disclosures. Where relevant, references are provided to more specific information within the Sustainability Report 2023.

Essentially, Gamuda’s management approach to climate change-related impacts focuses on the following:

- Leadership, including the Board of Directors (Board) oversight on climate change through the Environmental, Social and Governance (ESG) mechanism
- The strategic consideration given to climate change is reflected in the development of policies and strategies
- A continued focus on embedding climate change within the Group’s risk management and mitigation framework
- The existence of tangible, time-based key performance indicators (KPIs) to measure performance

Note: Kindly refer to Chapters: Sustainability Integration and Our Governance and Value to Economic for more details.

Recommendations	Organisation’s Adoption of Recommendation	References
GOVERNANCE		
Describe the board’s oversight of climate-related risks and opportunities.	<p>Climate action is a major concern for the Group and its stakeholders, as reflected in our updated FY2023 Materiality Matrix in the top-right quadrant. Gamuda’s Board oversees all material topics of significant concern, maintains the ESG decisions, and guides the Group’s sustainability direction strategies. It ensures that business decisions are adopted from an ESG perspective.</p> <p>The Board has a Risk Committee to ensure that management has developed appropriate plans for dealing with climate change. The committee keeps track of corporate, audit, and ESG risks, including those related to climate change. By monitoring these risks, effective mitigation responses can be implemented appropriately. Gamuda Green Plan 2025 is a framework we use to address environmental, social responsibility, and governance concerns, including climate change. This helps ensure that the company can continue operating sustainably and building value.</p>	Page 128 Our Governance and Value to Economy

OUR GLOBAL ALIGNMENT

Recommendations	Organisation's Adoption of Recommendation	References
Describe management's role in assessing and managing climate-related risks and opportunities.	<p>The Board is working closely with the Group Chief Sustainability Officer (GCSO) and Sustainability Steering Committee (SSC) to realise the Gamuda Green Plan 2025 by developing and executing effective strategies action plans. One of their primary responsibilities is overseeing risk assessments to identify potential climate-related risks that might impact our operations, financial stability, or reputation.</p> <p>In terms of opportunities, our management actively seeks ways to align our business with the changing climate landscape. They encourage innovation and investment in sustainable practices, such as renewable energy, energy efficiency, and green technologies, to not only reduce our environmental impact but also to explore new revenue streams.</p>	<p>Pages 22-27 Group Managing Director's Statement</p> <p>Page 128 Our Governance and Value to Economy</p>
STRATEGY		
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long-term.	<p>Gamuda's engineering, construction, and property development businesses are facing climate change risks and opportunities, as below:</p> <p>CLIMATE CHANGE RISKS:</p> <ul style="list-style-type: none"> • Regulations for existing products and services • Exposure to litigation • Changes in customer behaviour • Replacing current products and services to those with lower emissions • Shifts in customer preference • Stigmatisation of sector • Changes in precipitation; extreme weather patterns • Increased pricing of GHG emissions • Enhanced emission-reporting requirements • Cost of transitioning to a lower emissions technology • Increased material costs • Increased stakeholder concerns/negative stakeholder feedback • Increased extreme weather: floods, water pollution, drought, etc. • Rising ambient temperatures and sea levels <p>CLIMATE CHANGE OPPORTUNITIES:</p> <ul style="list-style-type: none"> • Increased on-site recycling and food waste composting • Reduced use of natural resources, e.g. recycling harvested rainwater • Supportive policy incentives • New technologies • Shift toward decentralised energy sources and a transition to lower emissions technologies • Access to new assets and locations requiring insurance coverage • Development and/or expansion of low-emission products and activities • Diversification of business activities • Participation in renewable energy programmes and improved energy efficiency • Resource substitutes/diversification • Better production and distribution processes • Use of lower-emission energy sources, e.g. solar panels • Participation in carbon markets, e.g. the Bursa Malaysia Voluntary Carbon Market • Access to new markets through public-sector incentives • Shifting consumer preferences to more robust products and services • Development of climate adaptation and mitigation plans 	<p>Pages 22-27 Group Managing Director's Statement</p> <p>Page 117 Gamuda Green Plan 2025</p> <p>Pages 174 - 175 Our Net Zero Journey</p> <p>Page 172 Climate Risks and Opportunities</p> <p>Pages 172 - 203 Our Value to the Environment</p>

Recommendations	Organisation's Adoption of Recommendation	References
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	<p>We acknowledge that climate-related risks, such as extreme weather events, resource scarcity, and supply chain disruptions, directly affect our business operations. For instance, an increase in extreme weather events can lead to production delays or infrastructure damage. On the flip side, seizing opportunities like energy efficiency and renewable energy adoption not only reduce our carbon footprint but also contribute to cost savings and enhanced operational resilience. We see this in our RE implementations within the Group.</p> <p>Climate awareness and sustainability are becoming increasingly important to our customers and stakeholders. Failing to address these issues can harm our reputation and market position. Conversely, actively embracing climate-related opportunities can differentiate us from competitors and attract environmentally-conscious consumers. Knowing this we have provided complimentary awareness training to suppliers and vendors since 2022.</p> <p>As global and local climate change regulations become increasingly stringent, our organisation must allocate resources to ensure compliance with these standards. This can have implications for our financial planning and capital allocation. For example, Bursa Malaysia has taken the step of making climate-related disclosures mandatory.</p> <p>To manage climate-related risks, we must allocate resources for mitigation and adaptation measures, such as improving infrastructure resilience and investing in emissions reduction technologies. These initiatives require financial planning and impact our overall budget allocation</p>	<p>Page 172 Climate Risks and Opportunity</p>
Describe the resilience of the organisation's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.	<p>Our strategy encompasses risk assessment, adaptive measures, and specific targets aimed at reducing our carbon emissions. It is driven by our commitment to align with global climate goals and ensure the long-term viability of our organisation.</p> <p>The group is dedicated to achieving its objective of becoming a net zero carbon organisation by 2050, adhering to the Science Based Targets initiative (SBTi), and actively preparing for various climate-related scenarios. This involves the creation of a practical decarbonisation action plan and the implementation of a strong emissions measurement and monitoring system. In our Gamuda Green Plan 2025, we have established both short- and medium-term objectives. Our primary goal is to decrease our greenhouse gas emissions intensity by 30 percent by 2025 and by 45 percent by 2030. To closely monitor our progress, we utilise a digital platform capable of identifying anomalies and omissions, ensuring that the Group remains on course to achieve our reduction targets.</p> <p>In the Penang South Islands (PSI) project we assessed the Representative Concentration Pathway (RCP) scenarios based on 2 degrees and 4 degrees temperature changes. This is part of our effort to future-proofing our projects, addressing the impact of rising sea levels and heightened ambient temperatures. We utilised this modelling approach to forecast the likelihood and associated risks of future sea-level rise. The outcomes were instrumental in guiding our decision-making processes related to project elevation and design adjustments. We have also conducted assessments aligned with the Low Carbon Cities Framework to ensure that our developments are designed to create low-carbon communities.</p> <p>Full details are provided in Chapter 4 (Our Value to the Environment) disclosures of SR2023.</p>	<p>Pages 174 - 175 Advancing Towards Net Zero</p>

OUR GLOBAL ALIGNMENT

Recommendations	Organisation's Adoption of Recommendation	References
RISK MANAGEMENT		
Describe the organisation's processes for identifying and assessing climate-related risks.	Our processes include: Risk Identification: We start by identifying all potential climate-related risks that could affect our operations, both directly and indirectly. These risks encompass a wide range of areas, including extreme weather events, regulatory changes, supply chain disruptions, and reputational risks associated with our carbon footprint. The coverage of assessment on climate related risks are conducted throughout the life cycle of construction to ensure the risk and opportunities are identified at all stages of a project, that may extend to include operation phase (post construction).	Pages 48-49 Stakeholder Engagement Page 112 Key Management Perspective
Describe the organisation's processes for managing climate-related risks.	Data Collection and Analysis: We collect and analyse relevant data to understand the historical climate-related impacts on our business and the broader industry. This data includes past weather patterns, regulatory changes, and the experiences of peer organisations. We have in place a cloud-based Group-wide data collection system that can showcase 'live emission' via dashboard. This acts as a centre point for current state and baseline information. Scenario Analysis: To assess the future risks, we employ scenario analysis. This involves modelling various climate scenarios, including different levels of temperature rise and associated impacts. We evaluate how these scenarios may affect our business, considering both physical risks and transition risks, such as changing regulations and market trends. The analysis extends to design stage of projects where we analyse climate related probabilities. Example, of modelling we have implemented in our projects include flood risk (50 & 100 ARI) and sea level rise risk assessment (that resulted us to elevate the project). Stakeholder Engagement: We engage with various stakeholders, including customers, suppliers, local communities, and industry experts, to gain insights into their concerns and expectations regarding climate-related risks. Risk Prioritisation: Once all potential risks are identified and assessed, we prioritise them based on their significance and potential impact on our organisation or project. This prioritisation guides our risk mitigation efforts. Mitigation and Adaptation Strategies: We develop and implement strategies to mitigate identified risks and adapt to changing climate conditions. These strategies are tailored to the specific nature of each risk, and they encompass areas like infrastructure resilience, diversification of suppliers, and the reduction of greenhouse gas emissions. Monitoring and Reporting: We regularly oversee and, when necessary, revise our risk assessments to incorporate new data and insights. Moreover, we provide transparent reports on our climate-related risks and our advancements in addressing them. To facilitate this, we have implemented a cloud-based, organisation-wide data collection system that can display real-time emissions data through a user-friendly dashboard (this platform covers projects too).	Pages 172 Climate Risks and Opportunities

Recommendations	Organisation's Adoption of Recommendation	References
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	The materiality approach (mentioned above) is integrated into the Group's risk management framework. Risks are measured by their forecasted impact on revenue, earnings, costs, and productivity. For more information on the materiality process, please refer to Materiality Chapter within the FY2023 Integrated Report	Pages 54 - 55 Material Matters Pages 56 - 57 Managing Our Risks
METRICS AND TARGETS		
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Gamuda measures its environmental impact by tracking all Scope 1 and Scope 2 sources that primarily sourced from fuel and energy, while Scope 3 covering on the type of emission source category (that covers primarily financial, in RM). Other metrics used include waste production and water consumption. Carbon emissions are measured using CO ₂ e, while electricity consumption is measured in kWh, fuel in litres, water consumption in m ³ , and waste and recyclables in tonnes. All mentioned are taken account with considerations of global warming potential values. To determine Gamuda's emission intensity, the absolute total emissions for the fiscal year are divided by the revenue for that same period. For more details on identified climate related risks and opportunities, refer to Chapter 4 (Our Value to Environment) of SR2023. For the assurance of metrics and quantum disclosed, refer to Chapter 5 (Limited Assurance Statement) of SR2023.	Page 174 - 175 Advancing Towards Net Zero
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Gamuda provided Scope 1, Scope 2 and Scope 3 disclosures generated from the Group's operations. For more detailed information on our management approach, evaluation, and performance data, refer to Chapter 4 (Our Value to Environment) of SR2023.	Page 174 - 175 Advancing Towards Net Zero
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	As part of our Gamuda Green Plan 2025, and as short- and medium-term targets, Gamuda is committed to reducing emissions intensity by 30 percent by 2025 and 45 percent by 2030. We also plan to achieve net zero by 2050. In FY2023, the Group has achieved 26 percent reduction compared to baseline. As an infrastructure and property company, the Group must reduce our carbon emissions by adopting renewable energy technology to supply the buildings and development that are within our control. We also incorporate sustainable masterplanning with green mobility elements into our projects. For more detailed information on targets set, refer to https://gamuda.com.my/sustainability-esg/gamuda-green-plan/ .	Page 117 Gamuda Green Plan 2025

OUR GLOBAL ALIGNMENT



Verification Report

Verification Opinion

Verified with Comments	
Based on the process and procedures conducted, there is no evidence that the GHG statement contained in the following report "Greenhouse Gas (GHG) Emissions Report FY2023, September 2023 version 1" produced by Gamuda Berhad	<ul style="list-style-type: none"> is not materially correct and is not a fair representation of GHG data and information. has not been prepared in accordance with ISO14064-1 and its principles.
With the following comments	The organization is currently in the process of gathering data on other relevant greenhouse gases (GHGs) associated with fugitive emissions, such as HFCs and PFCs. These direct fugitive emissions may occur as a result of equipment leaks, such as those in cooling systems. With the leverage and assistance of current software for calculating emissions, it will help the organization to calculate fugitive emissions in its upcoming reporting cycle.
Lead Verifier	Shaiful Rahman
Independent Reviewer	DinhMinhTam Nguyen
Signed on behalf of BSI	Evelyn Chye - Managing Director, Malaysia
Issue Date	13 October 2023
BSI Malaysia Suite 29.01, Level 29, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia	
NOTE: BSI Malaysia is independent to and has no financial interest in Gamuda Bhd. This third-party Verification Opinion has been prepared for Gamuda Bhd. only for the purposes of verifying its statement relating to its GHG emissions more particularly described in the scope above. It was not prepared for any other purpose. In making this Statement, BSI Malaysia has assumed that all information provided to it by Gamuda Bhd. is true, accurate and complete. BSI Malaysia accepts no liability to any third party who places reliance on this statement.	

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LIMITED ASSURANCE STATEMENT

INDEPENDENT LIMITED ASSURANCE REPORT ON SUBJECT MATTER INFORMATION IN GAMUDA BERHAD'S SUSTAINABILITY REPORT 2023

To the Board of Directors of Gamuda Berhad

We have been engaged by Gamuda Berhad to perform an independent limited assurance engagement on selected sustainability indicators (hereinafter referred to as the "Subject Matter Information") as reported by Gamuda Berhad ("Gamuda") in its Sustainability Report for the year ended 31 July 2023 ("Sustainability Report 2023").

Our Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information contained in the Gamuda's Sustainability Report 2023 for the year ended 31 July 2023 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

Subject Matter Information

The Subject Matter Information reported in the Gamuda's Sustainability Report 2023 on which we provide limited assurance, consists of:

Scope	Reported amount	Scope	Reported amount
GRI 305-1: Energy direct (Scope 1) GHG emissions (tCO₂e)			
Horizon Hills Golf and Country Club	133	GB Kuari	1,457
Kota Permai Golf and Country Club	137	Gamuda IBS	129
Menara Gamuda (Buildings)	120	Quayside Mall & Tower	0
100 Miller Street (Buildings)	0	Celadon City (Sales gallery)	0
GRI 305-2: Energy indirect (Scope 2) GHG emissions (tCO₂e)			
Horizon Hills Golf and Country Club	1,016	GB Kuari	513
Kota Permai Golf and Country Club	1,579	Gamuda IBS - Banting Factory	1,547
Menara Gamuda (Buildings)	1,933	Quayside Mall & Tower	5,674
100 Miller Street (Buildings)	27	Celadon City (Sales gallery)	252
GRI 303-3 Total water withdrawal (consumption) (m³)			
Horizon Hills Golf and Country Club	115,126	Gamuda IBS	60,202
Kota Permai Golf and Country Club	187,420	Gamuda Cove (Sales Gallery & Office)	13,278
Menara Gamuda	27,079	Celadon City (Sales Gallery)	1,809
Celadon City (Office)	854	Quayside Mall & Tower	121,381
GB Kuari	7,270		
GRI 306-3 Total weight of hazardous and non-hazardous waste generated (kg)			
Hazardous waste		Non-hazardous waste	
Gamuda IBS	0	Gamuda IBS	992,000
Menara Gamuda	480	Menara Gamuda	10,000
Jade Hills - Phase 6A2, Blossom Springs	0	Jade Hills - Phase 6A2, Blossom Springs	31,000
Jade Hills Resort	0	Jade Hills Resort	3,690
Quayside Mall	0	Quayside Mall	740,000

OUR GLOBAL ALIGNMENT

INDEPENDENT LIMITED ASSURANCE REPORT ON SUBJECT MATTER INFORMATION IN GAMUDA BERHAD'S SUSTAINABILITY REPORT 2023 (CONTINUED)

Scope	Reported amount	Scope	Reported amount
Percentage of landscape area for identified projects (%)			
Gamuda Cove	5.28%	Gamuda Gardens	9.13%
GRI 205-2: Total number and percentage of employees that the organisation's anti-corruption policies and procedures have been communicated			
Gamuda Group	3,987 (97%)		
GRI 403-9: Lost Time Injury Frequency Rate ("LTIFR")			
Menara Gamuda	0	IOI Gems Residences	0
twentyfive7	0	Diamond Alnata Plus	0
Masterpave	0		
GRI 404-2(a): Type and scope of programs implemented and assistance provided to upgrade employee skills			
Gamuda Learning Centre	Types and scope of programs implemented for: <ul style="list-style-type: none"> Leadership Competencies and Soft Skills Data and Digital Skills Technical Competencies ESG-related Training 		
GRI 401-1: Total number of new employee hires and employee turnover during the reporting period, by age group and gender for Gamuda Malaysia, Gamuda Vietnam and Gamuda Australia			
Number of new hires (by age group)		Number of turnover (by age group)	
Under 30 years old	722	Under 30 years old	191
30 - 50 years old	727	30 - 50 years old	296
Over 50 years old	84	Over 50 years old	26
Number of new hires (by gender)		Number of turnover (by gender)	
Male	928	Male	299
Female	605	Female	214
GRI 405-1(a): Percentage of individuals within the Board of Directors of Gamuda Berhad, by age group and gender			
Board composition by age group (no.)		Board composition by gender (%)	
Over 50 years old	7	Male	43%
		Female	57%
GRI 204-1: Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (%)			
Gamuda Malaysia	94%	Gamuda Vietnam	98%
Gamuda Australia	98%		
GRI 406-1: Total number of incidents of discrimination during the reporting period			
Gamuda Malaysia	1		

Our assurance was with respect to the year ended 31 July 2023 information and we have not performed any procedures with respect to earlier periods or any other elements included in the Gamuda's Sustainability Report 2023 and, therefore, we do not express any conclusion thereon.

Reporting Criteria

The Subject Matter Information needs to be read and understood together with the Reporting Criteria, which Gamuda is solely responsible for selecting and applying.

The Reporting Criteria used for the reporting of the Selected Information are as follows:

- Gamuda's internal sustainability reporting guidelines and procedures by which the Selected Information is gathered, collated and aggregated internally; and
- The Global Reporting Initiative's Sustainability Reporting Standards ("GRI standards") for disclosures. (*collectively referred to as the "Reporting Criteria"*)

Inherent Limitations

The absence of a significant body of established practice on which to draw to evaluate and measure the Subject Matter Information allows for different, but acceptable, measurement basis and can affect comparability between entities over time. In addition, Greenhouse Gas ("GHG") quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

The Subject Matter Information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for determining such information. The precision of different measurement techniques may also vary.

Management's Responsibility

Management of Gamuda is responsible for the preparation of the Subject Matter Information included in the Gamuda's Sustainability Report 2023 in accordance with the Reporting Criteria.

This responsibility includes the selection and application of appropriate methods to prepare the Subject Matter Information reported in the Gamuda's Sustainability Report 2023 as well as the design, implementation and maintenance of internal control relevant for the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error. Furthermore, the responsibility includes the use of assumptions and estimates for disclosures made by Gamuda which are reasonable in the circumstances.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Subject Matter based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the approved standard for assurance engagements in Malaysia, International Standard on Assurance Engagements ("ISAE") 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information". This standard requires that we plan and perform this engagement under consideration of materiality to express our conclusion with limited assurance about whether the Subject Matter Information is free from material misstatement.

The accuracy of the Subject Matter Information is subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. Our limited assurance report should therefore be read in conjunction with the Reporting Criteria.

A limited assurance engagement involves assessing the suitability in the circumstances of Gamuda's use of the Reporting Criteria as the basis for the preparation of the Subject Matter Information, assessing the risks of material misstatement of the Subject Matter Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Subject Matter Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

OUR GLOBAL ALIGNMENT

INDEPENDENT LIMITED ASSURANCE REPORT ON SUBJECT MATTER INFORMATION IN GAMUDA BERHAD'S SUSTAINABILITY REPORT 2023 (CONTINUED)

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Main Assurance Procedures

Our work included the following procedures:

- Evaluated the suitability in the circumstances of Gamuda's Reporting Criteria as the basis for preparing the Subject Matter Information;
- Obtained understanding of Gamuda's control environment, processes and systems relevant to the preparation of the Subject Matter Information for the in-scope operating units. Our procedures did not include evaluating the suitability of design or operating effectiveness of control activities;
- Evaluated the appropriateness of measurement and evaluation methods, reporting policies used and estimates made by Gamuda;
- Performed analytical procedures for consistency of data with trends and our expectation;
- Performed limited substantive testing on a sample basis on transactions included in the Subject Matter Information, which involved agreeing data points to/from source information to check that the underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported;
- Conducted site visits at selected operating units (i.e. Gamuda Cove, Gamuda Garden, Horizon Hills Golf and Country Club and Gamuda IBS);
- Assessed the appropriateness of the greenhouse gas emission factors used in the calculations of the Scope 1 and Scope 2 GHG emissions; and
- Evaluated the appropriateness of the disclosures and presentation of the Subject Matter Information based on the Reporting Criteria.

Restriction on Distribution and Use and Disclaimer of Liability to Third Parties and For Any Other Purpose

This report, including the conclusion, has been prepared solely for the Board of Directors of Gamuda Berhad in accordance with the agreement between us, in connection with the performance of an independent limited assurance engagement on the Subject Matter Information as reported by Gamuda in its Sustainability Report 2023 and should not be used or relied upon for any other purposes. We consent to the inclusion of this report in the Gamuda's Sustainability Report 2023 to be disclosed on the website of Gamuda at www.gamuda.com.my to assist the Directors in responding to their governance responsibilities by obtaining an independent limited assurance report on the Subject Matter Information in connection with the preparation of Gamuda's Sustainability Report 2023. As a result, we will not accept any liability or responsibility to any other party to whom our report is shown or into whose hands it may come. Any reliance on this report by any third party is entirely at its own risk.



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Kuala Lumpur
30 October 2023

ABBREVIATIONS

AB&C	- Anti-Bribery and Corruption	GWEN	- Gamuda Women Empowerment Network	ORS	- Off-River Storage
ACC	- Autodesk Construction Cloud	GIBS	- Gamuda Industrialised Building System	OSH	- Occupational Safety and Health
ALR	- Amanat Lebuhraya Rakyat Berhad	HIMS	- Housing Integrated Management System	PCMD	- Project Construction Management Department
AR	- Augmented Reality	HSC	- higher school certificate	PEFCTM	- Programme for the Endorsement of Forest
ATP	- Advanced Tree Planting	ICE	- internal combustion engine	PMS	- Performance Management System
BIMAR	- Building Information Modelling Augmented Reality	IGU	- Integrity and Governance Unit	POEO Act	- Protection of the Environment Operations Act 1997
BIM	- Building Information Modelling	IIRC	- International Integrated Reporting Council	PPA	- power purchase agreement
BSC	- British Safety Council	ILO	- International Labour Organisation	PPSN	- Pusat Perkhidmatan Setempat Nelayan
BCX	- Bursa Carbon Exchange	IMS	- Integrated Management System	PRA	- Project Risk Assessment
CAN	- CEO Action Network	IoT	- Internet of things	QLASSIC	- Quality Assessment System for Building Construction Works
CBD	- Convention on Biological Diversity	IUCN	- International Union for Conservation of Nature	QSHE	- Quality, Safety, Health and Environment
CDP	- Carbon Disclosure Project	ISAE 3000	- International Standard on Assurance Engagements	RAP	- Reconciliation Action Plan (Gamuda Australia)
CEMACS	- Centre of Marine and Coastal Studies	ISC	- Infrastructure Sustainability Council (Australia)	RE	- Renewable Energy
CGM	- Climate Governance Malaysia	ISMS	- Information Security Management System	RECs	- Renewable Energy Certificates
CGPP	- Corporate Green Power Programme	ISSB	- International Sustainability Standards Board	RMC	- Risk Management Committee
CIDB	- Construction Industry Development Board	ITA	- International Tunnelling & Underground Space Association	SASB	- Sustainability Accounting Standards Board
CLQs	- Centralised Labour Quarters	KVMRT	- Klang Valley Mass Rapid Transit	SBAT	- School-Based Apprenticeships and Traineeships
CO ₂ e	- Carbon Dioxide Equivalent	LCC 2030	- Low Carbon Cities 2030 Challenge	SBTi	- Science Based Targets initiative
CONQUAS®	- Construction Quality Assessment System	LCCF	- Low Carbon Cities Framework	SEDP	- Scholar's Engagement and Development Programme
CREST	- Crisis Relief Services and Training	LITRAK	- Lingkaran Trans Kota Holdings Berhad	SPRINT	- Sistem Penyuraian Trafik KL Barat
CQQs	- Centralised Quarantine Quarters	LKIM	- Lembaga Kemajuan Ikan Malaysia (Malaysian Fisheries Development Authority)	SRC	- Seedling Research Centre
DJSI	- Dow Jones Sustainability Indices	MCCG	- Malaysian Code on Corporate Governance	SC	- Securities Commission
EA	- Enabling Academy	MGTC	- Malaysian Green Technology and Climate Change Corporation	SGHA	- Star Golden Hearts Award
EIA	- Environmental Impact Assessment	MSCI	- Morgan Stanley Capital International	SHASSIC	- Safety and Health Assessment System in Construction
ETP	- Employment Transition Programme	MTEA	- Malaysian Technology Excellence Award	SIMP	- Social Impact Management Plan
EV	- Electric Vehicle	MVPs	- Minimum Viable Products	SLL	- Sustainability-Linked Loan
FPIC	- Free, Prior and Informed Consent	NAIDOC	- National Aborigines' and Islanders' Day Observance Committee	SMART	- Stormwater Management and Road Tunnel
FRIM	- Forest Research Institute Malaysia	NEDA	- New Enhanced Dispatch Arrangement	SME	- Subject Matter Experts
FTSE	- Financial Times Stock Exchange	NEM	- Net Energy Metering Malaysia	SPTs	- Sustainability Performance Targets
GBC	- Green Building Council (Malaysia)	NETR	- National Energy Transition Roadmap	SMP	- Sustainable Management Plan
GBF	- Global Biodiversity Framework	NIOSH	- National Institute for Occupational Safety and Health	SSC	- Sustainability Steering Committee
GBI	- Green Building Index	NPBD	- National Policy on Biological Diversity	SUSTAINABLE	- Sustainable
GET	- Green Electricity Tariff	NRECC	- The Ministry of Natural Resources, Environment and Climate Change	INFRASTAR	- Infrastructure Rating Tool
GET	- Gamuda Excellence Transformation			TCFD	- Task Force on Climate-related Financial Disclosures
GIA	- Gamuda Inspiration Award			UNDP	- United Nations Development Programme
GLC	- Gamuda Learning Centre			UNFCCC	- United Nations Framework Convention on Climate Change
GQUAS	- Gamuda Land Quality Unit Assessment System			VCM	- Voluntary Carbon Market
GreenRE	- Green Renewable Energy			WIM	- Wetlands International Malaysia
GRI	- Global Reporting Initiative Standards				
GS	- Green Star certification rating by Green Building Council of Australia				
GUEB	- Gamuda Parks Urban Ecology Biodiversity				