

Pillar

2

OUR COMMUNITY AND OUR BUSINESS

To equip ourselves with the right ESG knowledge, become Subject Matter Experts (SMEs) in our respective domains and cultivate good governance in ESG



KEY CONTENTS FOR FY2021



Training individuals with **autism (Enabling Academy)**

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Photo: Our employees at our construction site

SUSTAINABILITY REPORT

EMPOWERING OUR PEOPLE AND INVESTING IN OUR COMMUNITIES



Photo: Our engineers operating the Tunnel Boring Machine

IT IS EVIDENT THAT TRUE PROGRESS IN ADVANCING SUSTAINABILITY, BE IT IN REALISING THE GAMUDA GREEN PLAN 2025 (GGP 2025) OR ACHIEVING THE UNITED NATIONS 17 SUSTAINABLE DEVELOPMENT GOALS, REQUIRES CONCERTED INVOLVEMENT OF MULTIPLE STAKEHOLDERS.

Gamuda's environmental, social and governance (ESG) commitment goes beyond regulatory compliance as the Group continues to look into managing its social footprint in our journey of sustainable value creation. At Gamuda, we acknowledge that our people are our greatest assets. We place emphasis on equal opportunity and are committed to attracting, developing and retaining a diverse and inclusive workforce.

In response to the pandemic, all training and development content went virtual in FY2021. We ensure our people continue to upskill and reskill themselves to stay relevant and competitive. We also strive to go beyond to deliver shared prosperity and equity for all segments of society. This includes working with the indigenous communities of Malaysia, the *Orang Asli* and publication of a trainer's manual to equip special education teachers and practitioners in developing an Employment Transition Programme (ETP) for young adults with autism and other disabilities.

Customer Satisfaction

Customer satisfaction survey is a vital measure of our customers' experience in all our developments. Since 2020, we have decided to conduct an annual customer satisfaction survey. We want to ensure that our deliverables meet our customers' expectations while understanding the gaps for improvement. For FY2021, we have conducted customer satisfaction surveys across nine developments, namely Kota Kemuning, Valencia, Jade Hills, Kundang Estates, Horizon Hills, Bandar Botanic, HighPark Suites, The Robertson and Bukit Bantayan Residences with an average score of 85 percent. This exceeded our internal set target to achieve an average score of at least 70 percent. A popular feedback was on the integration of various features into Gamuda Land Lifestyle Mobile app platform including visitor management, payment of service charge and the dissemination of circulars and bulletins. We appreciate the meaningful feedback from our customers, resulting in a better understanding of their needs and improvement to our deliverables moving forward.

Develop A Sustainable Pipeline of SMEs in Sustainability and Climate Science

The success of the ESG agenda hinges greatly on technical expertise and experience that enable meaningful change and progress. Driven by this conviction, we continue to focus on developing ESG talent, particularly in-house Subject Matter Experts (SMEs), who undertake the delivery of the GGP 2025. Although the pandemic has put the entire world on an indefinite standstill, technology has been a key enabler for Gamuda to ensure business continuity and further advance our ESG agenda.

YAYASAN GAMUDA

The Group allocates around two percent of its profits annually to Yayasan Gamuda, which is primarily responsible for Gamuda's social initiatives. Yayasan Gamuda was established in 2016 to oversee the Group's charitable efforts while ensuring these initiatives are aligned with Gamuda's objectives for people development and community investment.

Annually, Yayasan Gamuda conducts three recurring anchor programmes. These are the **Enabling Academy, Gamuda Scholarship and the Star Golden Hearts Award.**



Enabling Academy



Gamuda Scholarship



Star Golden Hearts Award

ENABLING ACADEMY – TRAINING INDIVIDUALS WITH AUTISM

In 2017, Gamuda established the Enabling Academy (EA) to empower young adults on the autism spectrum to be gainfully employed. Gamuda remains the first corporate company to operate such ETP in Malaysia.

Since its inception, the EA has trained 66 candidates of which 80 percent have secured jobs. Importantly, the Group scrutinises the companies to ensure that the work environment and culture of these companies are supportive of individuals with autism.

Going further, the EA has made its training resources and materials available in the public domain without charges. The sharing of the intellectual property is intended to help develop more trainers and teachers in this niche field in Malaysia.

National ETP Practitioner's Training to Impact Youths with Disabilities for Sustainable Employment

The EA ETP Trainer's manual was endorsed by the Special Education Division (SED), Ministry of Education, Department of Polytechnics and Community Colleges Education (DPCCE), Ministry of Higher Education, Department of Social Welfare (DSW), Ministry of Women, Family and Community Development and Youth Skills Development Division (YSDD), Ministry of Youth and Sports, as a teaching guide for special education teachers, Technical and Vocational Education and Training (TVET) lecturers and practitioners nationwide to support the personal growth and professional development of students and trainees with disabilities.

In FY2021, the DSW and SED have sought continual collaboration with EA to equip students and trainees with disabilities for independent living and sustainable employment. Hence, the ETP Trainer's Manual was translated to Bahasa Malaysia and the first ETP Practitioner workshop in Bahasa Malaysia was conducted for Community-Based Rehabilitation Centres (CBRs).

The ETP has achieved further success with commendation by professors from the United Kingdom, Japan and China. Practitioners in Beijing and Shanghai collaborated with EA to translate the ETP Trainer's Manual to Chinese for circulation in China.

Moving forward, our key focus areas under EA will cover the following:

-  Establish a social well-being programme for alumni of EA
-  Expand our ETP international outreach in China, Taiwan, Hong Kong and possibly other countries in the Asia Pacific Region
-  Increase EA graduates employability to other industries (manufacturing, retail, food and beverage, education) and self-employment that matches our graduates' interest and aptitudes



SUSTAINABILITY REPORT

YAYASAN GAMUDA



GAMUDA SCHOLARSHIP

The Gamuda Scholarship was established in 1996 to provide educational aid for young Malaysians to pursue their university education and sustainably contribute to community development. Since its inception, the programme has awarded 471 scholarships – providing hundreds of deserving young adults the opportunity to pursue tertiary education, and subsequently go on to successful careers in a wide range of professional fields.

Scholarships are offered to those pursuing courses in engineering, quantity surveying, development and urban planning, property and real estate management, and architecture. In this financial year, applications were extended beyond engineering-related courses to include environmental science, safety and health, landscape architecture, biodiversity management and horticulture.

We have doubled the scholarship quantum offered for the year with plans to increase the allocation for overseas studies and greater emphasis on students from low-income families. In FY2021, Gamuda awarded 27 scholarships, of which 24 were local and three were international scholarships with a cumulative value of RM3.9 million.



STAR GOLDEN HEARTS AWARDS

The Star Golden Hearts Award (SGHA) and Gamuda Inspiration Award (GIA) are joint initiatives by The Star Foundation and Yayasan Gamuda. These awards recognise individuals or groups for their outstanding service and contribution to society. In particular community work related to employment, entrepreneurship, youth empowerment, digital literacy, waste management, nature conservation, urban agriculture, ecotourism, community welfare, disabled with special needs, water and sanitation in rural and indigenous communities, and animal welfare.

Annually, 10 outstanding individuals or groups are chosen as award winners of the SGHA. In FY2021, we have awarded a total of RM50,000 to 10 outstanding winners of the SGHA 2021.



GAMUDA INSPIRATION AWARD

At Gamuda, we aim to empower people, facilitate community building and contribute towards socio-economic development through promoting sustainable livelihoods. The following timeline illustrates our GIA winners and their progress on social development.

2021 WINNER

- Crisis Relief Services and Training (CREST)**
 - Provide humanitarian assistance in the form of medical aid, food, water, clothing, and shelter to victims of natural disasters and crises situations
 - Conduct awareness and preparedness training programmes to train local volunteers, partners and the public on risk reduction, damage control and resilience to future disaster
 - Received double the amount of the prize money given the scale of its operation locally and internationally and majority of the crisis occurred due to global warming
- Suriana Welfare Society Malaysia (SURIANA)**
 - Essential interventions which prioritises children, single mothers and vulnerable persons
 - Appointed by the Department of Welfare to care for children who have lost their parents to COVID-19

2020 WINNER

- Seven Tea One**
 - Empowered 21 differently-abled teens and B40 single mothers with skills development for employment
 - Offered a wider range of programmes such as flower arrangement skills, basic administration skills and handicraft

2019 WINNER

- Sujana Mohd Rejab**
 - Benefitted 20 children with disabilities with electronic prosthetic limbs
 - Ongoing collaboration with University Teknologi Malaysia to create robotic arms

2018 WINNER

- Umie Aktif**
 - Partnered with Jabatan Pembangunan Wanita (JPW) to develop various training programmes for single mothers
 - Exploring collaborative opportunities with the Russian Embassy and the Russian Community in Kuala Lumpur for single mothers empowerment

2017 WINNER

- Barefoot Mercy**
 - Assisted local communities in rural Sarawak in upgrading their water pipe systems
 - Facilitated Pfizer's annual health screenings programme among 500 villages from 13 communities in Sarawak

2016 WINNER

- Kedai Jalanan**
 - Ongoing projects during the onset of the pandemic:
 - Provided food aid to refugee centres and B40 communities
 - Distributed hygiene kits for the homeless at Jalan Panggong and B40 communities

SUSTAINABILITY REPORT

ENGAGING OUR COMMUNITIES

FISHERMEN AT PENANG SOUTH COAST

We believe that long-term, sustainable progress is achieved when there are mutually beneficial outcomes. In essence, Gamuda believes that socio-economic progress is sustained when communities also benefit from our business model and strategies.

The Penang South Islands (PSI) is a catalytic project that will drive the timely expansion for Penang2030. It stems from the State Government's vision to revive Penang's socio-economic situation and elevate the living standard of its residents. Aimed at creating equal opportunities, a central part of this project is to enable community involvement and job creation.



Photo: Engaging Fishermen on the PSI project

Pusat Perkhidmatan Setempat Nelayan

The Fishermen's One-stop Service Centre (Pusat Perkhidmatan Setempat Nelayan or PPSN) serves as a direct engagement platform with the fishermen. The first PPSN was opened in 2016, and subsequently due to overwhelmingly positive response, the second PPSN was opened in 2017. The third PPSN, located at Sungai Batu opened its doors to serve the community in October 2021.

Through the PPSN, we are able to actively engage with the fishing community and other stakeholders for PSI. Close to 45,000 stakeholders have been engaged since 2015. The social impact from these engagements have brought valuable stakeholders insights as Community Participation Programme (CPP) is implemented.



Photo: PPSN Permatang Damar Laut



Photo: PPSN Gertak Sanggul

Facebook:
<https://www.facebook.com/pusatperkhidmatansetempatnelayan>

Hotline:
 1800 88 6393

Email:
ppsn@srsconsortium.com.my

FOOD AID VIA GL CARES

GL Cares is a community initiative that began with a donation drive amongst Gamuda Land's employees and business partners to fund food aid and distribution to those in need during the COVID-19 pandemic.

The main avenue in which the funds are utilised is the setting-up of food aid stations to serve the surrounding residents and workers at Gamuda Land developments, namely Gamuda Gardens, Kundang Estates, twentyfive.7, Gamuda Cove, Horizon Hills, Jade Hills and Bukit Bantayan Residences.

We collaborated with domestic suppliers like 99 Speedmart to support the replenishment of food aid stations. These food aid stations allow our community-in-need to have access to essentials such as rice, cooking oil, face masks, sanitiser, diapers and more. Food essentials were also sent to over 1,700 workers throughout Gamuda's Centralised Labour Quarters (CLQs) to help them through these challenging times.



Photo: Local communities around Gamuda Land developments receive food aid supplies



Photo: In partnership with 99 Speedmart with Gamuda Land for food aid stations

Key Highlights



Approximately
RM266,000
contributed through GL Cares



Impacted approximately
4,080 people

Essential aid and food distribution to:



Communities surrounding Gamuda Land developments
(including mosques and villages)



Charity homes
(Old folks homes and orphanages)



Indigenous communities
(Orang Asli)



Non-governmental organisations (NGOs)
(including refugees)



Centralised Labour Quarters



Photo: Our employees distributing supplies at twentyfive.7

SUSTAINABILITY REPORT

CONTRIBUTING TO THE LOCAL ECONOMY THROUGH PROCUREMENT

GAMUDA HAS ALWAYS PRIORITISED LOCAL SUPPLY CHAINS FOR ITS PROCUREMENT REQUIREMENTS. WE ARE ALIGNED WITH THE GOVERNMENT’S POLICY TO BUY LOCAL PRODUCTS AND SERVICES FIRST FOR OUR PROJECTS AND DEVELOPMENTS.

Local procurement often translates to reduced environmental impacts (lower carbon footprint and resource consumption as opposed to sourcing from overseas suppliers) and increased business efficiency, given shorter supply chains.

In line with our commitments set out under the GGP 2025, Gamuda is motivated to procure locally as a wide range of socio-economic multiplier effects are then created for local businesses and the community. Prioritising local value chains stimulate entrepreneurial and job opportunities in the various locations that Gamuda operates. In addition, Gamuda supports small and medium-sized suppliers, vendors owned by women, owned by

or recruit workers from members of vulnerable, marginalised, and underrepresented social groups.

Procurement in Gamuda comes under the oversight of the Group Procurement Director. Gamuda’s approach to procurement is guided by the Group’s Procurement Policy. Procurement is also undertaken using the Group’s digital platforms – SAP Ariba, which support transparent and competitive procurement practices. These platforms enable Gamuda to provide a level playing field for suppliers intending to tender for projects (See Pillar 4 on pages 129 to 130 for more information).

PROCUREMENT PROCESS

Gamuda strives to procure product or services that have a lesser impact on the environment and are safe for our employees and communities. We engage with our suppliers to protect the integrity of our supply chain and ensure our practices are aligned with local and international regulations and standards.

The Group regularly assesses suppliers’ performance against a set criterion, which includes, but is not limited to, ISO 14001 certification, track record and environmental, health and safety culture. Potential suppliers are required to provide the Group with their policies, company code of conduct and sustainability certificate, where applicable.

As of the end of FY2021, the Group’s operation in Malaysia (excluding Gamuda Land, joint ventures and associate companies, except for MRT Putrajaya Line – included in the percentage) recorded 99.5 percentage of its procurement sourced from local suppliers, while Gamuda Land recorded 98.1 percent spending on local suppliers. Our performance exceeded our target of 95 percent spending on local procurement.

By the end of FY2021, we aim to introduce ESG evaluation in our procurement to drive sustainability awareness across our supply chains while developing strong alliances among vendors.

Ernst & Young has assured local procurement data for Gamuda Group developments within Malaysia (excluding joint ventures) and MRT Putrajaya Line.

Sustainability Within Our Supply Chains

Gamuda’s suppliers (where relevant) are assessed based on a criterion that includes:

- Implementation of Environmental Management Systems such as ISO 14001 within suppliers’ operations
- Suppliers’ experience in sustainable construction i.e. green buildings, Building Information Modelling (BIM) technology and smart cities for relevant projects
- Suppliers’ commitment and track record, as well as existing systems to safeguard workers’ rights, including no forced and child labour, and the prohibition of excessive working hours, as set by the law.



OUR WORKFORCE

TALENT IS AT THE CORE OF OUR GROUP’S CAPABILITY TO CREATE VALUE. GAMUDA’S ABILITY TO CAPITALISE ON CAPABILITIES AND EFFECTIVELY REALISE THE GGP 2025 ASPIRATIONS ARE INTRINSICALLY LINKED TO OUR EMPLOYEES.

Our success is heavily dependent on engineering excellence and expertise, which come from the competencies and experience of our workforce. New methodologies, ideas and innovation stem from our people. Hence, ensuring a high-calibre, professional talent pool is essential in driving our technological capabilities and retaining our position as a leader in the engineering, construction and property industry.

TALENT DEVELOPMENT AND INDUSTRY UPSKILLING

We develop our people and industry partners via continuous development programmes through our following training and learning centres:

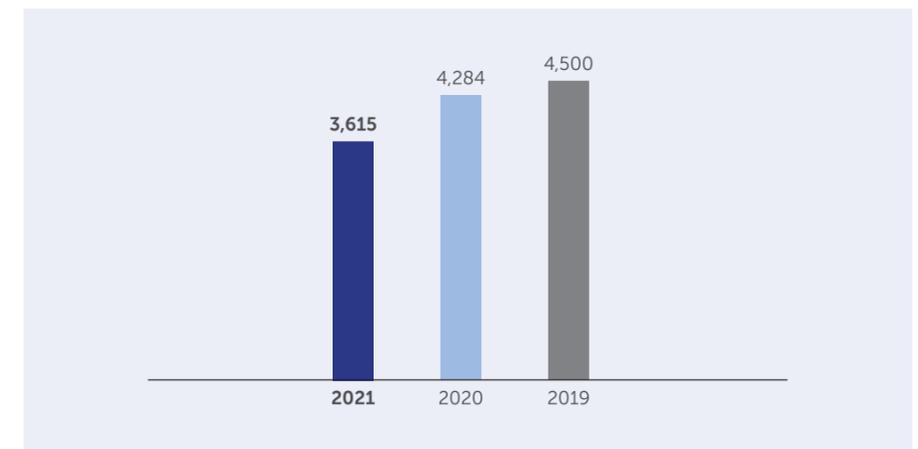
- Gamuda Plant Operator School (GPOS)
- KVMRT Safety Training Centre
- Tunnelling Training Academy (TTA)
- Gamuda Parks Academy
- Construction Training Centre (CTC)
- Building Information Modelling (BIM) Academy
- Gamuda Learning Centre (GLC)
- English Language Unit (ELU)

OUR WORKFORCE STRENGTH

As of the end of FY2021, Gamuda has 3,615 employees across its operations. As the Group completes or nears completion of key infrastructure projects, the requirements for human resources or talent reduces as shown in the Group’s overall workforce in the last three financial years.

Total number of employees for FY2021
3,615

Total Workforce

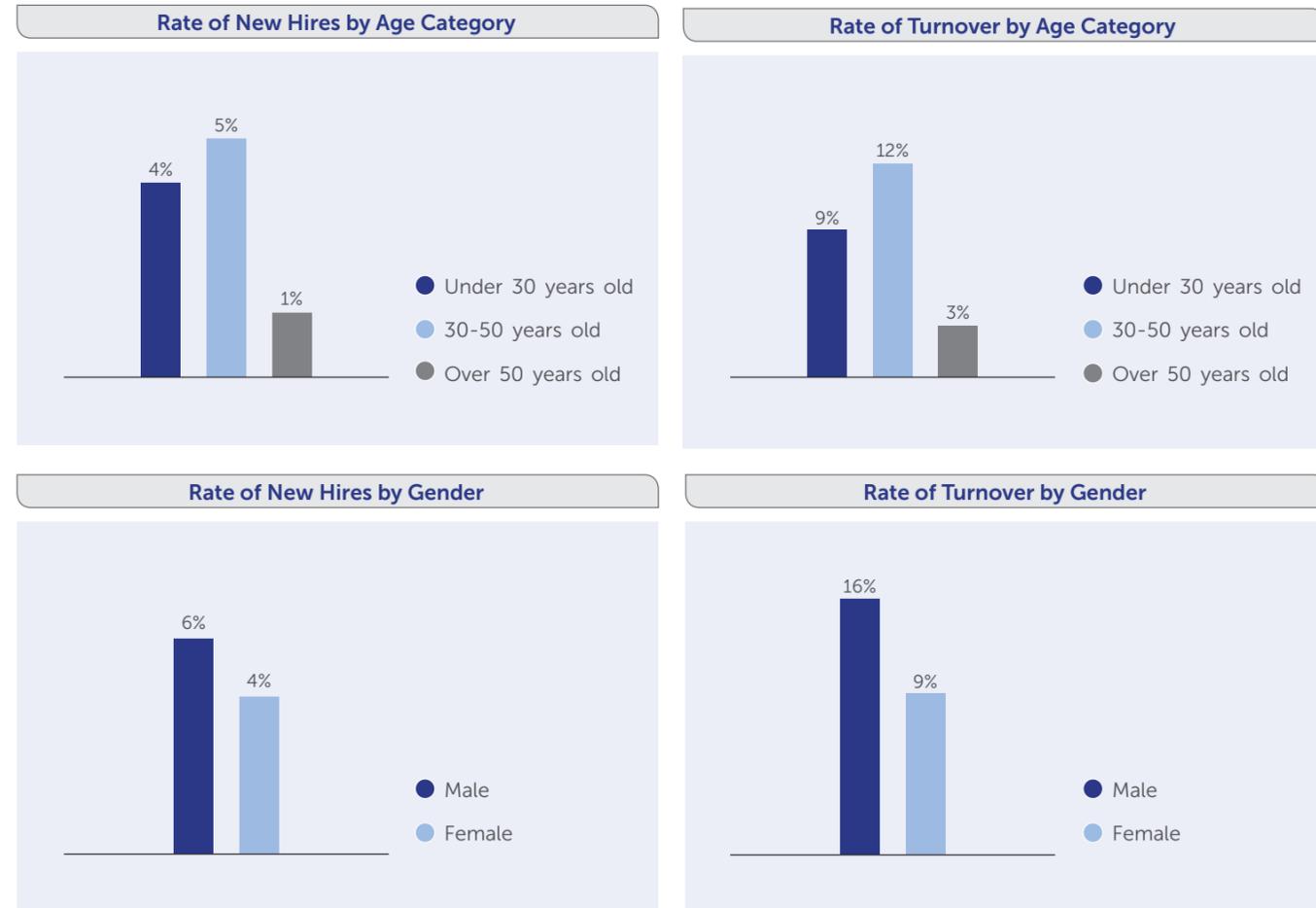


The total number of employees are excluding joint ventures and associates.

SUSTAINABILITY REPORT

NEW EMPLOYEE HIRES AND ATTRITION

In FY2021, the Group welcomed 322 new employees and recorded an average turnover rate and hiring rate at 12 percent and five percent, respectively. The turnover rate is consistent with the average turnover rate for the past four financial years.



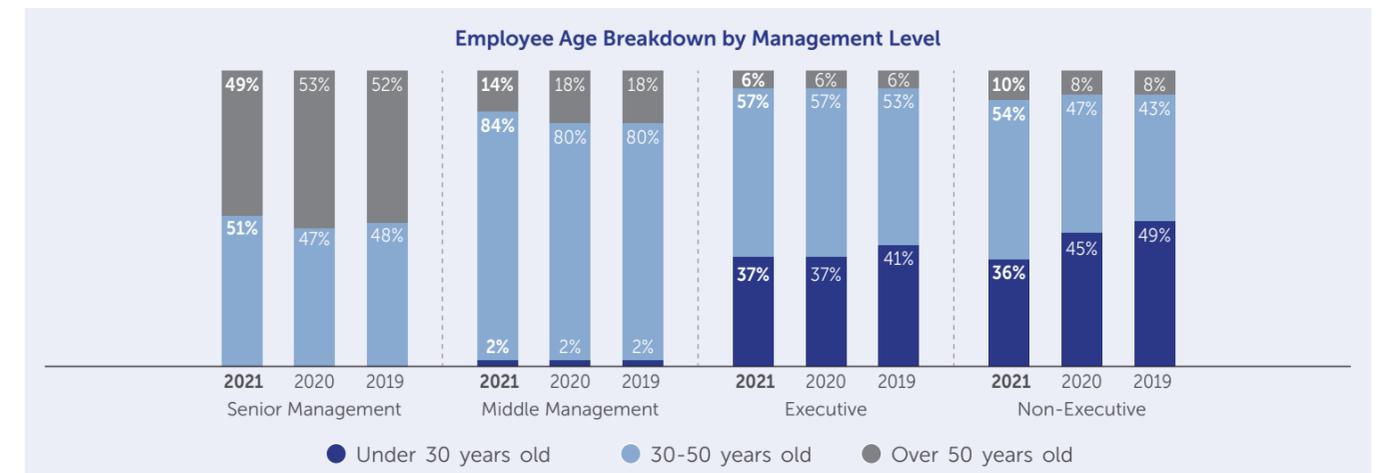
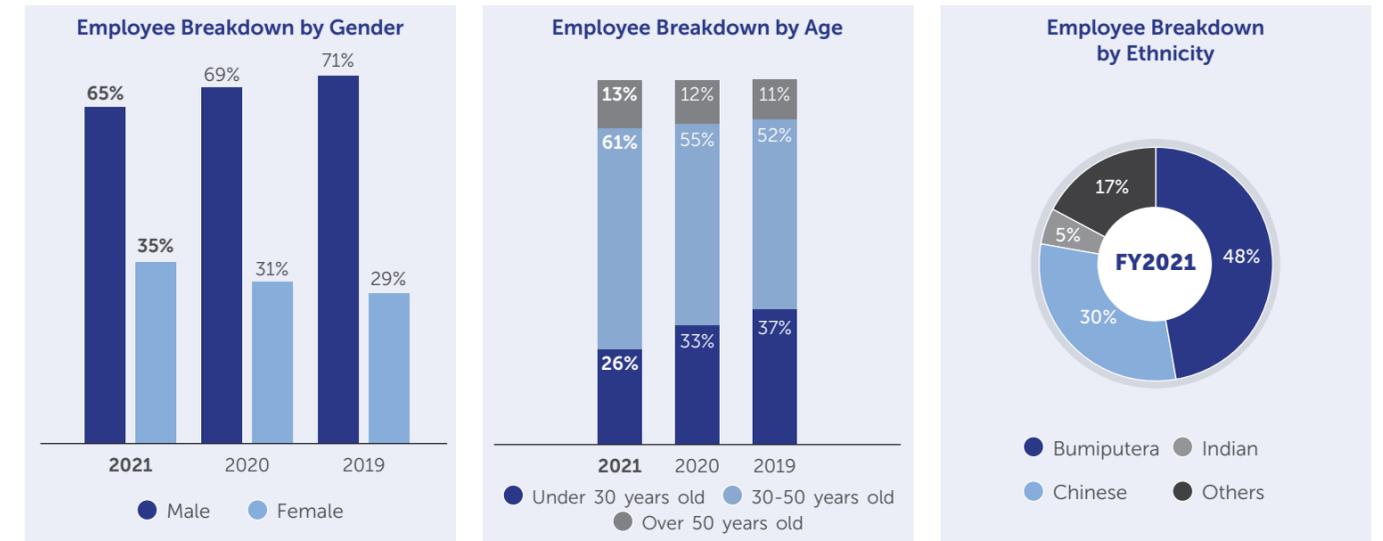
The rates presented exclude employees from joint ventures, associates and all overseas companies except Australia. The total number of employees accounted for is 2,895. Ernst & Young has assured the numbers and rate of employee hires and turnover by age group and gender.

PROMOTING DIVERSITY AND EQUAL OPPORTUNITY AT THE WORKPLACE

Gender diversity is reflected across the Group's management levels and continues to have increased balance over the years. Currently, leadership positions that includes the executive directors of Gamuda Engineering and Gamuda Land, Heads of Group Human Resources and Administration, Group Corporate Communications and Sustainability, Legal and Company Secretarial, and the Integrity and Governance Unit (IGU) are headed by women.

Gamuda practices the principle of reward-based on meritorious performance with no discrimination towards race, religion, age, sexual orientation, disabilities, nationality and other demographic factors in the process of employee hiring, employee benefits, appraisal, remuneration and promotion. In FY2021, there were zero incidents of discrimination.

Women representation in Gamuda:
43%
Board level



SUSTAINABILITY REPORT

Initiatives to Attract and Retain Women Employees

Since 2018, the Gamuda Women Empowerment Network (GWEN) was established to support women employees by providing opportunities for development and career advancements.

Through Women@Work Initiative, women are provided extended maternity leave and flexible working arrangements to support the needs of working mothers.

Gender Diversity and Inclusion for a Fair Business Environment Regional Report Series

The United Nations Development Programme (UNDP) commissioned the Gender Diversity and Inclusion for a Fair Business Environment knowledge series that explores gender equality and fair business across five ASEAN countries. We are privileged that UNDP invited the Group to contribute to this regional report. Initiatives such as GWEN and women-centric benefits has been highlighted in the report.

MINIMUM WAGE

At Gamuda, we fully comply with the Malaysian government’s minimum wage policy and we are committed to meeting the minimum wage required to meet living wage standards. All full-time employees of Gamuda earn equal to or more than the stipulated RM1,200 per month minimum wage as set out by the Government of Malaysia.

EMPLOYEE COMPENSATION AND BENEFITS

Our full-time employees refer to those working on a permanent or contract basis with Gamuda only, excluding our joint ventures and associate companies.

In April 2021, Gamuda further enhanced its employee benefits programme, Flexi-Wellness Benefits (FWB) to cover family members for COVID-19 diagnostics tests. Besides, we also revised our compensation policy to ensure an adequate minimum payout to the beneficiaries upon the death of an employee and streamlined the benefit entitlement criteria for different demographics.

The COVID-19 pandemic has further accelerated the implementation of flexible working arrangement, in which remote working has been a key aspect. In FY2021, we have included new benefits such as home internet connectivity and provision of home-office furniture to support our employees in adjusting their homes into a more productive setup.

Types of benefit	Details
Leaves	Annual Leave, No Pay Leave, Sick or Hospitalisation Leave, Marriage Leave, Paternity Leave, Maternity Leave, Family Care Leave, Examination Leave, Compassionate Leave, Prolonged Illness Leave, Replacement Leave and COVID-19 Vaccination Leave
Flexi-Wellness	Outpatient, Additional Pre and Post Natal Expenses, Annual Medical Check-up, Wellness Membership, Optical, Dental, Vaccination
Allowance and Subsidy	Professional Membership Subsidy, Childcare Subsidy, Business Travel Reimbursement (BTR)
Insurance	Group Term Life Insurance, Hospitalisation and Surgical Insurance, Personal Accident Insurance
Flexi-Work Arrangement	Staggered Working Hours, Flexi Time, Seasonal Flexi-Time, Flexi Place, Flexi Lunch Hours, Replacement Hours, Work from Home (WFH)
Others	Car Park Facility, Retirement Benefits, Bona Fide Benefits, Employee Education Assistance, Work from Home Assistance (Wi-Fi, Broadband Subscription, Mobile Data Top Up, Home-Office Furniture)

Number of Employees Utilised Parental and Family Care Leaves

	 Paternity Leave	 Maternity Leave	 Family Care Leave
2021	87	69	551
2020	86	84	397
2019	77	64	227

As a family-friendly company that promotes work-life balance, we have in place paternity, maternity, family care leave and benefits, to rebalance the distribution of work and care within families. Additional leave is also granted to employees when they or their family member goes for COVID-19 vaccination.

EMPLOYEE APPRAISALS

Employee performance appraisals is an avenue for employees to provide feedback to management on areas they believe that the company can improve on, facilitate their career development,

recognise and reinforce strong employee performance, and encourage personal development and career growth. As part of the appraisal process, employees are assessed based on self and peer evaluation, as well as assessment by a supervisor. This provides a more balanced and fair evaluation of the employee’s conduct and performance.

SAFEGUARDING EMPLOYEES AND WORKERS RIGHTS

At Gamuda, we are committed to respecting and championing human rights in our own operations and through our broader relationships. We comply with the Malaysian Employment Act 1955 and all other relevant local laws and regulations. This is in line with the statutes stipulated by the International Labour Organisation (ILO) and the Universal Declaration for Human Rights.

We are currently drafting our Human Rights and Modern Slavery Policy to integrate respect for human rights into our operations.

We provide working conditions aligned with international best practices and with respect to human and labour rights. This includes the provision of CLQs that exceed regulatory standards. Our workers can look forward to hot showers, clean and comfortable accommodation, kitchenette facilities and amenities to make daily living convenient, including access to healthcare.

In FY2021, there were no reported incidents or issues pertaining to violations of human rights.



Photo: Our employees working on-site

SUSTAINABILITY REPORT

SAFETY AND HEALTH

THE IMPORTANCE OF SAFETY AND HEALTH TO GAMUDA'S OPERATIONS CANNOT BE OVEREMPHASISED. EXEMPLARY SAFETY AND HEALTH IS VITAL IN KEEPING ALL STAKEHOLDERS SAFE. THIS INCLUDES GAMUDA'S EMPLOYEES, SUBCONTRACTORS, THIRD-PARTY WORKERS AND THE PUBLIC.

The safety and well-being of stakeholders remains a key priority for us. We have a duty of care towards all of our stakeholders and continue to maintain a strong safety culture to achieve our zero work-related injuries goal.

The Group adheres to the Malaysian Occupational Safety and Health Act 1994, Factory and Machinery Act 1967, legal and other requirements, guidelines and Codes of Practice.

Gamuda's Group ESG Policy Statement outlines relevant processes and approaches that set high safety and health standards. We have also enhanced our workplace standards of safety and health by adopting the Australian standard.



→ 100% OF GAMUDA'S OPERATIONAL SITES ARE CERTIFIED WITH ISO 45001

→ GAMUDA'S SAFETY AND HEALTH TARGET:
Zero work-related injuries

BOARD OVERSIGHT OF SAFETY AND HEALTH

Gamuda's Board of Directors (Board) and its Senior Management including Board and Senior Management of subsidiary companies, have oversight safety and health, and affirmed the Group's Quality, Safety, Health and Environment (QSHE) Policy.

Regular safety and health reports are provided to both the Board and Senior Management, which provide data and information on lost time injuries (LTIs), fatalities, injuries, near misses, non-compliance issues and other safety and health key performance indicators (KPIs). Reports also provide the root causes of incidents and remedial and/or preventive action taken to reduce or eliminate future occurrences.



KEY ASPECTS OF THE SAFETY AND HEALTH MANAGEMENT APPROACH

Gamuda adheres to stringent safety requirements especially for all the high-risk activities at our construction sites such as working at heights, crane and lifting operations, plant and machinery management to reduce the number of accidents. Our Australian operations are subject to stringent inspection by the Office of the Federal Safety Commissioner (OFSC).

Lessons learnt approach and thorough investigation are adopted to reduce incidents and improve the safety and health practices gaps. The investigations are reported to Senior Management where improvements to work processes will be evaluated. Safety and health-related statistics are shared monthly, and we have dedicated Safety and Health Teams at our headquarters (HQ) and project sites.

We have digitalised safety and health monitoring, evaluation and performance analysis using Fieldview and Tableau. We started using Fieldview for Safety, Health and Environment (SHE) Inspection and expanded to internal audit, Permit-To-Work (PTW) implementation, plant and machinery inspection and site daily progress report.

Safety and health is viewed as the responsibility of all employees with performance KPIs established.

The scheduled safety and health inspections are performed at operational sites:

- Daily and weekly inspection
- SHE committee inspection
- Monthly inspection by SHE personnel at project site
- Internal audit by HQ
- External audit by a certification body i.e. Standard and Industrial Research Institute of Malaysia (SIRIM)
- Inspection by the OFSC - applicable to operations in Australia
- Third-party inspection by external party
- Safety and Health Assessment System in Construction (SHASSIC) assessment

SHE COMMITTEE

Every project site has a dedicated SHE committee responsible to implement safety and health initiatives and to monitor performance. Meetings are held monthly to ensure effective Hazard Identification, Assessment of Risk and Opportunity, and Controls (HIAROC) process implementation.

Committees typically comprise management and non-management employees. Through this approach, Gamuda has achieved worker representation on formal joint management-worker SHE committee.

INCIDENT INVESTIGATION AND RESOLUTION

At all operational sites, Gamuda implements an incident investigation and reporting procedure. The procedure is based on using a root cause analysis process to determine the underlying factors behind the incident.

All incidents are thoroughly investigated by trained personnel and preventive or mitigative actions are implemented. All root causes of incidents are logged into the incident register for review and action tracking.

The key insight from the incident is shared to all employees towards preventing reoccurrence via:



SAFETY AND HEALTH PERFORMANCE

In FY2021, Gamuda continues to record an exemplary performance of safety and health with many sites across Gamuda Land and Gamuda Engineering, including Menara Gamuda - reporting zero fatalities, accidents or lost time injuries.

Menara Gamuda

	Menara Gamuda*
Total Man-Hours Worked	1,399,464
Number of Fatality	0
Number of Reportable Injury	0
Number of Day Lost	0
Rate of Fatality	0
Injury Rate	0
Rate of Lost Day	0
Lost Time Injury Frequency Rate (LTIFR)	0

**Ernst & Young has assured safety and health performance data.*

*Note:
All safety and health data were calculated based on Global Reporting Initiative (GRI) recommended rates (per 200,000).
LTIFR was calculated based on Construction Industry Standard, Australia - 8.0 (per 1,000,000 workers).*

SUSTAINABILITY REPORT

Gamuda Land

	Gamuda Cove	twentyfive.7	Gamuda Gardens*	Jade Hills	Horizon Hills	Bukit Bantayan Residences
Total Man-Hours Worked	2,065,877	1,949,994	2,178,979	624,276	121,234	127,690
Number of Fatality	0	0	0	0	0	0
Number of Reportable Injury	0	0	0	0	0	0
Number of Day Lost	0	0	0	0	0	0
Rate of Fatality	0	0	0	0	0	0
Rate of Injury	0	0	0	0	0	0
Rate of Lost Day	0	0	0	0	0	0
LTIFR	0	0	0	0	0	0

*Ernst & Young has assured safety and health performance data for Gamuda Gardens' Phase 3A and 3B which covers 421,776 and 711,050 working hours, respectively.

Gamuda Engineering

	IBS Banting*	IBS Sepang*		MRT Putrajaya Line*
Total Man-Hours Worked	459,264	111,904	Total Man-Hours Worked	17,051,700
Number of Fatality	0	0	Number of Fatality	0
Number of Reportable Injury	1	0	Number of Reportable Injury	33
Number of Day Lost	1	0	Number of Day Lost	176
Rate of Fatality	0	0	Rate of Fatality	0
Rate of Injury	0.44	0	Rate of Injury	0.39
Rate of Lost Day	0.44	0	Rate of Lost Day	2.06
LTIFR	2.18	0	LTIFR	1.94

*Ernst & Young has assured safety and health performance data.

Note: MRT Putrajaya Line refer to our Underground sites.
*Ernst & Young has assured safety and health performance data.

Note:
All safety and health data were calculated based on Global Reporting Initiative (GRI) recommended rates (per 200,000).
LTIFR was calculated based on Construction Industry Standard, Australia – 8.0 (per 1,000,000 workers).

Our rate of injury at MRT Putrajaya Line has improved from 0.51 in FY2020 to 0.39 in FY2021. For more information about our FY2020 safety and health performance, please visit <https://gamuda.com.my/sustainability-esg/>

SAFETY AND HEALTH PROGRAMMES AND TRAINING

We continue to invest in safety and health-related training for our employees and value chain as their awareness, knowledge and skills are crucial in ensuring excellent safety and health performance. Often incidents arise due to human error or ignorance and hence, ensuring that our people are regularly trained is essential to avoiding mishaps.

KVMRT Safety Training Centre

Developed together with Construction Industry Development Board (CIDB) and National Institute for Occupational Safety and Health (NIOSH), the KVMRT Safety Training Centre continues to distinguish itself as a pioneering institution towards elevating safety and health performance in Malaysian construction sites.

Specifically, the centre provides competency and safety training for specific high-risk jobs and electrified rail infrastructure construction. Working at height and crane operation are among the specific high-risk job training offers. Training is carried out in collaboration with CIDB and NIOSH, based on an enhanced safety and health programme.

The centre provides free training and paid courses. For example, free courses are offered to crane operators to ensure they are competent to manoeuvre a crane during lifting, as crane operating is considered one of the most high-risk activities in construction.

Training Module	Number of Participants Attended
Black Card training	1
Blue Card training	3,951
Construction Skills Certification Scheme (CSCS) examination	216
Gold Card training	269
Grey Card mobile elevated working platform	180
Grey Card training (mobile/crawler crane)	4
Grey Card training (electrical safety)	89
Grey Card training (excavator operator)	26
Grey Card training (forklift)	7
Grey Card training (lifting planner)	20
Grey Card training (lifting supervisor)	86
Grey Card training (lorry crane operator)	8
Grey Card training (roller compactor)	17
Grey Card training (scaffold awareness)	57
Grey Card training (sky lift)	19
Grey Card training (slinger and banksman)	67
Grey Card training (temporary works inspector)	3
Working at height	1,374
Grand Total	6,394

Note:
Blue Card – Project induction that is mandatory for all personnel levels directly involved in the MRT Putrajaya Line.
Gold Card – For supervisors and above where they are responsible to lead a team.
Black Card – Most Senior Management Level i.e. Project Directors and Chief Executive Officers (CEOs).
Grey Card – Training for high-risk activities facilitated by specialist and Master Trainers.

SUSTAINABILITY REPORT

OUR APPROACH TO COVID-19

THE ONSET OF COVID-19 HAD CAUSED SIGNIFICANT DISRUPTIONS TO ENSURING BUSINESS CONTINUITY AND SAFEGUARDING OUR EMPLOYEES AND SITE WORKERS, GAMUDA WAS PROACTIVE AND MOVED SWIFTLY TO ADAPT TO ALTERED OPERATING CONDITIONS AMIDST THE NEW NORMAL.

Gamuda has set up a Triage Centre in providing care to positive COVID-19 patients who are in Category One and Two. Category Three, Four and Five cases are transferred to government medical facilities as per the SOPs set out by the Ministry of Health (MoH).

ESTABLISHING GOVERNANCE AND LEADERSHIP IN MANAGING COVID-19

We launched our COVID-19 Vaccination Policy in September 2021 to provide a safe and healthy working environment and to control the spread of COVID-19 in the workplace. The policy illustrates the standard operating procedures (SOPs) and measures for all categories of fully vaccinated, partially vaccinated and non-vaccinated employees of Gamuda.

In providing leadership and good governance to addressing COVID-19 related impacts, we have established our COVID-19 Steering Committee in February 2020.

Gamuda also updated our Emergency Response Plan with the inclusion of COVID-19 as a potential emergency. This was followed by the development of a business continuity plan in relation to the pandemic.

Regular operational process guidelines were updated to incorporate pandemic related SOPs, including maintaining records of employees' vaccination and testing status on the Group-wide COVID-19 centralised database. Employees who do not comply will be barred from accessing our offices and operational sites.

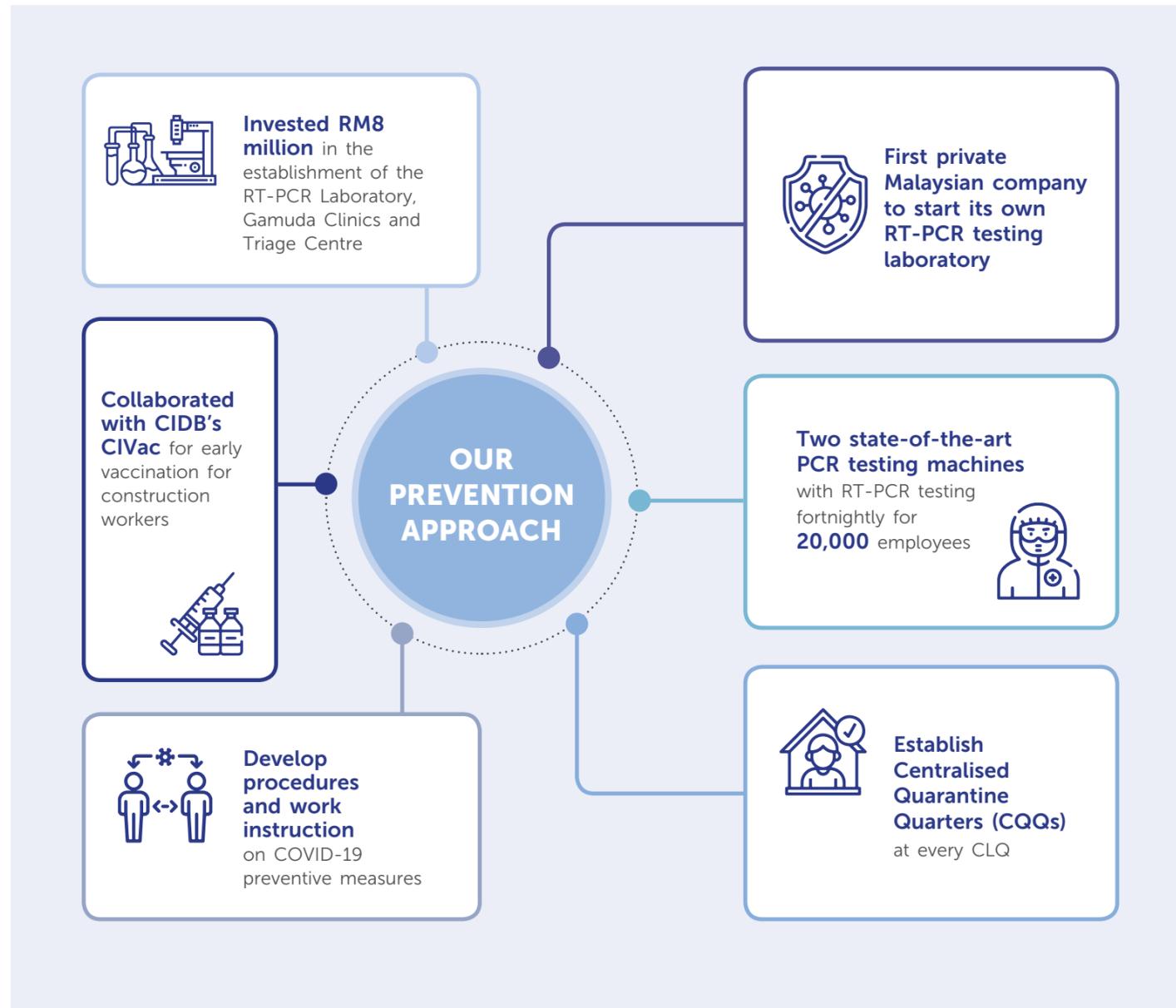
Gamuda also provided full support to CIDB's Construction Industry Vaccination Programme (CIVac) towards ramping up vaccination rates of workers and employees.

SETTING-UP OUR IN-HOUSE LABORATORY

Our laboratory houses two state-of-the-art testing machines with a combined capacity of processing 13,000 samples a week. RT-PCR and RTK Antigen testings of all our workers and employees were conducted regularly, and continue to be performed with 20,000 employees tested fortnightly.

We have trained and qualified medical team consisting of a virologist, 12 doctors and 30 medical laboratory technologists. Our laboratory uses real-time TaqPath by ThermoFisher RT-PCR assays for comprehensive detection of viruses, which is regarded as the gold standard for testing.

Suspected and confirmed positive COVID-19 cases are brought immediately to attention of the leadership structure, including the actions taken to contain the spread and to ensure the well-being of affected members.



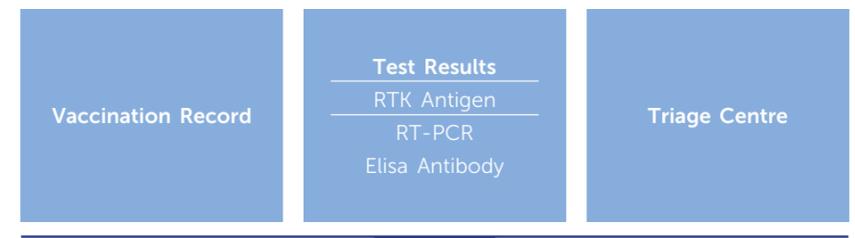
GROUP-WIDE COVID-19 DIGITAL DATABASE INTEGRATION AND APPLICATIONS FRAMEWORK

External Data Input

COVID-19 Management SOPs and Policy will cover the need for our employees to:

- Submit all external test results to RT-PCR Laboratory for verification and to be uploaded into our common database
- Be fully vaccinated

Gamuda COVID-19 Centralised Database



Applications

Group-wide Access Control		Positive Case Management
Safe Entry	Access Denied	
Fully vaccinated	Unvaccinated	Site will be notified via system of positive cases detected
Tested negative in their last scheduled routine test	Workforce who missed their routine test will have their access code status turned red and access denied	Triage Centre will be notified about Category One and Two cases
		All patient care-related data will be tabulated to our COVID-19 database for monitoring

SUSTAINABILITY REPORT

CENTRALISED QUARANTINE QUARTERS

In line with our commitment under Pillar 2 of our GGP 2025 to implement Gamuda standard design for workforce accommodation prioritising well-being with 50 percent more provision of liveable space, CQQ blocks were constructed within each of the four CLQs that cumulatively house 6,000 workers. The CQQs were established in accordance with the MoH guidelines.

It was set up to serve as facilities to quarantine Patients Under Investigation (PUIs) while they wait for confirmation on their COVID-19 status. Gamuda also secured dedicated ambulances for COVID-19 emergency response, to prepare for any eventualities, which also reduces the burden on the public healthcare system.



Photo: Our Centralised Quarantine Quarters

PERFORMANCE AND RESULTS

Through our in-house RT-PCR testing facility, CLQs and CQQs, Gamuda has succeeded in reducing the number of COVID-19 infection cases within our workforce.

Despite the nationwide prevalence of COVID-19 cases and disruptions caused, we are on track to deliver MRT Putrajaya Line on schedule, with Phase One opening to the public in November 2021. The proactive measures taken by the Turnkey Contractor, MMC-Gamuda to implement a 'new normal ecosystem' successfully brought down the COVID-19 cases in MRT Putrajaya Line.

Gamuda is fully compliant with the Government's SOPs and guidelines at Menara Gamuda and at all project sites. This includes screening and vaccination of all employees and workers, mandatory practice of physical distance, personal hygiene and other measures.

Gamuda's commitment in adhering to the SOPs has enabled our project sites to obtain special government (Ministry of International Trade and Industry or MITI) approval to continue operating during the respective Movement Control Orders (MCOs) at selected KVMRT Project (Underground) sites with stringent adherence to SOPs.

GAMUDA CLINICS – HEALTHCARE FOR THE COMMUNITY

The success of our RT-PCR Laboratory has paved the way for Gamuda to play an even bigger and direct role in controlling the spread of COVID-19 within the community.

Gamuda will soon be launching Gamuda Clinics at two locations. The provision of these clinics will provide our employees with high quality healthcare and offer the public with convenient and affordable outpatient medical services. Services range from vaccination, health assessment, medical treatment, disease screening, rehabilitation, emergency and preventive care.

TRAINING AND DEVELOPMENT

ACADEMY FOR CRANE OPERATORS VIA GPOS – CIDB AND DOSH ACCREDITED

Gamuda Plant Operator School (GPOS) was established in 1997 to streamline different competency levels of earthmoving plant operations in Malaysia. It remains the only private training academy for crane operators in the country.

The school develops plant operators' capabilities in three specific areas: skills competency, safety awareness and youth apprenticeship programmes.

These programmes enable plant operators to obtain Certificates of Competency that are recognised by government regulatory

bodies such as the Department of Occupational Safety and Health (DOSH) and CIDB. This is significant as the Malaysian government only permits Malaysians registered with DOSH to be trained as crane operators.

Since its establishment, GPOS has produced more than 45,000 trainees in crane and earthmoving plant operation, and safety and health programmes. As many as 75 percent of Malaysia's certified crane operators are GPOS trained. GPOS consist of in-house DOSH approved trainers.

DEVELOPING SPECIALIST SKILLS VIA WORLD'S FIRST TTA

Launched in 2011, Gamuda's Tunnelling Training Academy (TTA) is the first academy that develops niche talent for the highly specialised field of tunnel construction. It is the world's first learning institution specialised in Tunnel Boring Machine (TBM) technology. A joint venture between Gamuda Berhad and MMC Corporation Berhad, the TTA was set up to address the shortage of a competent, local workforce for tunnelling works.

We have planned to further enhance our TTA courses by collaborating with industry experts, Bosch Rexroth and Schneider Electric Malaysia to meet local and international tunnelling construction requirements.



Gamuda Engineering signs Memorandum of Understanding (MoU) with Bosch Rexroth and Schneider Electric Malaysia to Enhance Workforce Digital Skills and Embrace IR 4.0

Guided by the Group-wide GGP 2025 with commitments to enhance digitalisation and people development, Gamuda Engineering has collaborated with Bosch Rexroth and Schneider Electric Malaysia to support its workforce in developing workflows and business models needed in the new era of increased digitisation, in line with Malaysia's Digital Economy (MyDIGITAL) Blueprint and the National Fourth Industrial Revolution Policy (National 4IR Policy).

As part of the partnership with Bosch Rexroth, selected trainees have trained to become certified training instructors and deliver Bosch Rexroth certified training worldwide with the license to award the trainees with Bosch Rexroth-approved certificates.

Gamuda Engineering leverages on Schneider Electric's expertise by expanding on collaborative research and development (R&D) to utilise the latest technology and integration, especially in tunnelling and underground works.

RM10 million was invested to set up the TTA academy in Selangor. The TTA works closely with the Ministry of Education, Ministry of Human Resources and the Ministry of Youth and Sports and leading the Technical and Vocational Education and Training (TVET) institutions in the country such as Institut Latihan Perindustrian (ILP) and Akademi Binaan Malaysia (ABM) to select academy candidates. TTA students first undergo theory and simulator training at the academy and they will subsequently be posted to KVMRT job sites including Malaysia's first TBM Refurbishment Plant located in Perak.

EMBRACING DIGITALISATION VIA BIM ACADEMY

Gamuda's focus on embracing digital construction is further enhanced by our training and development programmes, which include the Building Information Modelling (BIM) Academy.

This enables a significant move up the value chain for the local construction sector as local talent become more skilled and accustomed in utilising new technologies and are ready for the digitalisation of the Fourth Industrial Revolution (IR 4.0).

Our BIM Academy uses an online core BIM e-learning skills module to support classroom technical training. This initiative will see more than 1,000 employees and subcontractors trained in BIM software between 2020 and 2022.

SUSTAINABILITY REPORT

ACCREDITED CONSTRUCTION COURSES VIA CTU

The Construction Management Programme (CMP) is conducted via the Construction Training Unit (CTU) to boost the quality of Gamuda’s project managers by exposing real site work activities to train young site supervisors and engineers. This programme module aligns to internationally benchmarked construction skill requirements adopted from best practices in Australia, Europe and Singapore. The programme also received accreditation from CIDB for the modules within the CMP courses. This is to provide a springboard to the trainees’ careers while ensuring their quality of deliverables in the dynamic construction industry.

In FY2021, we have conducted a total of five CMP sessions, focusing on three modules, namely Civil and Structural, Building and Architectural Works, and Mechanical and Electrical courses.

Ernst & Young has assured the type and scope of programmes conducted via CTU.



Photo: GParks Rangers educating young children about nature

GAMUDA PARKS ACADEMY

Promoting environmental awareness and inculcating an appreciation of nature among the future generation, the Gamuda Parks Academy was established towards educating and inspiring children aged five to 12 years old.

One of the academy’s initiatives is the GParks Rangers programme including the Junior Peatland Forest Ranger and Peatland Forest Ranger Programmes. In FY2021, a total of 126 students and 25 teachers from various schools in Kuala Langat, Hulu Selangor and Kuala Selangor districts have benefitted from these programmes.

Education for the Orang Asli Community

This initiative by Gamuda Parks aims to assist *Orang Asli* children in the form of education support. The Group’s financial support includes provision of 165 tablets in total for Sekolah Kebangsaan (Asli) Bukit Cheding and Sekolah Kebangsaan (Asli) Bukit Kemandol and 12 months Wi-Fi connectivity, enabling online learning development which would otherwise be inaccessible. We are also collaborating with NGOs who are experienced in serving underserved communities to conduct after-school learning sessions for the students.

GAMUDA LEARNING CENTRE

The Gamuda Learning Centre (GLC) is a centralised learning centre for the Group which oversees the training development of all employees including skills-based, technical training and professional competence.

ENGLISH LANGUAGE UNIT

The English Language Unit (ELU) was set up in 2016 to upskill our employees’ English language competency. Our online Gamuda English Test (GET) was developed as an in-house assessment tool, making the Group the first corporate company in Malaysia to win the British Council Innovation in Assessment Award, 2019.

To support our employees in upskilling their English proficiency, we have established an e-Resources for English Language Learning (eReLL) and conduct training sessions for employees in critical function departments.

GAMUDA EXCELLENCE TRANSFORMATION

The digitalisation of the value chain requires a rethinking of present methods, and the implementation of new approaches for improved efficiency. The Gamuda Excellence Transformation (GET) unit, which was instituted last year, comprises our best digital and data experts with the mandate of elevating digital excellence across the Group in collaboration with all business units to improve our digital engineering landscape and catalysing innovative opportunities.



Photo: Gamuda Learning Centre, Damansara Jaya