

# SECTION 07

# ESG IMPACT REPORT

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Our Global  
Alignment

### Gamuda's alignment to global aspirations:

Committed to:



Member of:



Our programmes support:



Official supporter of:



Official TNFD Adopter:



Official member of:



Early adopter of:



Our commitment to tree-planting envisions a future where green spaces enhance our developments, fostering vibrant environments that connect nature with the communities we serve.

This cover photo is AI generated by hybridising real progress photo.

## SUSTAINABILITY INTEGRATION

### ► ESG LEADERSHIP INSIGHT

At Gamuda, sustainability is ingrained in our core values long before it became a global priority. We acknowledge our responsibility to the environment, communities, and stakeholders, and we seek opportunities to lead the industry in responsible growth.

Our commitment extends beyond financial impact and regulatory compliance. The consistency in driving lasting change is what has set us apart from the rest, where the Group is known for its strong focus on ESG in the construction and property sector.

#### DRIVING MEANINGFUL CHANGE THROUGH PARTNERSHIPS

The industry is often regarded as labour-intensive and more traditional in nature. We address these challenges by fostering strong partnerships with key stakeholders, particularly regulators and authorities to shape ESG guidelines into enforceable practices that benefit both business and sustainability. In recent times, we have been a key contributor industry initiative - TNFD sectoral guide, ASEAN Taxonomy Version 3, ISSB Standards for Sustainability Reporting, Capital Markets Malaysia's Simplified ESG Disclosure Guide, and Bursa Malaysia's Centralised Sustainability Intelligence solution.

In the context of our supply chain, we continue to collaborate with our partners to reduce their carbon footprint, enhance their economic impact, and increase their social contributions through community development and human rights initiatives. Furthermore, we have strengthened our ties with academia to develop new technologies, including those that enhance transparency in traceability.

#### CLIMATE ACTION: OUR DEFAULT SETTING

Decarbonisation remains a top priority, and we expand our investments in renewable energy sources like solar, hydropower, and wind. More importantly, we continue incorporating climate resilience and adaptation designs. This includes implementing greenhouse gases reduction measures, such as embodied carbon calculation, from construction to operation while ensuring our assets are protected against specific climate challenges.

We align our projects with standards and frameworks that are above standard requirements. Depending on the infrastructure or property development, we adopt standards prescribed by the Low Carbon Cities Framework (LCCF), Building Research Establishment Environmental Assessment (BREEAM), Excellence in Design for Greater Efficiencies (EDGE), Infrastructure Sustainability Council (ISC), and Sustainable INFRASTAR, among others.

We are also actively exploring the application of generative artificial intelligence in enabling climate-resilient designs; life cycle and predictive analysis; environmental, biodiversity and social impact monitoring. Our efforts have put us on track in meeting the Green Gamuda Plan 2025, where we have achieved a 32% reduction as of FY2024.

#### STEPPING UP CONTINUOUSLY

We are making significant progress in social investment, particularly through our adoption of the Social Return on Investment (SROI) - the Social Value UK framework in 2023. This effort aligns with the latest Taskforce on Inequality and Social-related Financial Disclosures (TISFD). Our SROI ratio remains at 3.4, demonstrating our strong performance in the social sphere alongside our other ESG positive outcomes.

Throughout our sustainability journey, we have upheld transparency and credibility in our reporting, bolstering it further with external limited assurance in the past four years.

We are prepared to implement reporting aligned with global expectations, including the International Financial Reporting Standards (IFRS) and climate reporting for Australia. Thus far, we are the only Malaysian engineering and construction companies to adopt the TNFD, and to commit and submit data to the Science Based Targets Initiative (SBTi) for validation.

Consequently, our ratings have improved in key ESG indexes such as the Dow Jones Sustainability Indices, MSCI, Sustainalytics and Bloomberg.

We were listed on FTSE4Good in December 2023. In June 2024, we were recognised as second-best company in Asia for ESG Overall by the Institutional Investor Research.

Not resting on our laurels, we will continue to pursue the Gamuda Green Plan 2025 that has set forth tangible targets until 2025, with an extended view to 2030 and beyond.

**Ong Jee Lian**  
Group Chief ESG Officer

## SUSTAINABILITY INTEGRATION

### ► ABOUT THIS REPORT

Gamuda Berhad's ESG Impact Report 2024 offers a comprehensive overview of the Group's sustainability performance for the financial year 2024. We encourage readers to refer to the Gamuda ESG Pulse 2024 available at [www.gamuda.com.my](http://www.gamuda.com.my) for additional insights, as this report is intended to be read alongside the sustainability-related disclosures within the Integrated Report 2024.

#### 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, Australia and Vietnam, as well as our operations in Singapore and Taiwan as part of the expanded scope of this report. All entities in these countries listed in our 2024 Integrated Report are included in this report, except for our 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, Australia, Vietnam, Singapore and Taiwan.

This year's report encompasses sustainability performance information for the period from 1 August 2023 to 31 July 2024 (FY2024). Due to the timing of this report's publication, any significant developments occurring after the conclusion of FY2024 have been included as appropriate. Our previous sustainability report was released on 9 November 2023.

#### REPORT ALIGNMENT AND QUALITY

This report has been prepared in accordance with the following:

- ▶ Main Market listing requirements of the Bursa Malaysia Securities Berhad Sustainability Reporting Guide 2022 (3<sup>rd</sup> edition) and Bursa Malaysia Main Market Listing Requirements (Enhanced Sustainability Reporting Requirements: Annexure A Practice Note 9)
- ▶ Global Reporting Initiative (GRI) Standards 2021, including GRI 101: Biodiversity 2024

This report is aligned with the following reporting standards and frameworks:

- ▶ ASEAN Exchange Common ESG Metrics
- ▶ International Sustainability Standards Board (ISSB) - International Financial Reporting Standards (IFRS) S2 Climate-related Disclosures
- ▶ Task Force on Climate-related Financial Disclosures (TCFD) recommendations
- ▶ Taskforce on Nature-related Financial Disclosures (TNFD) recommendations
- ▶ Sustainability Accounting Standards Board (SASB) disclosure recommendations for applicable sectors (Engineering and Construction; Real Estate)
- ▶ Greenhouse Gas Protocol (GHG Protocol)
- ▶ International Integrated Reporting Framework (IIRF) principles

This report was prepared in reference to the following:

- ▶ United Nations Sustainable Development Goals (UN SDGs)
- ▶ Requirements of the CDP Climate Change assessment
- ▶ Social Value UK

Gamuda's ESG Impact Report follows established regulatory frameworks and international standards, ensuring transparent and accountable reporting of our sustainability performance. By aligning with recognised guidelines, we enhance stakeholder understanding of our commitment to responsible practices and sustainable development while meeting international regulatory expectations. This approach enables effective engagement with diverse stakeholders across the region. The report highlights our contributions to global sustainability goals and outlines our strategy for managing environmental, social and governance (ESG) risks, aiming to foster trust and collaboration with the communities we serve.

## SUSTAINABILITY INTEGRATION



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



### Sustainability Context:

Reviewing our performance in the broader sustainability context



### Materiality:

Ensuring the report is responsive to identified and prioritised material topics



### 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.

### ASSURANCE

We recognise the value of independent verification to ensure the accuracy and integrity of this report. For certain 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). Their Limited Assurance Statement is available within this report.

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

Gamuda ESG Impact Report 2024



Gamuda ESG Pulse 2024



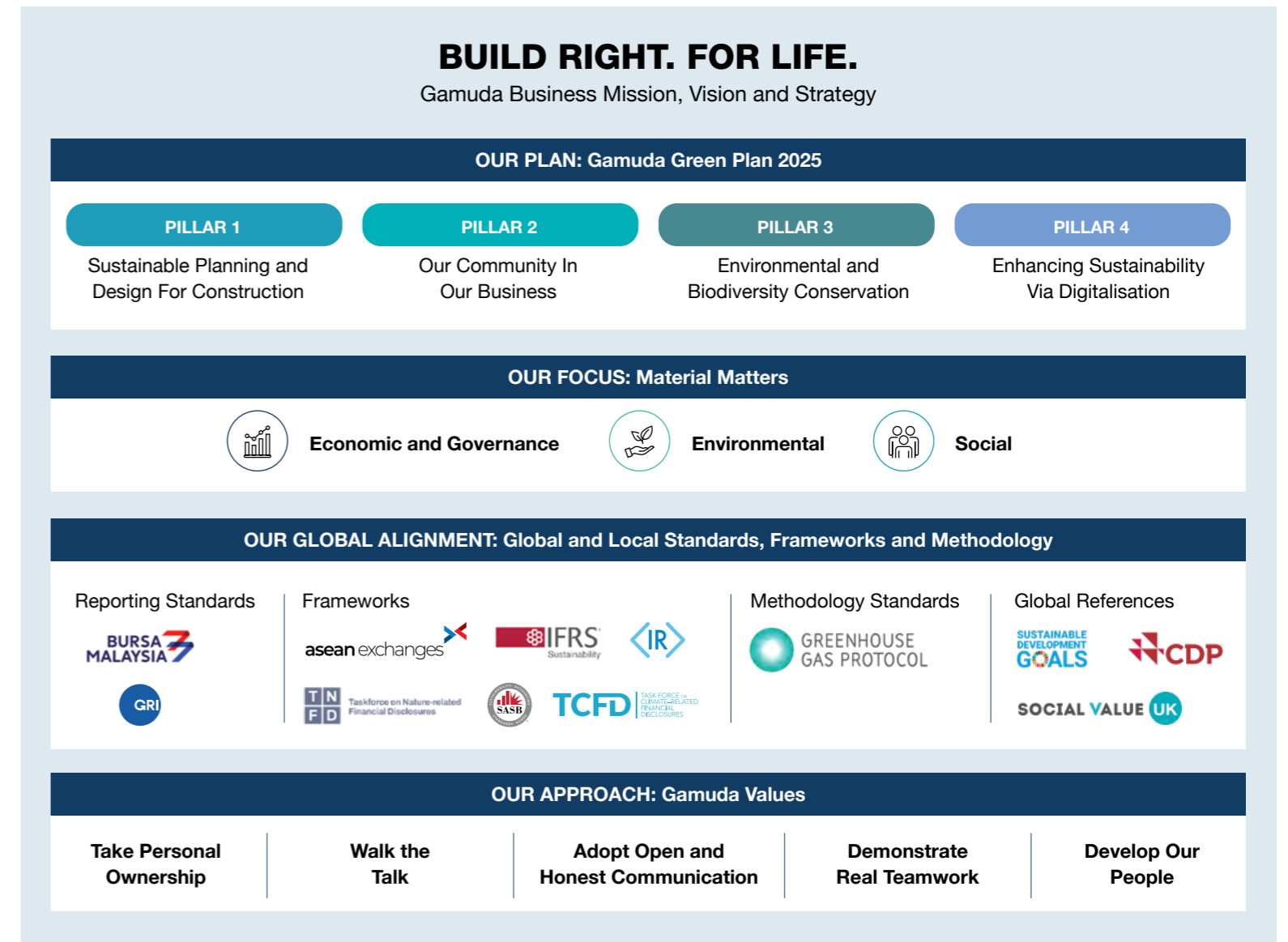
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## SUSTAINABILITY INTEGRATION

### ► GAMUDA ESG FRAMEWORK

Gamuda is built on the foundation of sustainability. As we advance our developmental goals, we aim to balance economic progress with social and environmental responsibilities. We remain guided by our robust ESG Framework, which steers us to consistently **Build Right. For Life.**



Gamuda has taken an active role in providing feedback and sharing valuable industry insights related to the upcoming standards, frameworks and sectoral guidance. We have contributed our feedback to the following:

- **Taskforce on Nature-related Financial Disclosures (TNFD)** – Provided input on the Draft Sector Guidance for Engineering, Construction, and Real Estate, ensuring sector-specific considerations are addressed.
- **ASEAN Taxonomy Version 3 Stakeholder Consultation** – The only Construction & Engineering representative in Malaysia to have shared feedback on the Construction & Real Estate sector, helping to refine sustainable finance classifications.
- **Advisory Committee on Sustainability Reporting (ACSR)** – Contributed to the consultation on the Proposed Adoption of ISSB Standards in Malaysia, supporting the development of robust sustainability reporting frameworks aligned with global standards.



Scan here for more information on Gamuda's ESG Policy Statement

## SUSTAINABILITY INTEGRATION

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### ► GAMUDA GREEN PLAN 2025

The Gamuda Green Plan 2025 serves as our strategic ESG living blueprint for the Group. Established in 2021, the Gamuda Green Plan 2025 outlines high-level strategic objectives and specific goals and targets for 2025, 2030 and beyond.



#### Pillar 1 Sustainable Planning and Design For Construction

Addressing ESG risks and opportunities while delivering positive benefits and value to the economy, environment and communities



#### Pillar 2 Our Community In Our Business

Enhancing our knowledge in ESG, developing expertise in our respective domains and cultivating good governance in ESG



#### Pillar 3 Environmental and Biodiversity Conservation

Driving impactful initiatives in nature conservation and promoting biodiversity stewardship within our developments



#### Pillar 4 Enhancing Sustainability Via Digitalisation

Leveraging advanced technology and data management systems to support and advance Group-wide sustainable development efforts



For more information on Our Contributions to UN SDGs, access our ESG Pulse



### SEEDS FOR GROWTH SUSTAINABILITY FRAMEWORK

Our Australian operations are guided by the 'Seeds for Growth' sustainability framework, which aligns with the Gamuda Green Plan 2025. Structured around four principal pillars, this framework ensures that our targets and progress remain consistent with the objectives outlined in the Gamuda Green Plan 2025.



**CIRCULAR CONSTRUCTION**



**EMPOWERING PEOPLE**



**COLLABORATING FOR CHANGE**



**RESPONSIBLE BUSINESS**

### ► GAMUDA GREEN PLAN PROGRESS HIGHLIGHTS

We have made notable progress in 2024 towards the targets outlined in our Gamuda Green Plan 2025 and 2030. The infographic below highlights our achievements this year as we continue working towards these goals. The plan commits the entire Group to circular construction with specific steps to reduce direct and indirect corporate greenhouse gases emission intensity by 30 percent in 2025, and by 45 percent in 2030.

Reduction in Emission Intensity progress is at: **32%**



#### Pillar 1 Sustainable Planning and Design For Construction

	2022 - 2023	2024
<b>Our Landmark Penang Silicon Island</b>		
<b>50% reduction in CO<sub>2</sub>e emissions compared to business as usual (BAU) by 2030</b>	<ul style="list-style-type: none"> <li>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 2030 Challenge (LCC2030C)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing carbon accounting for reclamation works</li> <li>Ongoing improvements to the masterplanning</li> </ul>
<b>Developments and townships: 40% reduction in CO<sub>2</sub>e emissions compared to BAU by 2030</b>		
<b>Urban planning emissions reduction targets</b>	Low Carbon Cities Framework (LCCF) Rating: <ul style="list-style-type: none"> <li>Gamuda Cove - 45%</li> <li>Gamuda Gardens - 24%</li> <li>twentyfive7 - 10%</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing assessment for a new township, Gardens Park</li> </ul>
<b>35% reduction in urban planning emissions with sustainable masterplanning, shared facilities and green features</b>	<ul style="list-style-type: none"> <li>Installed 24 EV chargers</li> </ul>	<ul style="list-style-type: none"> <li>62 EV chargers installed across our townships, projects and assets</li> </ul>
<b>10% reduction in transport emissions through green mobility plans</b>	<ul style="list-style-type: none"> <li>Installed 97 km out of 250 km planned cycling pathways</li> </ul>	<ul style="list-style-type: none"> <li>Installed 97 km out of 250 km planned cycling pathways</li> </ul>
<b>Reduction of construction waste to landfill of 20%</b>	<ul style="list-style-type: none"> <li>7% waste reduction to the landfill from our assets and developments</li> </ul>	<ul style="list-style-type: none"> <li>95% of waste produced from our developments, construction sites and assets were successfully diverted from the landfill</li> </ul>
<b>Recycle 50% of water at our construction sites</b>	<ul style="list-style-type: none"> <li>Recycled 26% and 17% of surface water within our construction sites and developments respectively</li> </ul>	<ul style="list-style-type: none"> <li>Recycled 19% of surface water within our operations</li> </ul>

## SUSTAINABILITY INTEGRATION

## SUSTAINABILITY INTEGRATION

### Pillar 1 Sustainable Planning and Design For Construction

	2022	2023	2024
<b>Circular Construction – Scope 1, 2, 3 Emissions</b>			
<b>Scope 1 and Scope 2 emission intensity reduction</b>	Baseline was established	23%	32%
<b>Total energy sourced from renewables</b>	4%	22%	43%
<b>Enabling supply of RE for our offices, project sites and assets</b>	Solar panels installed and active • 4,615 (5 sites) • Generating 2,330 kWp renewable energy capacity	Solar panels installed to-date • 6,478 (10 sites) • Generating 3,143 kWp renewable energy • 5,981,355 kWh of green power subscription in Malaysia (GET) and Australia (GreenPower)	Solar panels installed to-date • 11,252 (17 sites) • Generating 5,722 kWp renewable energy • 34,128,360 kWh of green power subscription in Malaysia and Australia
<b>Transitioning our fleets to low carbon alternatives</b>	Exploring the practicality of incorporating electric buggies within our developments	• 100% transition of electric buggies for our clubhouses and sales galleries	• Re-purposing camper van to electric to serve as mobile community information centre
<b>Introduce ESG evaluation in procurement by 2021 to drive sustainable change in our supply chain and to set Scope 3 targets from 2026 onwards</b>	• Started Scope 3 reporting with one category • Commenced ESG awareness sessions to Group's supply chain	• 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	• Expanded Scope 3 reporting to ten material categories • One of the early adopters of the Bursa Centralised Sustainability Intelligence (CSI) Platform to track and monitor our Scope 3 emissions from suppliers

### Pillar 2 Our Community In Our Business

	2022	2023	2024
<b>Enabling Academy</b>	• 86 graduates over 10 batches • 48 partner companies	• 96 graduates over 11 batches • 57 partner companies	• 118 graduates over 13 batches • 66 partner companies
<b>Gamuda Scholarship</b>	• RM12.6 million, 53 scholarships	• RM20 million, 79 scholarships	• RM30 million, 123 scholarships
<b>Average training hours / employee / year (MY Office)</b>	• 14.2 hours	• 19.5 hours	• 20.9 hours
<b>Diversity and Inclusion</b>	• 36% female in overall workforce (across the Group)	• 38% female in overall workforce (across the Group) • Invested over AUD20 million in 18 aboriginal businesses	• 35% female in overall workforce (across the Group) • Invested over AUD47 million in 76 aboriginal businesses
<b>Developing and sourcing locally first</b>	• 99% (Malaysia)	• 94% (Malaysia) • 98% (Vietnam) • 98% (Australia)	• 98% (Malaysia) • 95% (Vietnam) • 98% (Australia)

### Pillar 3 Environmental and Biodiversity Conservation

	2022 - 2023	2024
<b>Nurture and plant one million trees and saplings</b>	• 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	• We have planted and nurtured 750,178 trees while developing 1,730 acres of greenspaces and waterscapes through 16 urban forest clusters within 16 developments across the Group
<b>Conserve biodiversity</b>	• 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	• Partnered with several higher learning institutions (UM, UPM, USM, UiTM, IIUM) to advance our biodiversity conservation initiatives • 42 flora species and 49 fauna species of conservation importance were found
<b>Setting up a wetlands arboretum</b>	• Received Malaysia's first EDGE Advanced certified (Zero Carbon Ready) building through Wetlands Arboretum Centre	• Opened the Wetlands Arboretum Centre (WAC) to academics, researchers and the public
<b>Developing in-house specialists in the areas of Arboriculture and Horticulture</b>	• 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	• There are 3 in-house arborists as of FY2024 • Completed 11 modules under Gamuda Parks Urban Ecology Biodiversity involving over 400 employees

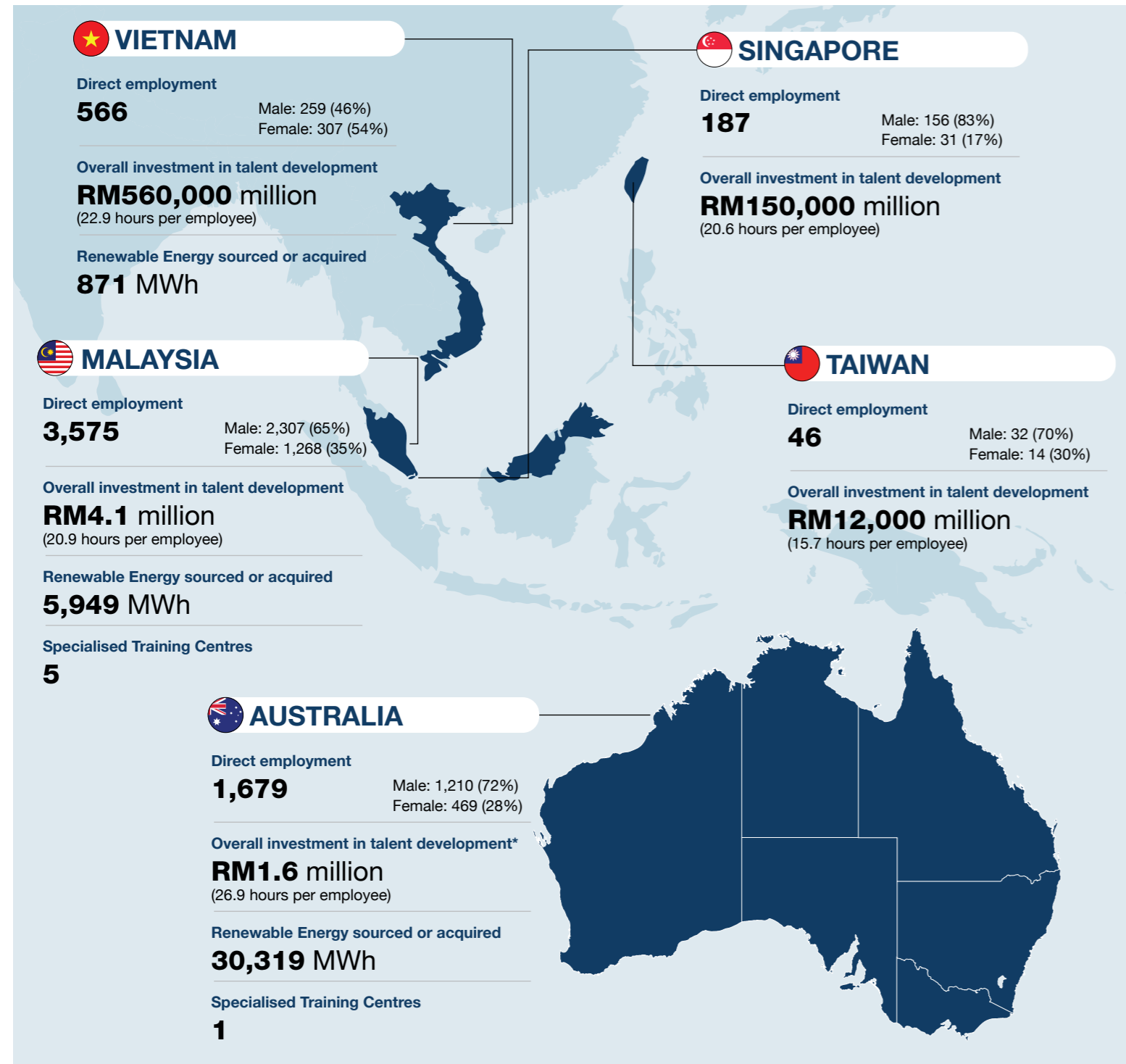
### Pillar 4 Enhancing Sustainability Via Digitalisation

	2022 - 2023	2024
<b>Next-Gen IBS</b>	• 90% of Gamuda Land's units was built with Gamuda Next-Gen Digital IBS, which translates to over 2,000 units yearly	• Gamuda's 98% pre-cast IBS reduces emissions by up to 44%, cuts waste by 70%, and saves 35% in energy, showcasing strong environmental and cost benefits • Gamuda's Park Homes and GenAI tools optimise space with 25% green spaces and 10% communal gardens, reducing renovations and enhancing homeowner satisfaction • A Life Cycle Assessment was conducted to highlight the environmental advantages of Gamuda's Next Generation Digital IBS over conventional brickworks construction method
<b>Integrated Digital Ecosystem</b>	• 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	• Launched of The Clove, Malaysia's first Park Homes that incorporates generative artificial intelligence (GenAI) to enable homebuyers to personalise their living spaces • Obtained ISO27001:2022 accredited by British Standards Institute (BSI) on November 2023 • TBM Dorothy to follow Betty's sequence to construct twin tunnels for Sydney Metro West project • Collaborated with Google Cloud to make enterprise-grade generative AI (GenAI) capabilities accessible • Launched Gamuda AI Academy offering top-tier training, cutting-edge technology, and exceptional mentorship to master full-stack AI • Integrated PowerBI and Big Query creating integrated and insightful dashboard for projects • Utilised Autodesk Construction Cloud (ACC) enhancing efficiency by developing custom workflows for project • Adopted 'Safety Shield' at the M1 extension project in Australia to enhance workplace safety

## SUSTAINABILITY INTEGRATION

### ► LOCALISING SUSTAINABILITY: OUR REGIONAL ESG IMPACT

As a sustainable organisation with a global footprint across various regions, we actively contribute to the sustainable development of the local communities where we operate. We have been at the forefront of infrastructure development for over 40 years and have been dedicated to sustainable development for two decades. Our ongoing efforts are geared towards creating projects that leave long-lasting impacts for communities, as we strive to meet their needs and align with local sustainable development goals.



\* Overall investment in talent development for Australia does not include DT Infrastructure.

## SUSTAINABILITY INTEGRATION

### ► CLIMATE RISK AND OPPORTUNITY: IN ALIGNMENT TO INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS S2)

#### CLIMATE-RELATED TRANSITION RISKS

As part of its commitment to Gamuda Green Plan 2025, the Group has prioritised decarbonisation as a key performance indicator, with active efforts to install solar panels and EV charging stations across our properties. The Group owns RM1,749 million in property and investment properties, of which RM1,342 million (77%) are equipped with renewable energy sources, such as solar panels, and green facilities, including EV charging stations. This leaves RM407 million (23%) of the Group's buildings and investment properties that have yet to be fully equipped with renewable energy sources and green facilities.

Moving forward, the Group will continue to assess the feasibility of installing renewable energy sources in the remaining group-owned properties. In line with the Gamuda Green Plan, the Group aims to retrofit buildings with solar solutions, enhance overall energy efficiency, adopt green construction technologies, and explore carbon offset mechanisms. Through these ongoing efforts, the Group is strengthening its commitment to sustainability, enhancing asset value, and building resilience against climate-related risks.

#### CLIMATE-RELATED PHYSICAL RISKS

Gamuda has consistently conducted comprehensive risk assessments and integrated climate resilience measures into project designs to safeguard its operations. Among the climate-related physical risks assessed, the most relevant to current local operations is the risk of flooding, particularly for projects located in low-lying areas. Potential impacts include operational disruptions and elevated maintenance costs. Currently, approximately RM6.7 million of plant and equipment is situated at sites identified as prone to flooding.

To address these risks, the Group is committed to ongoing innovation and value engineering in design, aiming to reduce vulnerabilities and enhance adaptive capacity. The Group actively monitors climate-related risks, embedding resilience considerations into its long-term strategic planning and risk management processes to ensure alignment with both environmental and business sustainability goals.

#### CLIMATE-RELATED OPPORTUNITIES

The Group has been actively exploring climate-related opportunities to enhance its portfolio of sustainable assets. In 2021, the Group entered

the solar infrastructure sector through acquiring a stake in ERS, with one of the partnership's projects, the Neda Pekan Project, projected to generate an average yearly revenue of RM7.7 million over the next 20 years, beginning in FY2025. Additionally, Gamuda has entered into a joint venture to develop the 187.5 MW Ulu Padas Hydroelectric Project in Tenom, Sabah and to propose a floating solar solution to integrate with the project for Sabah Energy Corporation Sdn Bhd. This RM3.0 billion initiative is expected to contribute significantly to the national grid and support sustainable energy generation in Sabah.

In Australia, through its subsidiary DT Infrastructure, the Group secured a contract to construct the Boulder Creek Wind Farm project, valued at AUD243 million (approximately RM702 million). This project will bolster Queensland's efforts to reach its electricity generation target of 50 percent overall supply from renewables by 2030. Through these strategic projects, Gamuda continues to position itself at the forefront of climate-resilient infrastructure, aligning with global efforts for a sustainable future.

#### CAPITAL DEPLOYMENT

Gamuda has invested a total of RM8 million in green infrastructure, including solar panels and EV charging facilities in Malaysia. This investment includes RM1.6 million for installations at Menara Gamuda and RM0.8 million for enhancements at the Next Generation IBS in Banting. Additionally, we have allocated RM5.6 million for similar installations across our property portfolio in various townships. To further support its sustainability goals, Gamuda has invested approximately RM0.7 million since 2021 in training and development related to sustainable construction practices. These efforts demonstrate Gamuda's commitment to transitioning to greener energy solutions.

#### REMUNERATION

The Board of Directors oversees the setting and monitoring of climate-related targets. They ensure that executives are accountable for delivering on the company's climate strategy and the Chief ESG Officer oversees the implementation of these targets.

In the current reporting period, 20 percent of executive management remuneration is linked to sustainability-related performance, including climate metrics such as carbon footprint reduction, project sustainability certifications, and successful implementation of climate-resilient infrastructure.

## SUSTAINABILITY INTEGRATION

### ► CELEBRATING OUR SUSTAINABILITY AWARDS

Gamuda has garnered significant recognition for our dedication to sustainability and excellence. Our achievements have been celebrated with awards highlighting our leadership in sustainable construction and ESG practices.

These accolades underscore our commitment to high standards across various dimensions, including exceptional workplace practices, robust health and safety protocols, environmental stewardship as well as effective climate action. Such recognitions affirm the dedication of our team and solidify our role as an industry leader in sustainability and quality.

#### ↘ Institutional Investor Research Awards



Gamuda has been ranked among the Top 3 Overall Best Companies in Industrials (including Infrastructure) in the 2024 Asia Pacific (ex-Japan) Executive Team by Institutional Investor Research (II Research). Additionally, as the only Malaysian corporation on the list, Gamuda was named among the Most Honoured Companies for the Rest of Asia, securing recognition in multiple categories:

- **No. 2** for Best Chief Executive Officer
- **No. 2** for Environmental, Social and Governance
- **No. 1** for Best Investor Relations Professional
- **No. 3** for Best Investor Relations Team

The ranking was derived from the votes of over 2,900 financial analysts and managers.

Scan here for the complete list of our sustainability awards and achievements



## SUSTAINABILITY INTEGRATION

### ► STRENGTHENING PARTNERSHIPS: OUR STAKEHOLDER ENGAGEMENT

Engaging with stakeholders is pivotal for us to grasp and address our business impacts while remaining agile. Our engagement strategy is supported by a comprehensive Public Relations and Stakeholder Management Policy, ensuring effective communication and strong relationships with our key stakeholders.

We actively work alongside industry peers and collaborate on national taxonomies to advance our collective understanding and practices, such as the Taskforce on Nature-related Financial Disclosures (TNFD) and Strategic Roadmap for a Business and Biodiversity Action Plan in Malaysia. Our efforts are aligned with the National Policy on Biodiversity (NPBD) and the Kunming-Montreal Global Biodiversity Framework (GBF). Our engagement extends to working with academic institutions on biodiversity monitoring and addressing various environmental aspects.

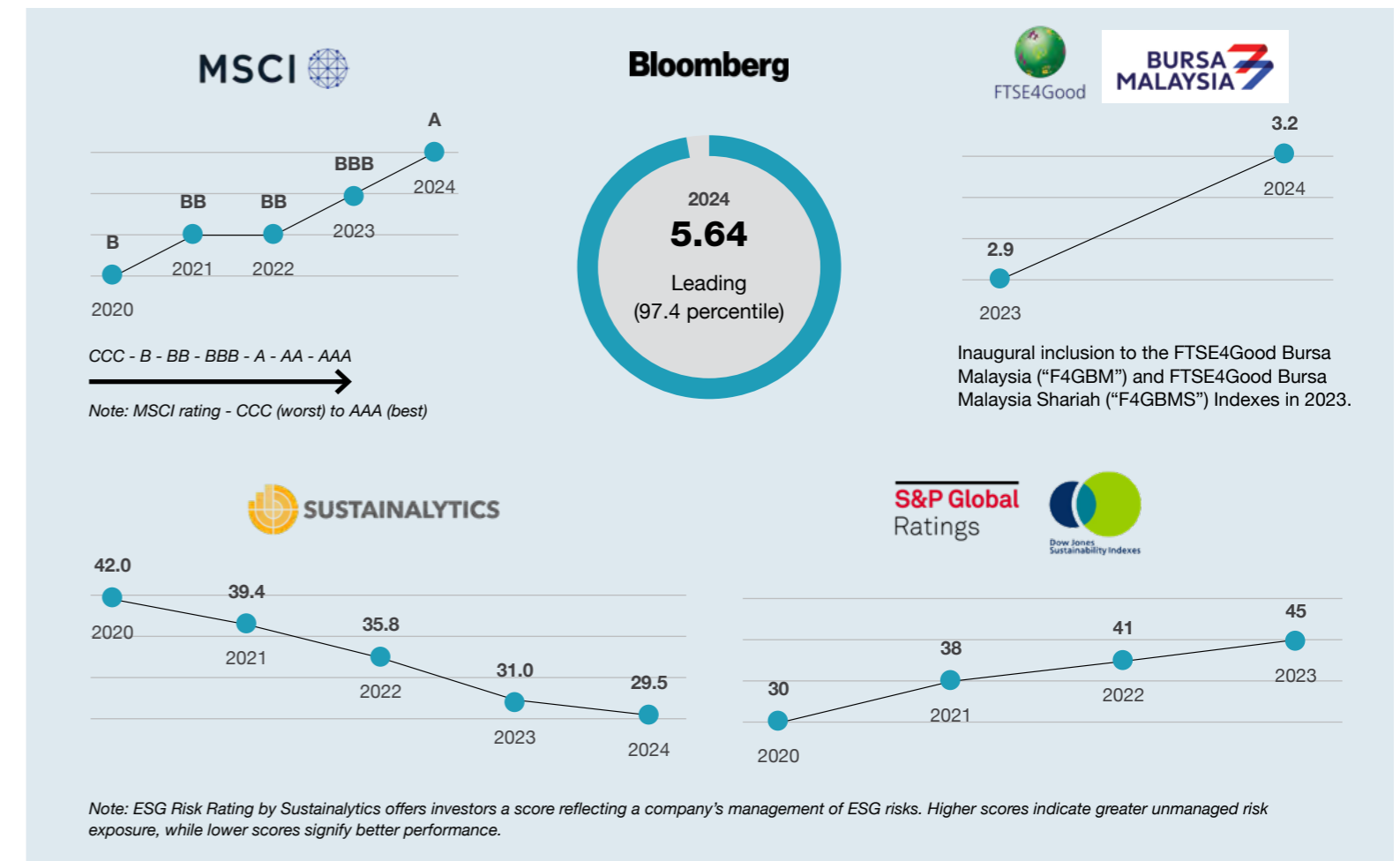
Through our participation in diverse engagement platforms, we stay informed on significant ESG issues, as we remain aligned and responsive to global advancements. We engage with stakeholders through a multi-dimensional approach that includes focus groups, face-to-face meetings and virtual discussions.

For more details on our stakeholder engagement practices, please refer to Stakeholder Engagement on pages 50 - 51 of this report.

### ► ESG ATTAINMENTS

Recognising that sustainability is an ongoing journey, we are dedicated to improving our practices and strengthening our performance. Our ESG ratings and scores demonstrate the progress we have made and they serve as a benchmark for our continued efforts to drive impactful change.

The following charts showcase Gamuda's ESG attainments up to 2024:



# GOVERNANCE & VALUE TO ECONOMY



⬆ From paper blueprints to digital construction, we've evolved to enhance collaboration and drive engineering innovation, allowing for greater efficiency, accuracy, and seamless integration in every project.

This cover photo is AI generated by hybridising real progress photo.

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# GOVERNANCE AND VALUE TO ECONOMY

## ► SUSTAINABILITY GOVERNANCE

Gamuda's commitment to good governance ensures transparency, accountability, and responsible growth while addressing environmental and social challenges. Guided by our ESG Policy Statement and the Gamuda Green Plan 2025, we uphold high ethical standards to protect stakeholder interests and align with global sustainability goals. Our governance practices, endorsed by the Board, foster a strong compliance culture across all operations, ensuring ethical practices are embedded throughout the Group.

For more information on Gamuda's governance, ethics and integrity, please refer to the Corporate Governance Overview Statement on page 90 of this report.

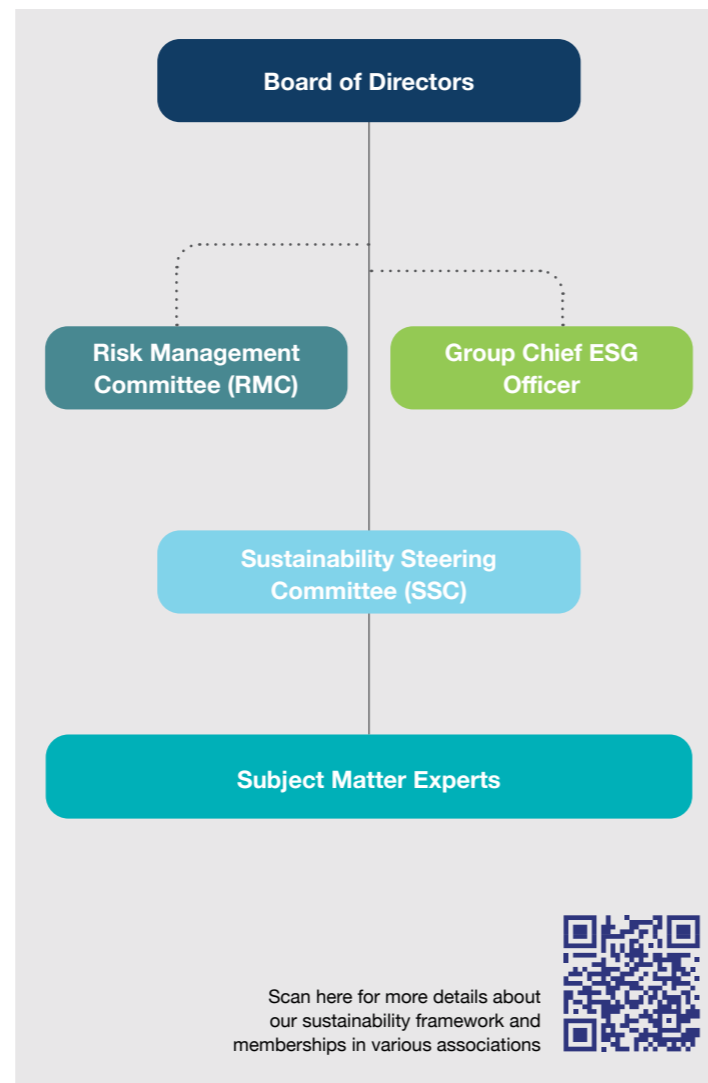
### GAMUDA SUSTAINABILITY GOVERNANCE STRUCTURE

Gamuda upholds a robust sustainability governance framework that is essential for reaching our sustainability goals. By integrating ESG principles into our core business strategy and decision-making, we ensure high standards across all operations. Our approach aligns with directives from Bursa Malaysia and the Securities Commission Malaysia, supporting the 12<sup>th</sup> Malaysia Plan's focus on ESG adoption in both public and private sectors.

Gamuda's Board of Directors has significantly deepened its involvement in ESG matters in recent years. Alongside the Sustainability Steering Committee (SSC), the Board oversees our high-level policies and sustainability responsibilities. This oversight enables the Board to maintain a comprehensive understanding of sustainability issues relevant to the Group and our regional operations.

The Board ensures that material topics such as climate change, biodiversity, human rights, and supply chain management are fully integrated into the Group's strategic direction, applying these principles across all business divisions and regions. They actively engage in reviewing the Group's materiality assessments and evaluate its performance in managing sustainability risks and opportunities. This includes addressing potential ESG-related events, from environmental threats like floods and sea level rise to social issues such as employee health and safety and governance challenges such as technology and cybersecurity. Additionally, the Board is responsible for determining appropriate remuneration for directors and management.

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



## Key Performance Indicators (KPIs)

As part of our performance assessment, Gamuda assigns ESG Key Performance Indicators (KPIs) to all employees including executive management. Currently, at least **20 percent** of employees' performance is **linked to 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. The digitalisation of our ESG platforms has enabled the **tracking and archiving of all ESG data** across the Group, facilitating the linkage of ESG KPIs to performance. The Board maintains oversight of performance-linked ESG targets and remuneration of all our management and employees.

# GOVERNANCE AND VALUE TO ECONOMY

## ► ANTI-BRIBERY AND CORRUPTION

Preventing bribery and corruption within our organisation is essential to building trust and mitigating legal, financial and reputational risks whilst fostering a fair business environment. Our commitment to compliance is demonstrated through the enforcement of key policies such as the Anti-Bribery and Corruption (AB&C) Policy, Whistleblowing Policy and Procedure (WBPP) and Code of Business Ethics (COBE).

In line with Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act, Gamuda has proactively strengthened its Corporate Liability Framework and Integrity & Governance policies. This includes the Gamuda Organisational Anti-Corruption Plan (OACP), which is revised every three years and aligned with Malaysia's National Anti-Corruption Strategy (NACS) 2024–2028. Launched by Prime Minister YAB Dato' Seri Anwar Bin Ibrahim, the NACS emphasises transparency and accountability in combating corruption.

We maintain a zero-tolerance stance on bribery and expect all stakeholders, including business partners, to uphold the same ethical standards. Our AB&C Policy is actively communicated through various channels. External communication includes contractual agreements and compliance via the ARIBA system, while internal communication consists of email blasts, training and awareness sessions and an annual Integrity Pledge. The policy is accessible to all employees through the Employee Management System. External stakeholders can access it via the Gamuda website.

### Our initiatives within the Group include:

- Mandating members of the Board to sign a **Director Integrity Pledge** upon assuming their roles, with the pledge enforced throughout their tenures
- Ensures that all new and existing employees, as well as those in its subsidiaries, sign the annual **Employee Integrity Pledge**, which commits them to adhere to the Group's Anti-Bribery and Corruption Policy, Whistleblowing Policy and Code of Business Ethics
- Conducting **training and awareness programmes** regularly to ensure that all employees understand the importance of whistleblowing and ethical conduct
- **Regularly monitoring and reviewing** the integrity and governance-related Policy and Procedure through surveys and feedback, continuously improving governance practices and overall sustainability performance
- Raising awareness about bribery and corruption among employees through the Workplace platform by **posting integrity-related news, educational materials** and surveys to drive a positive compliance culture

### Our initiatives with external parties include:

- Agree to comply with the **Group's AB&C policy** through Gamuda's digital supplier platform prior to being appointed
- Are informed of the Group's AB&C policy requirements and the need to uphold **high standards of integrity**

We uphold a culture of compliance by regularly refining our regionally applicable policies to align with evolving regulations and sustainability goals.



## GOVERNANCE AND VALUE TO ECONOMY

### MITIGATING BRIBERY AND CORRUPTION-RELATED RISKS

As part of our mitigation efforts, the Group's Integrity and Governance Unit (IGU) conducts bribery and corruption risk assessments across the Group. Led by the Chief Integrity and Governance Officer (CIGO), the IGU oversees the internal corruption monitoring system, ensuring that the AB&C Policy commitments are upheld in all activities. The monitoring system encompasses operating guidelines for record-keeping, relevant policies and procedures, as well as expected appropriate behaviour.

In addition, we ensure due diligence procedures are taken before engaging any new suppliers, partners or associates. Other than requiring them to adhere to the Group's AB&C Policy, the due diligence process includes:

- Conducting background checks
- Evaluating the integrity of potential suppliers by mandating suppliers to submit written commitments through Gamuda's digital supplier platform
- Educating suppliers on the AB&C Policy requirements and the importance of corporate integrity in business culture

For more information on Gamuda's supplier evaluation, please refer to Supply Chain Management on page 134 of this report.






### WHISTLEBLOWING MECHANISM

The Group's Whistleblowing Policy and Procedures serves as a confidential or anonymous mechanism for our stakeholders. It provides stakeholders with a secure and confidential platform to report any suspicious wrongdoing, misconduct or non-compliance with the Group's policies without fear of reprisal or dismissal.

We have in place a comprehensive procedure that ensures every reported incident is thoroughly investigated by an independent team. The procedure and investigating teams are overseen by the CIGO. Stakeholders can file their reports through integrityline@gamuda.com.my.

#### Process For Raising and Addressing Whistleblowing



-  **Report** submitted via email to integrityline@gamuda.com.my
-  Report received from **whistleblower**
-  Report **reviewed by CIGO** for next steps
-  **Investigation** by independent parties
-  Action (includes **disciplinary processes** or reporting to the authorities)

## GOVERNANCE AND VALUE TO ECONOMY



**DT INFRASTRUCTURE**  
A GAMUDA Company

Is something not right?  
**Speak Up!**

**At DT Infrastructure, we do things the right way. We should all expect fair and ethical behaviour across our business – including with coworkers, customers, subcontractors, competitors, and the community.**

**If you believe something you've seen doesn't meet these expectations, it's time to Speak Up.**

**What should I Speak Up about?**  
Any serious matter including bribery, fraud, corrupt conduct, coercion, discrimination, harassment, bullying, breaches of the code of conduct, or any other illegal or unethical activity.

**How do I Speak Up?**  
You can raise your concern verbally or in writing with your manager or People and Culture Representative, or by submitting an anonymous report online via our external provider.

In Australia, DT Infrastructure has implemented the "Speak Up" policy to foster a culture of transparency and accountability. This policy encourages both employees and external stakeholders to **report any form of suspicious misconduct or non-compliance**. Issues covered under the policy include, but are not limited to, bribery, fraud, corruption, coercion, discrimination, harassment, bullying, breaches of the company's code of conduct and any other illegal or unethical activities.

The "Speak Up" policy provides **multiple secure and confidential avenues for reporting**, including anonymous options, thus ensuring that individuals feel safe and supported when raising concerns. All disclosures are treated with the utmost seriousness and the company is committed to thoroughly investigating each report, with the goal of maintaining integrity and fostering a respectful, law-abiding work environment.

The Group remains steadfast in its commitment to the highest standards of corporate governance. In our established markets of Malaysia and Vietnam, employee integrity pledge signatures continue to be robust at 98 and 97 percent, respectively. In the emerging markets of Australia, Singapore and Taiwan, our ongoing efforts to promote and fully transition employee integrity and onboarding processes online are showing positive results, with average signature rates ranging from 38 to 41 percent.

To enhance our anti-corruption measures, we have conducted training programmes consistently over the years, with more than 6 percent of employees completing live training in the 2023-2024 financial year alone. This figure reflects this year's participation, while the cumulative number of employees who have undertaken the training over the years is significantly higher. Malaysia is at an 11 percent completion rate this year and all directors have completed 100 percent of the required training. As we continue to expand our operations regionally, we will prioritise intensifying training efforts and extending our corporate governance initiatives to new markets to ensure consistent adherence to ethical standards.

Over the past year, Gamuda recorded a total of six confirmed incidents through whistleblowing reports. Of these, five cases have been successfully resolved, highlighting the robustness of our grievance handling procedures. The remaining case is currently ongoing, with appropriate actions being taken to ensure a fair and timely resolution.

Total number of employees that participated in Gamuda's annual Integrity Pledge:

**4,754**

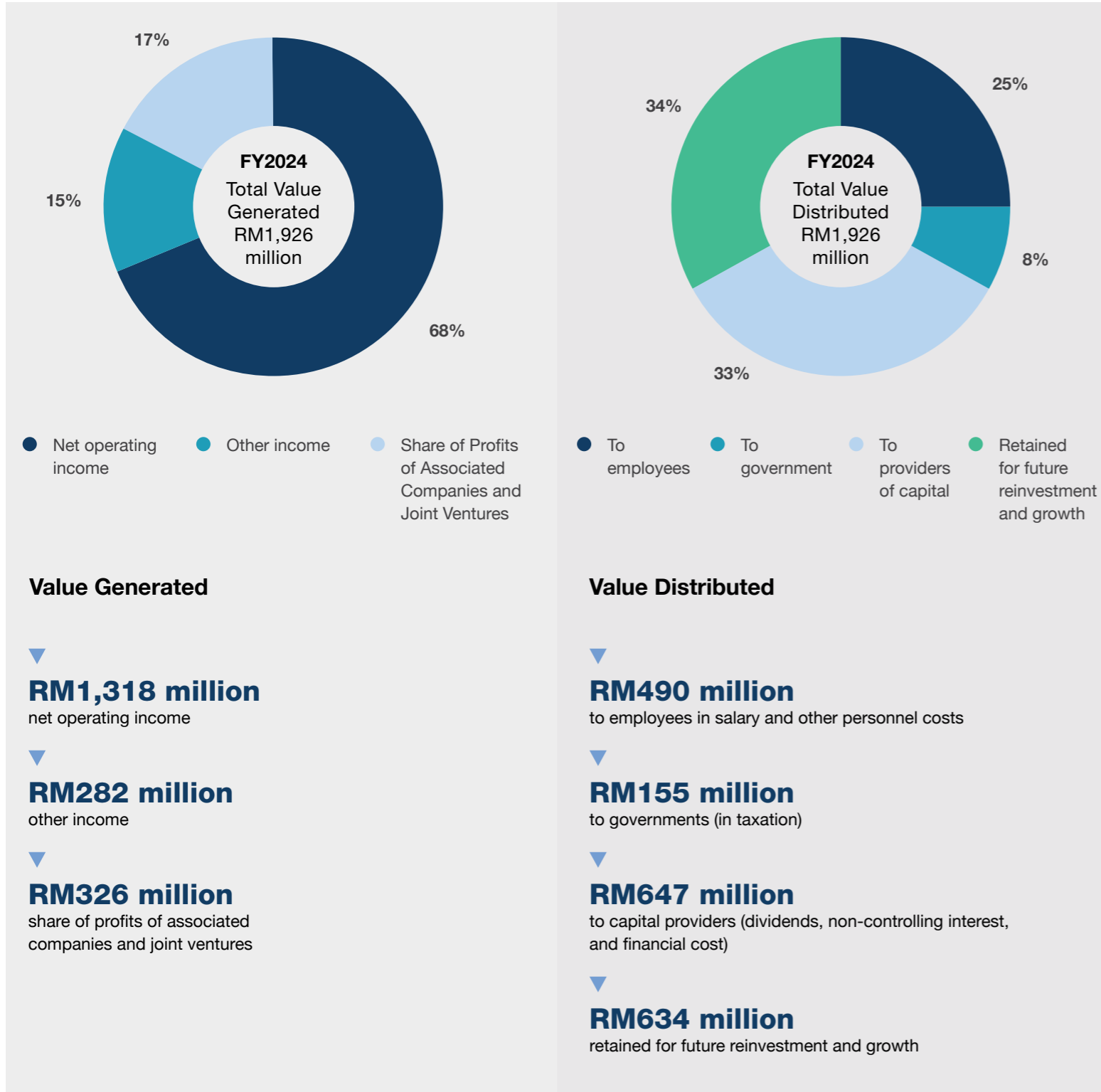
Percentage of operation assessed for corruption-related risk:

**100%**

## GOVERNANCE AND VALUE TO ECONOMY

### ▶ ECONOMIC VALUE GENERATED AND DISTRIBUTED

Gamuda's financial strength is crucial for the long-term success of our business and fuels our commitment to advancing the Group's ESG agenda. Our revenue and earnings enable us to deliver economic value to a wide range of stakeholders, from shareholders and investors to employees, social enterprises and NGOs. By driving financial growth, we can support job creation, open entrepreneurial opportunities, contribute more to government taxes, strengthen local supply chains and meet our financial commitments.



## GOVERNANCE AND VALUE TO ECONOMY

### SECURING SUSTAINABLE FINANCING

In August 2022, Gamuda Land successfully secured sustainable financing from Public Bank Bhd for its green-accredited residential and commercial projects. This achievement follows a green financing memorandum of understanding with Public Bank, reflecting their commitment to attain carbon neutrality by 2030 and net zero emissions by 2050. To enhance accessibility to green financing for homeowners, Gamuda Land will ensure all its properties are certified by recognised bodies, the Green Building Index (GBI) and Green Real Estate (GreenRE).

Following that, Amanat Lebuhraya Rakyat Bhd (ALR) acquired Gamuda's highway toll concessions, including SPRINT, SMART, LITRAK and KESAS in October 2022. This landmark deal was facilitated by ALR's Sustainability Sukuk, a Shariah-compliant bond with a nominal

value of RM5.5 billion and an AAA rating. It was the largest corporate sustainability sukuk and the first in Malaysia's highway sector, and was also recognised as the largest ringgit-denominated corporate sukuk of 2022.

Furthermore, in December 2022, we secured a RM550 million sustainability-linked loan (SLL) from OCBC Malaysia, marking our first Shariah-compliant financing that integrates sustainability principles. Under the terms of the SLL, Gamuda must demonstrate positive progress in achieving sustainability performance targets (SPTs) to benefit from lower interest rates. The agreed SPTs include reducing the emissions intensity and increasing the number of solar panel installations. For the 2023/2024 period, we successfully met these targets, with improvements in both SPTs. These achievements were independently verified by a third-party assessor.



Solar panels on car park rooftop at Gamuda Gardens, Selangor, Malaysia

## GOVERNANCE AND VALUE TO ECONOMY

### ► SUPPLY CHAIN MANAGEMENT

The UN Environment Programme reports that supply chains account for up to 90 percent of a company's environmental impact, while the International Labour Organisation highlights that about 20 percent of global supply chains fall short of labour standards. For Gamuda, effective supply chain management enhances operational efficiency while addressing environmental and social responsibilities.

By focusing on robust practices, Gamuda aims to optimise procurement, reduce costs and minimise its environmental footprint. This strategic approach aligns operations with socio-economic expectations, reinforces ethical practices and fosters a resilient supply chain that supports long-term success and promotes environmental stewardship and social equity.

Should a supplier or vendor have any queries, they can contact us via our hotline at 1300 820 030 or send an email to group-procurement@gamuda.com.my.

Our suppliers are expected to comply with all the relevant local and international regulations where we operate. They are also required to uphold ethical business practices that are consistent with our policies and procedures, including but not limited to:

- Code of Business Ethics
- Human Rights Policy
- Quality, Safety, Health and Environment (QSHE) Policy
- Social Procurement Policy by Gamuda Australia

Furthermore, all our suppliers are required to adhere to the environmental standards that are outlined in our contractual agreements. The QSHE and procurement teams oversee the monitoring of suppliers' environmental performance, ensuring their environmental commitments and targets align with the Gamuda Green Plan 2025. For potential suppliers, they must provide their policies, company code of conduct and relevant sustainability certificates (where applicable). They must also agree to comply with our Anti-Bribery and Corruption (AB&C) Policy before being appointed.

Additionally, we assess our suppliers on an annual basis, whereby the findings are systematically captured in our Ariba system. These assessments inform our supplier engagement approaches, allowing us to proactively mitigate risks associated with non-compliance. This methodology aligns with our ESG commitments, reflecting our dedication to supporting our suppliers and promoting long-term sustainability within our supply chain.



In line with the Indigenous Procurement Policy (IPP) and the Aboriginal Procurement Policy (APP) of New South Wales, Gamuda has allocated over **AUD47 million for the procurement of goods and services from Aboriginal businesses** across three major projects in Australia:

**AUD35.1 million**  
dedicated to 38 Aboriginal Businesses through WTP project

**AUD4 million**  
allocated through M1 project for 12 Aboriginal Businesses

**AUD7.9 million**  
channelled to 26 Aboriginal Businesses for the Coffs Harbour Bypass project

This practice aligns with Gamuda Australia's Social Procurement Policy, the NSW Aboriginal Procurement Policy and the Federal Indigenous Procurement Policy, contributing to the broader goals of fostering Indigenous entrepreneurship and economic development.

## GOVERNANCE AND VALUE TO ECONOMY

### SUPPLIER COMPLIANCE AND RISK MITIGATION WORKFLOW

- Performance assessments are conducted periodically for suppliers with active transactions to identify any that may be underperforming. This proactive approach allows us to address issues promptly and work collaboratively with suppliers to enhance their performance.
- Upon identifying deficiencies, we develop and implement corrective action plans that are closely monitored to ensure effective resolution. This structured approach allows us to address issues promptly and maintain high standards within our supply chain.
- Suppliers who persistently fail to meet our standards may face suspension or deactivation from our approved supplier list. Reactivation will depend on demonstrable improvements and strict compliance with our rigorous requirements. This approach underscores our commitment to maintaining high standards and fostering a reliable supply chain.

### SUPPORTING LOCAL BUSINESSES

Our procurement processes are conducted with ethical and transparent practices, as guided by our Procurement Policy. We prioritise working with at least 95 percent of local suppliers each year, as we seek to foster a fair and inclusive supply chain that supports women and marginalised groups.

We recognise the importance of investing in local suppliers as a powerful way to positively impact communities, create employment opportunities and build a sustainable supply chain. While our approach may vary across different regions, our commitment remains consistent with the aims to mitigate risks, assure rigorous quality control and stimulate local economic growth. By prioritising local suppliers in the countries where we operate, we not only contribute to the local economy but also reduce carbon emissions. Additionally, this approach enhances our operational flexibility, agility and resilience, enabling us to respond quickly to supply chain disruptions.

### EMBEDDING ESG INTO OUR SUPPLY CHAIN

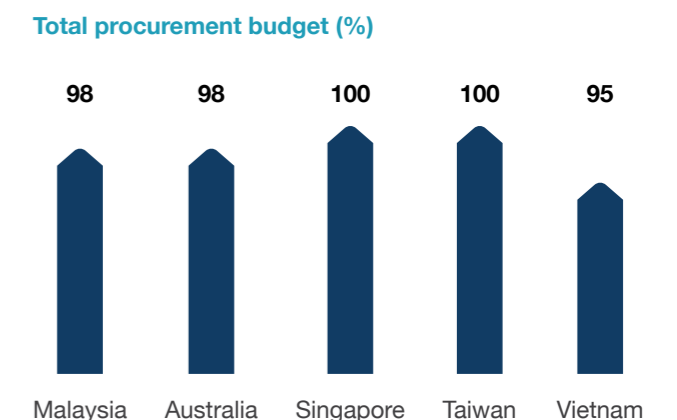
Since FY2021, we have strengthened the integration of ESG into our supply chain management by mandating all suppliers to register via the SAP Ariba system. The registration process covers a comprehensive questionnaire that requires suppliers to disclose detailed information about their current ESG policies and practices. The questions cover various critical areas, including but not limited to:

- Code of Business Ethics
- Human Rights Policy
- Quality, Safety, Health and Environment (QSHE) Policy
- Social Procurement Policy by Gamuda Australia

### Digital Procurement

Since 2017, Gamuda has embarked on an extensive digital transformation in procurement, aiming to integrate **100 percent** digital solutions into every aspect of our business operations. A significant milestone in this journey has been the implementation of a **Group-wide digital procurement system (SAP Ariba)**, which serves as a centralised control hub for all business regions. This is used for all sourcing, contracting and supplier management. It engages a broad range of stakeholders, including contractors, suppliers, consultants and services providers. This allows us to uphold equitable procurement processes through fair, transparent and objective procurement procedures, ensuring that tenders are awarded to the best evaluated bidders.

### Proportion of Spending on Local Suppliers



## GOVERNANCE AND VALUE TO ECONOMY

### ► CYBERSECURITY

In 2023, global data breaches increased by 72 percent compared to 2021, which previously recorded the highest number of breaches, according to the Identity Theft Resource Center's 2023 Data Breach Report. As part of our journey in digital transformation, we are constantly integrating advanced technologies and innovative practices into our operations. In tandem with this, we are mindful of the increased cybersecurity risks that come with our digital journey. We recognise that a robust cybersecurity system is essential not only for protecting our data but also for detecting and responding to cyber threats at all our business locations.

We remain committed to protecting customer privacy by adopting advanced cybersecurity measures and adhering to all the relevant data

protection regulations where we operate. We uphold a zero-tolerance stance towards non-compliance and will take disciplinary action against all incidents of customer privacy infringement.

Our cybersecurity measures are guided by the Group's Information Security Policy (ISP), which mandates clear and effective communication to all members of the Gamuda Group. This includes incorporating ISP awareness into the induction for new employees while keeping all employees updated with ISO-related policies and procedures annually. For external stakeholders, Project Owners are responsible in ensuring that relevant ISP control practices are communicated to third-party entities when required.

#### Cybersecurity Management at Gamuda



Chief Digital Officer is entrusted with the task of providing the **strategic direction** for information security



Head of IT Governance & Compliance assists the Chief Digital Officer in **ensuring conformity** to all security standards



IT Governance & Compliance unit is tasked with **preserving the Information Security Policy**. The Heads of Departments are tasked with the **execution of the policy and procedures** throughout the group



Heads of Departments are charged with the **execution of IT policy and procedures**, thus ensuring adherence by their employees



All employees are **responsible for understanding** and performing their information security duties

## GOVERNANCE AND VALUE TO ECONOMY

As a leading digital solutions provider in the construction industry, we are committed to going beyond compliance to protect our data and the privacy of our stakeholders. We have put in place substantial resources that encompass financial, human and technological aspects to ensure stringent cybersecurity measures. Furthermore, audits are conducted regularly to supervise the management of customer privacy. To uphold high standards of data protection, our employees are required to attend training sessions, including refresher courses on ISO-related policies and procedures.



To ensure a comprehensive approach, we have adopted strategies specific to each region of our operations to manage potential breaches of customer privacy, ensuring that we meet data protection regulations. These strategies involve the following measures, allowing us to take immediate actions against cybersecurity incidents:

Quick **reporting and escalation** of any security incidents

**Compliance** with non-disclosure agreements

Comprehensive incident **responses**

Detailed **investigations**

Regular **training sessions** for our employees

#### ISO/IEC 27001:2002

In upholding strong cybersecurity, we have consistently benchmarked ourselves against international best practices and standards. Our Group IT (GIT) actively addresses the requirements necessary for participation in global markets, as we strive to position ourselves as a centre of excellence for IT systems and solutions.

In December 2023, we attained the ISO/IEC 27001:2022, a globally recognised standard of excellence for information systems management accredited by the British Standards Institute (BSI). Securing the certification ensures that our Information Security Management System (ISMS) not only aligns with international best practices but also includes the latest advancements in mitigating cybersecurity threats.

This strategic direction has been pivotal in streamlining our operations and management across all our subsidiaries. The certification was obtained after a rigorous audit of our systems and policies by the BSI. It necessitates increased vigilance and compliance at all levels within our organisation.

We recognise that everyone within our organisation has a role to play in ensuring our collective cybersecurity. To this end:

- All employees are required to adhere to our policies and procedures, which are accessible via our internal communication platform
- All vendors are required to comply with the IT policy and procedures. Both are incorporated into vendors' contracts and agreements
- GIT's approval is mandatory for all IT-related purchases involving hardware and software

▾ In 2024, we recorded **ZERO** substantiated complaints concerning breaches of customer privacy and losses of customer data in every country where we operate.

## GOVERNANCE AND VALUE TO ECONOMY

### ► DIGITAL TRANSFORMATION AND INNOVATION

In today's fast-changing global landscape, digital transformation has become essential. By 2025, over 60 percent of the global economy is expected to be digitised, with businesses that embraced digital solutions undergoing faster growth and greater resilience. Research shows that companies leading in digital innovation are significantly more profitable, highlighting the link between digital adoption and business sustainability.

At Gamuda, we recognise that adopting advanced digital technologies is crucial for maintaining competitiveness in the construction industry. By leveraging digital solutions, we improve operational efficiency, reduce waste and optimise resources, contributing to a more sustainable future while meeting evolving customer demands.

#### ENGINEERING A DIGITAL LEGACY

We are committed to leading the charge in digital transformation, exemplified by our early adoption of the SMART project (Stormwater

Management And Road Tunnel), a critical climate mitigation initiative. Through the Gamuda Excellence Transformation (GET) programme, we elevate digital excellence by deploying advanced technologies across the Group. At the core is the Gamuda Digital Operating System (GDOS), a cloud-based platform that supports 4D and 5D Building Information Modelling (BIM) systems, Gamuda's Next-Gen Digital Industrialised Building System (IBS) and Generative Artificial Intelligence (GenAI). Innovation is at the heart of our vision to "Lead the region in breakthrough solutions."

#### GAMUDA EXCELLENCE TRANSFORMATION

Gamuda Excellence Transformation (GET) functions as a crucial digital enabler, providing essential tools and support to assist project teams in overcoming challenges and reaching digital transformation objectives. Data management across the Group is enhanced and employees are equipped with future-ready skills through programmes such as Data Hero.

#### GET's Pillars:



#### Digital Engineering Governance

Unifying and improving our technology landscape



#### Data Excellence

Improving collection, management and innovation of data across the Group



#### Digital Community

A community of like-minded employee to support and collaborate with each other



#### Digital Empowerment

Empowering our employees to build solutions through our Data Hero programme



## GOVERNANCE AND VALUE TO ECONOMY

### ESG In Action

We have made digital innovation a fundamental aspect of our business strategy. This strategic shift has significantly enhanced our competitive edge, particularly in securing major projects like data centres.

#### Enhanced Competitive Advantage:

Our digital initiatives have been crucial in winning lucrative contracts, including significant data centre projects.

#### Distinctive Brand Identity:

By leveraging digital technologies, we have effectively differentiated ourselves from competitors, providing added value to our clients.

#### Global Recognition:

Our digital capabilities have garnered international acclaim, as evidenced by our feature in Deloitte's State of Digital Adoption in Construction report.

#### Cost Efficiency:

The successful transition to DT Infrastructure has led to substantial cost savings, demonstrating the tangible benefits of our digital transformation.

#### Proactive Risk Management:

While we recognise the numerous advantages of digital transformation, we remain vigilant about potential risks and take proactive measures to mitigate them.

#### BIG DATA ENABLING GLOBAL VISIBILITY OF PROJECTS

A data-first approach to engineering is adopted, centralising project data through advanced data warehouses and leveraging Autodesk Construction Cloud (ACC) as our primary platform for data interconnectedness and collaboration. This unified ecosystem enhances decision-making and operational efficiency, enabling the use of AI and machine learning to optimise processes, budgets, safety and quality control. As a result, data skills such as visualisation and analytics have become essential across the workforce, fostering greater collaboration and innovation.

#### INNOVATIVE AND NOVEL APPROACH TO TALENT AND SKILLS BUILDING

The Gamuda AI Academy offers a cutting-edge three-month curriculum focused on full-stack AI development, covering front-end, back-end and AI technologies. By leveraging Google Cloud's capabilities, it develops scalable solutions and addresses the shortage of tech talent in the construction industry. Internally, our monthly Masterclass programme provides a platform for talent to share and showcase ideas and innovations.

#### Data Hero Programme

The Data Hero Programme (DHP) is an online programme that was designed to enhance digital skills and nurture leadership qualities among employees since 2022.



#### About the Data Hero Programme (DHP)

Accessible to all employees and Gamuda Scholarship holders who are pursuing **digital skill enhancement**

Provides a semi-guided pathway to achieve the prestigious **Google Cloud Digital Leader** certification

Offers graduates a **premium Pluralsight account**, granting access to a broad range of specialisations in advanced digital technologies

## GOVERNANCE AND VALUE TO ECONOMY

### Integrated Dashboard Offers Full Project Visibility



At Gamuda, we have implemented a unified platform that centralises project data, enabling the creation of insightful dashboards. Powered by tools such as Power BI and BigQuery, these dashboards provide real-time updates on project status, operations and processes.

### Extended Realities and GIS in Construction



The BIMAR (Building Information Modelling Augmented Reality) app was developed to overlay digital BIM designs onto physical sites, improving inspection, validation, and visual clash detection for enhanced on-site decision-making. Virtual reality headsets have also been introduced for safety training simulations. Additionally, the use of the Geospatial Information System (GIS) enhances mapping, spatial analysis and project planning.

### Collaborative Transformation Through Partnership with Autodesk



Since 2022, Gamuda's collaboration with Autodesk has driven the integration of Autodesk Construction Cloud (ACC) as a key component of the Gamuda Digital Operating System (GDOS). ACC breaks down silos, uniting teams across design, safety, contracts and project delivery on a single platform, enabling seamless collaboration, faster project completion, budget adherence and global standard compliance.

### ESG In Action



The Rasau Water Treatment Plant project won recognition for its innovative use of the Autodesk Construction Cloud (ACC) Cost Management Solution, which has transformed cost management workflows. This digitisation enabled:

- **Enhance efficiency** in verification, revision, and process flows
- **Development of custom workflows** tailored to specific contract conditions, integrated with the Autodesk Platform Services API for automated email alerts
- **Bridging the gap** between bill of quantities formats and ACC templates using Python scripts for translation
- **Expanded payment certificate functionalities** through Node.js and the ACC API

These advancements have streamlined processes and significantly improved project efficiency.

## GOVERNANCE AND VALUE TO ECONOMY

### Gamuda and Google Cloud: Transforming Construction with AI

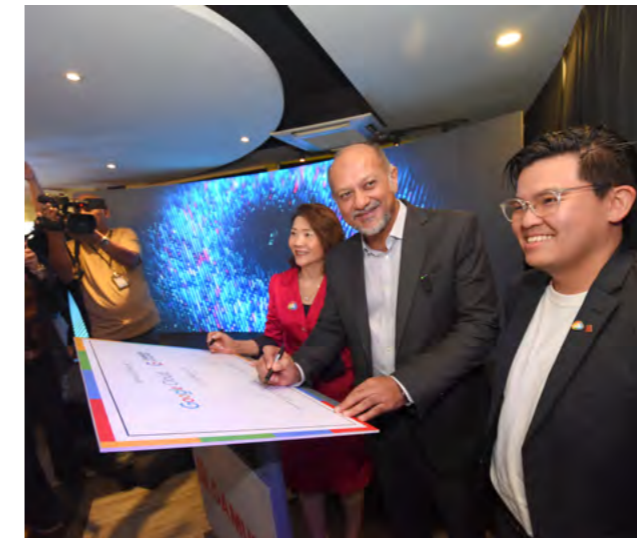
Artificial Intelligence (AI) is rapidly evolving and transforming industries. In the construction sector, traditionally slow to adopt new technologies, AI is set to drive significant change, and Gamuda is leading the way. Recently, we have deepened our partnership with Google Cloud to integrate enterprise-grade generative AI (GenAI) and cloud computing into our operations. These GenAI tools empower our workforce to create innovative, custom AI solutions seamlessly integrated with our existing workflows.

### Bot Unify: Transforming Operations with AI

Bot Unify is Gamuda's AI Bot Marketplace, offering a centralised platform for AI-driven solutions that enhance operational efficiency and decision-making. It leverages powerful technologies such as Google's Vertex AI and MongoDB to deliver scalable and efficient AI solutions.



### GAMUDA AI ACADEMY



In 2024, we launched the Gamuda AI Academy, which offers top-tier training sessions, cutting-edge technology and exceptional mentorship to master full-stack AI. Addressing the pressing need for workforce upskilling and reskilling, the Academy leverages Google Cloud's platform to rapidly build and deploy scalable solutions, featuring Gamuda's innovative use cases like the award-winning autonomous Tunnel Boring Machine, BIMAR app and other advancements.

The Academy builds on Gamuda's successful history in talent development and supply chain enhancement. Through our foundation, Yayasan Gamuda, the fully sponsored course aims to cultivate a new generation of skilled professionals and AI innovators using the latest GenAI tools on Google Cloud. With the first cohort starting in September, Gamuda advances its efforts to address the AI talent gap, aligning with the national digital transformation strategy. This three-month project-based programme will equip participants with in-demand skills, award them with Google Cloud badges and certifications, and offer optional internships with Gamuda or its partners to unlock career-defining opportunities.

#### Comprehensive Syllabus

- Ranges from foundational AI concepts to advanced techniques in AI technology, covering full-stack AI development and personal development
- Includes user interface that requires intuitive designs, cloud computing, data, machine learning and AI

#### Holistic Learning Experience

- Exposes learners to three-month immersive classroom learning with hands-on labs and a capstone project
- Offers opportunity for networking and building industry partnerships
- Provides a three-month internship with Gamuda or its partners

#### Full Stack AI Development Personal Development

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Front End</li> <li>• Back End/Cloud DevOps</li> <li>• Data, Machine Learning &amp; AI</li> </ul> | <ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Presentation Skills</li> <li>• Pitching to Investors</li> <li>• Job Interview Skills</li> <li>• Innovation &amp; Design Thinking</li> <li>• Personal Branding</li> </ul> |
|---|---|

Scan here for more information about the Gamuda AI Academy



## GOVERNANCE AND VALUE TO ECONOMY

### AI INTEGRATION FOR HOMEBUYERS



The Clove, Malaysia's first Park Homes typology, features clusters of eight homes, each with a spacious private garden that exemplifies Gamuda's commitment to delivering personalised and eco-friendly living spaces, thus setting a new standard in modern property development. This innovative, nature-centric home design optimises natural light and ventilation while offering gated communal gardens that provide safe, interactive spaces for fostering community engagement and healthy living.

Gamuda is leveraging AI in home customisation, focusing on a trifecta of innovation: design, sustainability and personalisation. Through the recently launched GL Connect Portal, an AI-driven platform, Gamuda Land's homebuyers can now customise their homes with greater precision, selecting layouts, materials and features tailored to their needs. This innovation allows Gamuda to offer more sustainable solutions by optimising energy-efficiency and material usage. The integration of AI also enhances the customer experience by enabling homeowners to preview and adjust their designs in real-time, marking a significant advancement in property development.

Gamuda's Next Gen Digital IBS is instrumental in developing The Clove. This digital IBS allows precision in design and construction, ensuring faster, sustainable and high-quality builds. This integration of design innovation, digital IBS and AI exemplifies Gamuda's innovation trifecta, bringing a new era of home customisation to life.



### Digitalising Our ESG Data Traceability

Since 2021, a cloud-based system has been utilised for efficient ESG data capturing and monitoring across regional operations. In 2024, adoption of Bursa Malaysia's Centralised Sustainability Intelligence (CSI) Platform marks a significant advancement in managing supply chain data, particularly for tracking Scope 3 emissions. Automated tools are leveraged to ensure accurate climate reporting aligned with the Task Force on Climate-related Financial Disclosures (TCFD), addressing emissions, risks and opportunities.

This year, we became one of the early adopters of Bursa Malaysia's Centralised Sustainability Intelligence (CSI) Platform. This tool significantly enhances our ability to manage supply chain data, particularly for tracking Scope 3 emissions. By leveraging automated tools, we ensure accurate climate reporting aligned with the Task Force on Climate-related Financial Disclosures (TCFD), covering emissions, risks and opportunities.

## GOVERNANCE AND VALUE TO ECONOMY

### NEXT-GEN DIGITAL IBS

Gamuda's Next-Gen Digital IBS signifies the future of construction. This extensive suite of digital solutions encompasses cloud design, BIM integration, robotic automation and production, providing design flexibility and superior quality finishes. Next-Gen Digital IBS factories in Banting and Sepang, Selangor, are the largest manufacturing facilities in Malaysia.



Our digital IBS Portfolio

Data Centre

High-rise residential and commercial

Landed Residential

### Next-Gen Digital IBS Innovative Solutions

- 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 the data collected 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 relying on workers, and 40% faster delivery
- BIM augmented reality mobile application called BIMAR allows for more accurate inspections
- Like LEGO bricks, home parts will be delivered directly to the construction site and seamlessly assembled
- Productivity can be monitored remotely

The Construction Research Institute of Malaysia has independently validated Gamuda's Next-Gen Digital IBS for its role in enhancing builder productivity, preparing contractors for the Industry 4.0 revolution and creating higher-income job opportunities in Malaysia. Stringent quality control standards have facilitated the rapid adoption of Next-Gen Digital IBS across Gamuda Land projects.





## GOVERNANCE AND VALUE TO ECONOMY

### BIM ACADEMY

Gamuda's commitment to digital construction is further strengthened by the BIM Academy. As an award-winning tool, Building Information Modelling (BIM) is utilised to train employees and subcontractors in designing and automating projects using the software. Over 1,000 employees and subcontractors from the MRT Putrajaya Line have been trained to utilise this software.

### ESG In Action

#### Common Data Environment

Our Innovation Hub has enabled us to recognise the need for a unified software solution across our teams located in different geographical regions. As a result, we implemented the Common Data Environment to improve process streamlining and team management. This system caters to all internal use cases and stakeholders. In addition, APIs are employed alongside the CDE to enhance data extraction, supporting cost management and data visualisation using AI-assisted service triage.

Capabilities of the CDE:

- **Manages various workflows, on-site data collection, correspondences and cost management**, among other functions
- Empowers employees to **track project issues, monitor weather conditions and make data-driven decisions** in real time

### TRAFFIC MANAGEMENT SYSTEM

We have put in place a digital traffic management system that automates road closure processes and provides real-time traffic data. Developed to address the challenges of traffic management during the construction of the MRT Putrajaya Line (in Malaysia), the digital solution is integrated with ACC and Google BigQuery. It improves communication and data control, leading to more efficient urban traffic management during construction.

### QSHE Digital Transformation

We harnessed the power of ACC to phase out long-standing paper-based procedures and introduce efficient digital processes. The transition has enabled us to:

- Gain instant access to data, advanced reporting capabilities using Power BI and heighten project surveillance
- Improve decision-making, minimise redundancies and boost productivity across diverse projects

For more information on workplace safety and employee well-being, refer to Safety and Health on page 161 of this report.



### Safety Shield

To enhance workplace safety at the M1 Motorway Extension to Raymond Terrace: Black Hill to Tomago project in Australia, we have adopted 'Safety Shield', an innovative AI integration. The innovation enables us to immediately respond to on-site incidents and trigger alert when a pedestrian steps into a predefined exclusion zone. Since early 2024, we have begun reviewing the effectiveness of the system to identify key areas of improvement.

#### CAPABILITIES OF THE SAFETY SHIELD

Adaptable to any machinery

Uses **high-definition cameras** for continuous environmental monitoring

**Distinguish** individuals/pedestrians from their surroundings

Facilitates remote safety supervision through a **cloud-based portal**

Enables **immediate response** to on-site incidents

## GOVERNANCE AND VALUE TO ECONOMY

### TUNNELLING TECHNOLOGY

Gamuda has revolutionised tunnel boring technology, beginning with the Slurry Mix-Shield TBM and progressing to the cutting-edge Variable Density TBM (VD TBM), used in the SMART Tunnel and MRT Kajang Line projects. The development of the autonomous tunnel boring machine (TBM), deployed for the MRT Putrajaya Line, further solidified Gamuda's reputation for innovation. These award-winning advancements have positioned the Group as a global leader in tunnelling, with projects spanning Australia, Singapore and Taiwan.

The VD TBM, the first of its kind, was designed to handle tough ground conditions and later led to the creation of the autonomous TBM. The autonomous TBM, equipped with artificial intelligence, improves accuracy, response time and safety by controlling its movements and functions automatically, reducing the need for human input and ensuring a safer working environment.

In Australia, the autonomous TBMs, nicknamed "Betty" and "Dorothy," are being used for the Sydney Metro West – Western Tunnelling Package. The Group also established the Tunnelling and Infrastructure Academy (TIA) to provide workers with safe, simulated training in tunnel operations. Through continuous innovation, Gamuda is committed to pushing the boundaries of TBM technology and underground construction.



### Betty's Impact on the Sydney Metro Project

We have set a significant benchmark with the introduction of the autonomous TBM, nicknamed Betty, in Australia for the Sydney Metro West project. This technology, initially crafted by Gamuda in Malaysia for the Klang Valley Mass Rapid Transit Putrajaya Line construction, is now being applied for the first time in Australia on the Sydney Metro, the largest public transport project in Australia.

#### TBM Betty

- ▶ Named in honour of the distinguished Australian athlete Betty Cuthbert, a four-time Olympic champion
- ▶ Fitted with AI to operate independently and continuously oversee tunnel activities
- ▶ Includes **two tunnel drives**
- ▶ Each tunnel drive is **4.5 km long**
- ▶ Betty tunnel route: **Rosehill > Sydney Olympic Park > Rosehill > Westmead**
- ▶ A subsequent **TBM, TBM Dorothy** will follow Betty's sequence to construct twin tunnels
- ▶ Both machines **spent 10 months completing** the tunnels
- ▶ They are now being retrieved and transported back to **Rosehill**. There, they will be reassembled and **relaunched to continue their journey towards Parramatta and Westmead**

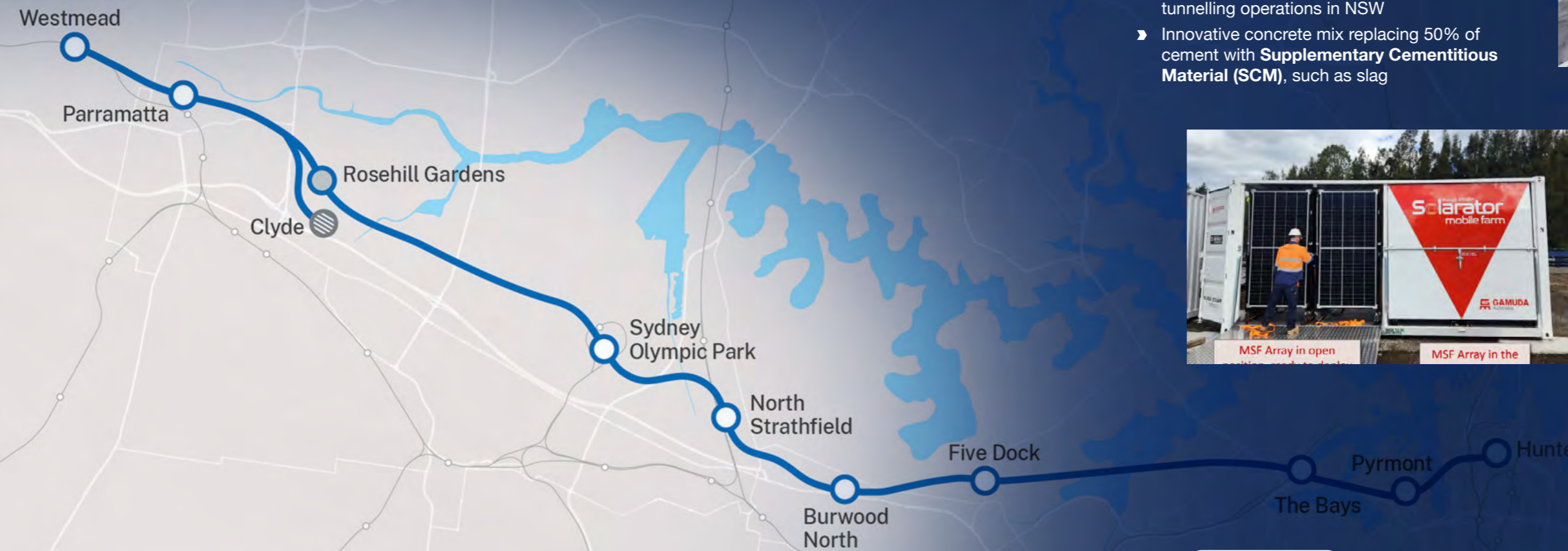
TBMs Betty and Dorothy are using non-potable water for excavation and cooling.

- ▶ Both TBMs will **utilise treated groundwater** instead of utilising drinking water from the water network
- ▶ Total amount of treated water utilised to date **>160,000kL**
- ▶ This supports Sydney Metro's goal to decrease potable water use in construction by a **minimum of 10%**
- ▶ Helps achieve a reduction of potable water of **at least 40%** by replacing with non-potable sources

# SYDNEY METRO WEST - WESTERN TUNNELLING PACKAGE, AUSTRALIA

## PROJECT BACKGROUND

The Sydney Metro West - Western Tunnelling Package project, located in New South Wales, Australia, encompasses the construction of a 9 km twin metro rail tunnel connecting Westmead and Sydney Olympic Park. In addition to the boring of the twin tunnels, the scope of the project includes excavation and civil works for 2 new metro stations in the Parramatta Central Business District and the Westmead Health Precinct. Additionally, it involves earthworks and the construction of civil structures for a Clyde Stabling and Maintenance Facility at Clyde, as well as excavation for the services facility and crossover structure at Rosehill. The project is scheduled for completion in 2026.



Parramatta Station, Australia



Clyde Dive, Australia

## KEY ACHIEVEMENTS

- ▶ First use of **autonomous tunnel boring machine (TBM)** technology in Australia, achieving 8% energy savings
- ▶ First deployment of **solar hybrid generators** at the Tunnelling and Infrastructure Academy
- ▶ First re-use of **non-potable water** for tunnelling operations in NSW
- ▶ Innovative concrete mix replacing 50% of cement with **Supplementary Cementitious Material (SCM)**, such as slag



AUSTRALIA



MSF Array in open

MSF Array in the

## THE GAMUDA & LAING O'ROURKE CONSORTIUM'S SUSTAINABILITY PERFORMANCE FOR THE SYDNEY METRO WEST PROJECT INCLUDES:

- ▶ Energy: **93%** of construction electricity came from GreenPower, exceeding targets
- ▶ Water: A projected **50.7%** potable water replacement, using treated groundwater for tunnel boring
- ▶ Materials: **26% reduction** in embodied carbon, with 47% SCM replacement in concrete
- ▶ Waste: **99%** of construction and demolition waste is diverted from landfills
- ▶ Social Procurement: Engaged **20** Aboriginal businesses and exceeded the **3%** contract value to be spent on recognised Aboriginal businesses



## INFRASTRUCTURE SUSTAINABILITY (IS) RATING SCHEME

- ▶ Australia and New Zealand's **ONLY** comprehensive ESG performance rating system for infrastructure
- ▶ Evaluates planning, design, construction and operation of infrastructure assets
- ▶ Measures performance against **13 ESG categories** and innovation, up to **110 points**
- ▶ The **highest** IS Design Rating of 'Leading' with a score of **96.8** out of 110 – the top rating in the Sydney Metro West programme
- ▶ Won the Excellence in Social Outcomes, recognising the lasting social impact that the team has created for the local community through programmes run in the Tunnelling and Infrastructure Academy (TIA)

## GOVERNANCE AND VALUE TO ECONOMY

### TUNNEL INSIGHT 2.0

We have broken new ground with the introduction of Tunnel Insight 2.0, a state-of-the-art web application designed to streamline tunnelling operations.

Initially rolled out on Australia’s Sydney Metro West – Western Tunnelling Package, autonomous tunnel boring machines (TBMs) “Betty” and “Dorothy” were installed with AI software developed by Gamuda. This initiative reports from Tunnel Insight and syncs with Autodesk Construction Cloud, allowing us to transition from long-standing manual data recording to real-time monitoring. This progressive approach allows for proactive maintenance, resulting in cost savings and efficient resource allocation.

**Features:**

- Leverages data from more than **3,000 sensors** embedded in Gamuda’s TBM, combined with automation and machine learning to enhance operational workflows
- Offers a wide array of features, including **automated anomaly detection**, visual trend analysis, predictive analytics and simplified reporting. These features enhance decision-making and increase project efficiency
- Initially launched in Malaysia, it has since extended its capabilities to support projects in **Australia and Singapore**



TBM used during the construction of the MRT Putrajaya Line

## GOVERNANCE AND VALUE TO ECONOMY

### ► RESPONSIBLE MARKETING AND LABELLING

For Gamuda, responsible marketing and labelling go beyond legal compliance; they reflect our commitment to fairness, transparency and ethics. By providing clear, accurate information, we empower customers to make informed decisions and build lasting trust.

#### Delivering Quality Products

We conduct assessments that are aligned with international standards to ensure the quality and safety of our construction work. Among the assessments are:

#### Quality Assessment System in Construction (QLASSIC)

Measures the quality of construction workmanship in a building, evaluating workplace safety and facilities based on the Construction Industry Standard (CIS 7:2006).

#### Gamuda Land Quality Unit Assessment System (GQUAS)

Assesses the quality of Gamuda Land’s projects in Central and Southern Region and in Vietnam thoroughly, from development to completion and handover. It follows the Construction Quality Assessment System (CONQUAS) standard developed by the Building and Construction Authority (BCA) of Singapore.

### GAUGING CUSTOMER SATISFACTION

We regularly survey customers to assess their satisfaction with our products, services, and overall performance. Feedback is gathered via hardcopy forms, focus groups and the GL Lifestyle app, helping us to identify areas for improvement across properties, townships, clubs and theme parks.



#### Home Buyers’ Surveys

The surveys assess visitor satisfaction, post-sale customer experience, quality of finishes and design, key handover experience and the management of townships and buildings.



#### Township and Building Surveys

Township and building surveys conducted to ensure quality, assess customer satisfaction and maintain compliance with regulations.



#### Golf Clubs, Township Clubs and Theme Park Surveys

Surveys are conducted among members of golf clubs, township clubs and visitors at SplashMania water theme park in Malaysia to assess satisfaction levels.



#### Mystery Shoppers

Mystery shopper programmes evaluate service quality and customer experience at sales galleries, clubs and SplashMania water theme park with findings used for competitive benchmarking.



#### Audits and Meetings

Annual audits ensure compliance, while designated officers and the QSHE manager hold regular meetings to assess customer satisfaction and gather feedback.

#### Customer Satisfaction Score



Customer satisfaction survey results across most areas in our property sector have shown improvement, and we remain committed to consistently work towards achieving our **80 percent target**. We are addressing identified areas for improvement to further enhance satisfaction.

**1<sup>st</sup>** property developer in Malaysia to achieve multi-site certification on “ISO 41001:2018 Facilities Management - Management System” across both residential and commercial sectors.

# VALUE TO THE PEOPLE

⬆ We empower diverse communities, including indigenous peoples and young adults with autism, by providing growth opportunities through our support programmes.

This cover photo is AI generated by hybridising real progress photo.

Page 152 Human Capital Development

Page 157 Human Rights

Page 161 Safety and Health

Page 170 Stakeholder and Community Relations

# VALUE TO PEOPLE

# VALUE TO PEOPLE

## ▶ HUMAN CAPITAL DEVELOPMENT

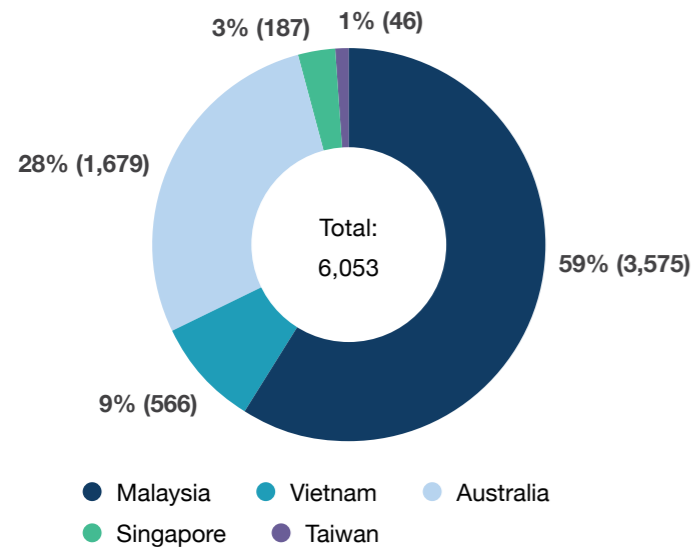
Investing in human capital is more critical than ever. The International Labour Organization (ILO) estimates that businesses prioritising skills development and employee well-being see productivity gains of up to 20 percent, while the World Economic Forum predicts that over one billion people will need reskilling by 2030 to meet the demands of the future workforce. In this rapidly evolving landscape, a company's ability to nurture and develop its talent is key to staying competitive and innovative.

We continuously invest in workforce development, ensuring our employees are equipped to thrive in a rapidly changing industry. This commitment enhances employee satisfaction, fosters innovation and creates a culture of excellence. By offering comprehensive development programmes and equal opportunities for all, we support the career growth of both white-collar and blue-collar workers, ensuring our talent remains strong and future-ready.

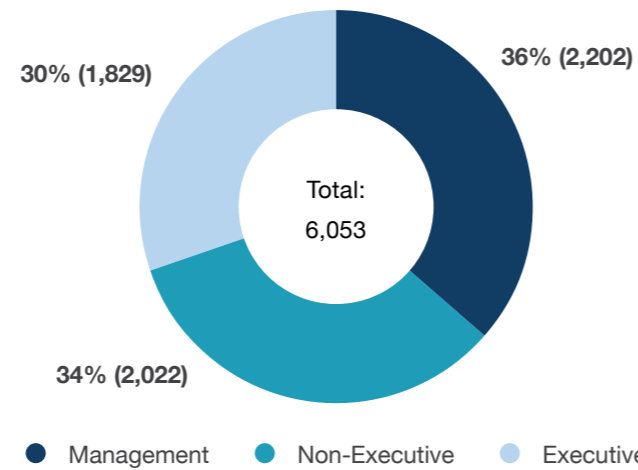
### OUR WORKFORCE AT A GLANCE

In the region, Gamuda had a total of 6,053 employees in FY2024, an increase from 4,219 in FY2023. This growth is partly due to the expansion of our reporting boundary to include the 2023 Australian acquisition, as well as Singapore and Taiwan.

Employees by country



Employees by category



## ↙ Diversity, Equity and Inclusion Initiatives

Our DEI efforts encompass a range of initiatives, including employee mental health and well-being support, the Gamuda Lifestyle and Overall Wellness (GLOW) programme, accessibility for persons with disabilities, regular DEI communication and training, a gender pay gap assessment for FY2024, participation in the Inclusivity Summit, Australia's "R U OK?" day and the Gamuda Women Empowerment Network (GWEN).

For more information on DEI efforts, access our ESG Pulse



## Gamuda's Diversity, Equity and Inclusion Focus Areas

### Inclusive foundations

Development of inclusive systems and processes

### Community relationships

Build strategic partnerships and community relationships

### Organisational culture

Continue to create an organisational culture of inclusion and belonging

### Education and growth

Educate and increase awareness and capability to enable knowledge transfer and growth

### Talent pipeline

Focus on talent and sourcing pipelines through retention and engagement

### Accountability

Measurement, analytics and reporting to ensure progress and accountability



Persons with disabilities and neurodiversity



Mental health



Inclusive systems process and procedures



Gender equality



Indigenous and Aboriginal community



Awareness and education



Women empowerment

## VALUE TO PEOPLE

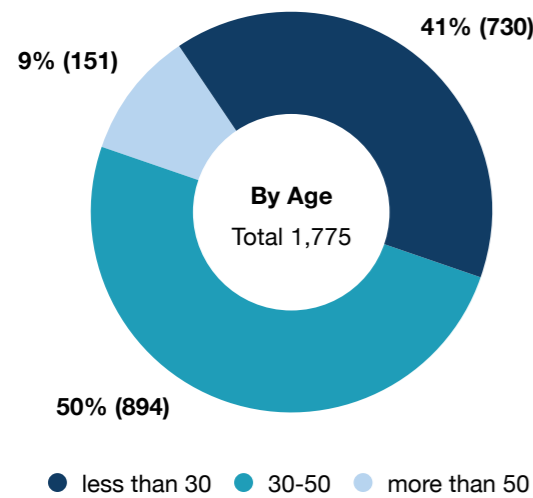
### NEW EMPLOYEE HIRING AND TURNOVER

We are dedicated to hiring and promoting individuals based on merit, respecting the rights of every employee regardless of their background, and actively fostering an inclusive workplace that values diversity. Having the right talent attraction and retention strategy optimises the hiring-to-turnover ratio, helping to maintain high morale. In addition to our Group's human capital policies, which uphold and protect the rights of all employees, our efforts are guided by two key policies that establish structured processes for recruiting new talent and managing service cessation.

Our **Recruitment and Selection Policy** ensures a structured process for hiring, supported by initiatives to build talent pools and retain employees through rewards and growth opportunities. We expand our talent pool through partnerships with educational institutions, offering scholarships and upskilling programmes. Graduates receive job placements and leadership training, forming a junior talent pipeline. Many have progressed into senior leadership roles. Additionally, our Employee Referral Programme invites employees to recommend candidates, enhancing internal career advancement alongside upskilling initiatives.

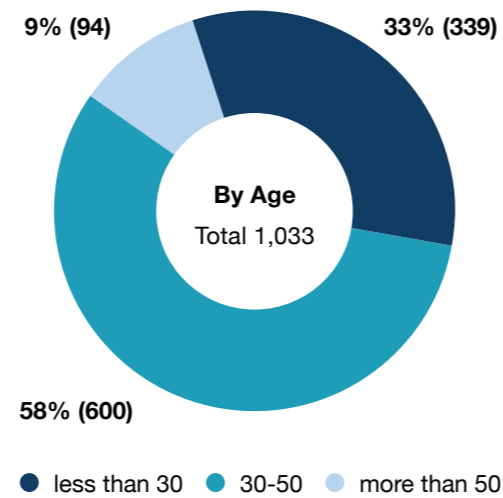
Our **Cessation of Service Policy** manages employee resignations through formal exit interviews to gather feedback and address workplace shortcomings. Our hiring processes are audited annually under ISO 9001, with no non-compliance found in FY2024. We will continue enhancing employee engagement through training, workshops, town halls and special briefings. Additional initiatives like our training centres, LinkedIn Learning access, flexible work arrangements and open access to Gamuda Clinic aim to reduce turnover and create an inclusive, fulfilling environment for employees of all ages.

#### New Hires



Rate of new hires: **29.3%**  
(1,775 of 6,053)

#### Employee Turnover



Rate of turnover: **17.1%**  
(1,033 of 6,053)

## VALUE TO PEOPLE

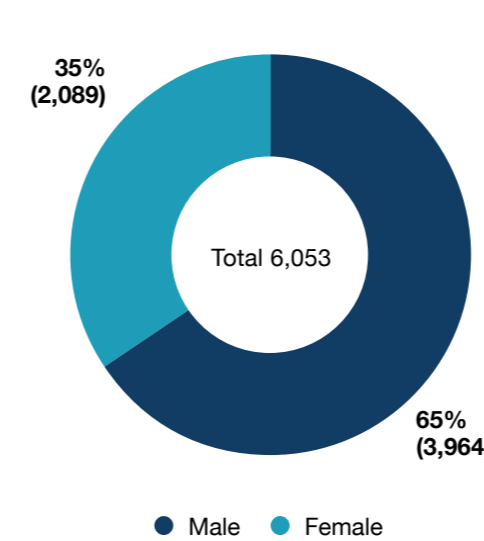
### BUILDING AN INCLUSIVE WORKFORCE

Gamuda understands our role as we work towards gender equity across our operations. As of FY2024, we have 2,089 women employees across the Group making up 35 percent of our total workforce. At the Board level, four of our seven members are women. Across all levels, women make up at least 30 percent of the workforce by employee category. Notably, we have a high number of women employees at the executive level, making up 46 percent of all executives working at Gamuda.

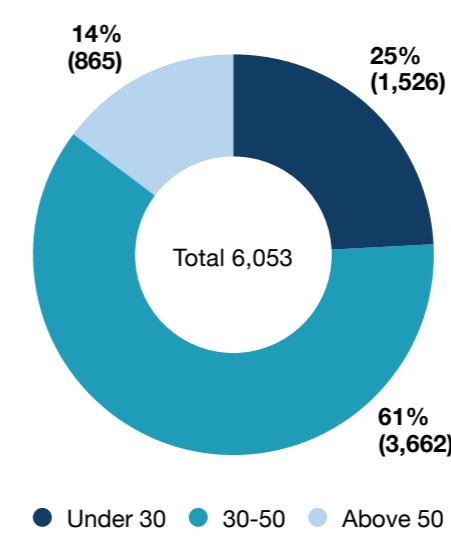
We offer employees equal pay for equal work, regardless of gender, and we continue to encourage and empower women to take leadership roles in various areas of our operations.

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

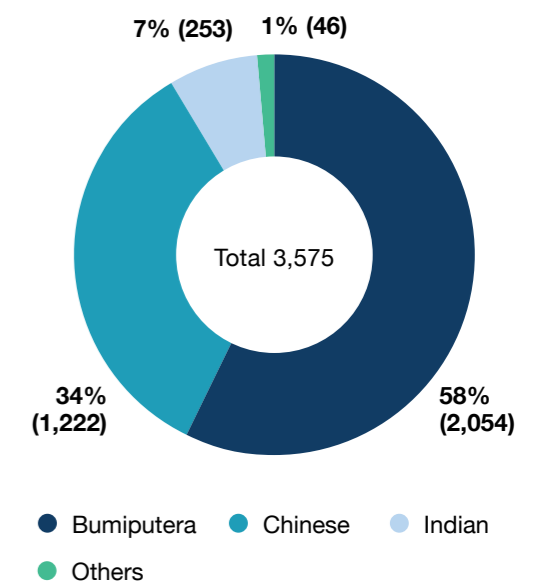
#### Employee Gender



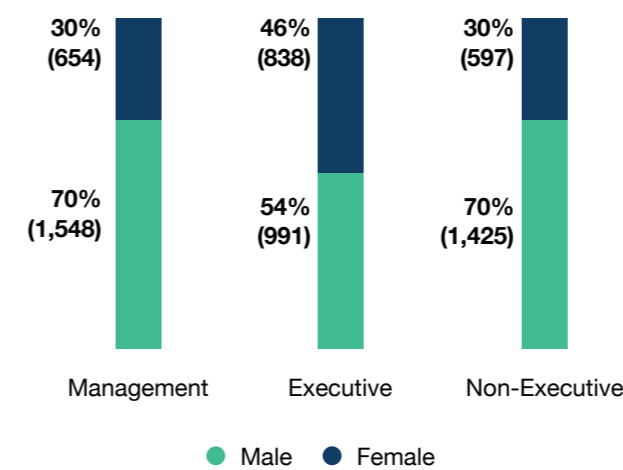
#### Employee Age



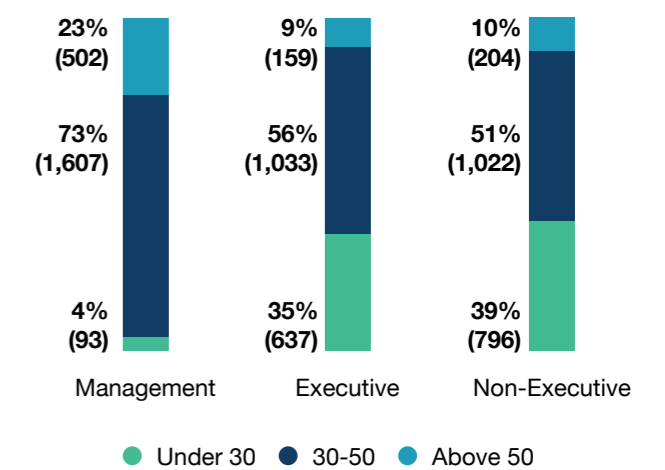
#### Employees by ethnicity (Malaysia only)



#### Employee Gender by Employee Category<sup>®</sup>



#### Employee Age by Employee Category<sup>®</sup>



<sup>®</sup> Percentage of employees by gender and age group, for each employee category were subject to an external limited assurance by an independent 3<sup>rd</sup> party. Refer to the independent assurance report on pages 233 to 237.

## VALUE TO PEOPLE

## VALUE TO PEOPLE

### INVESTING IN TALENT

#### Our Holistic Employee Development Approach

Employees receive feedback on their performance, strengths, and areas for growth through an **annual appraisal exercise**. They can then enroll in various training and development opportunities offered throughout the year.

Our training programmes are **regularly audited** to ensure efficiency, with internal audits and external reviews from regulators and clients.

We continuously **monitor training outcomes** to identify areas for improvement, enhancing both individual training programmes and the overall system.

New employees and secondees undergo **induction training** to ensure a smooth onboarding process and are paired with a buddy for their first two months to aid their transition into Gamuda.

To address knowledge gaps, we provide **continuous on-the-job training**, supported by an expanding range of online modules for accessible learning. Employees also receive allowances and financial support for external education.

In FY2024, 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



**Malaysia**

20.9 Hours



**Australia**

26.9\* Hours



**Vietnam**

22.9 Hours



**Singapore**

20.6 Hours



**Taiwan**

15.7 Hours

\* Reported hours do not include DT Infrastructure.

#### Training Initiatives Highlight

Our training and development initiatives encompass a range of programme offerings by Gamuda Learning Centre (GLC), the Corporate Induction Programme (CIP) and our partnership with Engineering Education Australia (EEA) for the 2024 Graduate Programme.

For more information on our training programmes, access our ESG Pulse



### ► HUMAN RIGHTS

Human rights are fundamental protections everyone deserves. With 1.5 million victims of modern slavery and 73 million children in child labour annually, businesses must act to respect and protect these rights. As a multi-regional organisation, Gamuda is committed to embedding human rights principles in all our operations, ensuring the well-being of employees, suppliers, and communities. This commitment strengthens our ethical practices, fosters a positive work environment and upholds our social license to operate. By prioritising human rights, we contribute to a fairer society while reinforcing our operational integrity and long-term success.

We demonstrate our commitment to human rights by providing a working environment that is safe as well as conducive, facilitating employee engagement and retention. In addition, we also build a sustainable supply chain by requiring our third-party vendors and contractors to adhere to best practices that are in line with our standards. We reinforce this by mandating our third-party vendors and suppliers to sign an agreement affirming their agreement and compliance with our Human Rights Policy, conducting regular audits and risk assessments, in addition to providing confidential reporting channels. In Australia, contractors and vendors are required to conform to our policies as well as the rules of the Fair Work Ombudsman (FWO). Our project managers, business heads and human resource team are responsible for ensuring that our subsidiaries, contractors as well as third-party providers adopt responsible labour practices.

We also respect the rights of migrant workers by taking steps to prevent forced labour and modern slavery while ensuring that they are treated with dignity.

We comply with the labour laws and regulations of the countries where we operate, namely:



**Malaysia**

Employment (Amendment) Act 2022

Children and Young Persons (Employment) (Amendment) Act 2019

Minimum Wage Order 2022

Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019



**Australia**

Australian Human Rights Commission Act 1986



**Taiwan**

Labor Standards Act 1984 (Amended in 2020)

Act of Gender Equality in Employment (amended in 2023)

Employment Services Act (amended in 2023)



**Vietnam**

Labour Code 2019



**Singapore**

Employment Act 1968 (Revised)

Guided by the Group's overarching Human Rights Policy, our commitment to upholding human rights is aligned with the International Labour Organization (ILO). We do not condone or partake in any work or service from any person that is not offered voluntarily or offered under duress. To effectively integrate our commitment to human rights throughout our operations, we provide human rights training to relevant employees when required.

## VALUE TO PEOPLE

### OUR HUMAN RIGHTS POLICY

Our Human Rights Policy is reviewed and updated periodically to align with the latest labour laws, with the most recent update completed in October 2023. The policy, along with human rights expectations, are clearly communicated to all stakeholders, including business partners, via the Corporate Governance section of Gamuda’s website as well as our internal platforms. Our business partners are educated on the policy when they are onboarded onto our Group-wide digital procurement system. They are required to sign a pledge committing to align their activities with our Human Rights policy.

#### In Alignment With

- ▶ Universal Declaration of Human Rights
- ▶ UN Guiding Principles on Business and Human Rights
- ▶ UN Declaration on the Rights of Indigenous Peoples
- ▶ ILO Convention 169
- ▶ ILO Convention on Labour Standards
- ▶ UN Global Compact

#### Our Human Rights Policy encompasses

**Diversity and Equal Opportunities**

**Community and Business Principles**

**Freedom of Association**

**Safety and Health**

**Housing and Amenities**

**Rights of Community and Rights of Indigenous Peoples**

**Workplace Security**

**Modern Slavery/Forced Labour/ Compulsory Labour**

**Child Labour**

**Conducive Work Environment**

**Human Trafficking/ Exploitation**

### FREE, PRIOR AND INFORMED CONSENT (FPIC)

We are committed to seeking the Free Prior, and Informed Consent (FPIC) of Indigenous peoples in matters that may affect them, ensuring they are kept informed and involved in decisions and actions impacting their communities. Our approach is grounded in building strong, long-lasting relationships with Indigenous communities based on mutual respect, meaningful engagement and trust. We respect the rights of Indigenous peoples in line with the United Nations Declaration on the Rights of Indigenous Peoples, including groups such as the *Orang Asli* and *Orang Asal* in Malaysia and First Nations peoples in Australia.

In addition, we will be teaming up with an Indigenous-based civil society group to develop the Upper Padas Social Impact Management Plan (UPSIMP). The plan includes establishing FPIC, an updated social baseline as well as developing benefit-sharing and community development plans. The UPSIMP will also include social training to ensure the project team is respectful towards the surrounding local communities.

## VALUE TO PEOPLE

### EQUAL COMPENSATION AND BENEFITS

We are dedicated to offering fair compensation and benefits in line with the minimum wage requirements of each country where we operate and we respect the right to collective bargaining.

Since FY2022, we have revised our starting salary for local workers to RM1,800 and for foreign workers to RM1,600. This exceeds the minimum wage of RM1,500 that was raised following the amendment of the Employment Act in 2022. We have also increased the starting pay for fresh engineering graduates from RM3,300 to RM3,500 and for non-engineering graduates from RM3,000 to RM3,200, which increased the minimum amount for the next salary band.

We strive to go beyond regulatory compliance by providing comprehensive benefits that promote work-life balance. Our permanent employees are eligible for our full suite of benefits. We also extend some of our benefits to those who work with us part-time and temporarily. They qualify for leave, insurance coverage and medical expenses claims. Our benefits cover healthcare, wellness and retirement.



#### Leave

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.



#### Insurance

A minimum life term coverage of RM200,000 for local workers and RM150,000 for foreign workers is payable if employees die while in service, to ensure that their family is taken care of. Hospitalisation and surgical insurance and personal accident insurance.



#### Wellness

Healthcare services through our Gamuda Clinic. Outpatient medical, dental, optical, vaccination, health screening, wellness membership, additional prenatal/postnatal, diagnostic testing, purchase of medical device and our Employee Assistance Programme (EAP).



#### Allowances and subsidies

Allowances for professional memberships and training, childcare subsidies and business travel allowances.



#### Flexible work arrangements

Staggered working hours, flexi-time, seasonal flexi-time, flexi-place, flexi-lunch hours, replacement hours, work from home (WFH).



#### Others

Parking facilities, retirement benefits, bona fide benefits, employee education assistance, leave passage, purchase of food composting products and pre and postnatal benefits.

### ACCESS TO GRIEVANCE MECHANISMS AND ADDRESSING COMPLAINTS

We have established a Whistleblowing Policy that provides a comprehensive system for receiving, documenting and addressing complaints or grievances. This policy serves as a confidential reporting channel for all internal and external stakeholders, including employees, suppliers, contractors and others impacted by our business activities. It allows them to safely and anonymously disclose any misconduct within the Group.

Concerns can be reported to the whistleblowing hotline at integrityline@gamuda.com.my. Upon receipt, the CIGO will review the initial report and direct it to the appropriate parties. If the report pertains to bribery or corruption, it will be addressed by the Integrity and Governance Unit.

In FY2024, we recorded one incident of harassment, which was resolved after a thorough investigation. This case was managed in accordance with our internal procedures and the Whistleblowing Policy, emphasising our commitment to addressing all forms of misconduct seriously and effectively. We regularly review our processes to uphold the integrity of our reporting system.



## VALUE TO PEOPLE

### RESPECTING THE RIGHTS OF MIGRANT WORKERS

We are committed to ensuring the dignified and respectful treatment of all migrant workers who work on our operations, including directly contracted or subcontracted workers.

Gamuda's AMS (Anti-Modern Slavery) Task Force was established to safeguard against forced labour and modern slavery within our operations and supply chain. As part of its role, the AMS Task Force conducts regular audits and activities to raise awareness throughout our operations. This includes conducting risk assessments with respect to labour issues for both existing operations and due diligence for potential projects or operations. The unit also provides channels for foreign workers to give feedback, raise concerns and lodge complaints.

We take a direct approach to hiring foreign labour by sourcing workers directly from their home countries, bypassing third-party agents. This

method significantly reduces the risk of exploitative practices such as wage bondage or slavery, which are often perpetuated by recruitment agencies that charge exorbitant fees or impose unfair contractual terms on workers. By engaging directly with the workers, we ensure transparency in the recruitment process and uphold their rights, providing them with fair wages, clear contract terms and safe working conditions. This also empowers the workers by removing the financial burden of agency fees, reducing their vulnerability to debt bondage.

During the pandemic, Gamuda became a pioneer in Malaysia by providing high-quality Centralised Labour Quarters (CLQs) for all its migrant workers, setting a new standard for worker accommodations. These quarters were built with the workers' welfare in mind, ensuring safe, comfortable living conditions. Additionally, Gamuda set up Centralised Quarantine Quarters (CQQs) within the CLQs for workers who tested positive for COVID-19. This initiative helped maintain health protocols, mitigate the risk of outbreaks and allowed operations to continue during lockdowns.

### Key Impacts

In FY2024, there were zero substantiated complaints concerning human rights violations.

Audits by Gamuda's Anti-Modern Slavery Unit found that all central labour quarters were **100 percent** compliant with The Worker's Minimum standards of Housing and Amenities Act 2019, while the treatment of all local and foreign workers were found to be **100 percent** in compliance with the Employment Act.



## VALUE TO PEOPLE

### SAFETY AND HEALTH

Globally, the importance of Occupational Safety and Health (OSH) cannot be overstated. The International Labour Organization (ILO) reports that more than 2.7 million workers die annually due to occupational accidents or work-related diseases, while hundreds of millions more suffer non-fatal injuries. These alarming figures highlight the critical need for businesses to prioritise safety and health as a cornerstone of sustainable operations. A safe workplace not only protects lives but also ensures long-term business resilience and productivity.

At Gamuda, we place OSH at the heart of our operations, recognising that safeguarding our workers' well-being is essential for fostering a positive work culture and maintaining operational excellence. By creating a secure and healthy work environment, we demonstrate our commitment to caring for and respecting our employees. A strong OSH framework allows our workforce to remain focused, minimising errors and reducing the likelihood of accidents. This, in turn, lowers the risk of disruptions to our projects, resulting in improved efficiency and productivity.

At Gamuda, we go beyond complying with the requirements of the markets we operate in to ensure that any and all stakeholders at our work sites and assets are safe. Our approach to OSH is guided by our Quality, Safety, Health and Environmental (QSHE) policy, which encompasses workplace safety, occupational diseases and environmental impact. It also ensures that we comply with the relevant laws and regulations in the countries we operate.

The policy sets out guidelines for managing OSH through a systematic, covering health, safety and well-being, including occupational diseases. We review our policy periodically and benchmark our performance against industry best practices in the countries where we operate, while aligning to local regulations. Key to implementing our QSHE policy is our ISO-certified OSH and Environmental management systems that is monitored and executed by a dedicated team across all our existing projects. As of 2024, all our project sites are certified with ISO 14001:2015 Environmental Management Systems and ISO 45001:2018 Occupational Health and Safety Management Systems.

We aim to achieve zero employee injuries through safe work methods besides preventing occupational diseases and minimising our environmental impact. We encourage our employees, suppliers and contractors to adhere to and uphold our QSHE policy while ensuring the integration of QSHE requirements into our daily operations. By upholding these principles, we not only enhance operational safety but also contribute to the overall well-being of all stakeholders involved in our projects

To proactively minimise risk, we identify potential hazards early, allowing us to implement risk mitigation measures that reduce the risk of accidents and disruptions to our operations. This includes conducting daily safety and health briefings at all worksites.

### Integrating Key Performance Indicators

Our group-wide OSH objectives are driven by quantifiable Key Performance Indicators (KPIs), classified into leading and lagging indicators. It falls upon every employee to fulfil these KPIs. Each of the project's KPI are monitored and subsequently its performance are reported to the management on monthly basis. This provides the management relevant information to discern areas for improvement and approve continual improvement programme. The KPIs encompass the following:

Annual <b>zero</b> lost time incidents (LTI)	Achieve <b>zero</b> non-compliance reports for Audit and Inspection	Achieve more than <b>85 percent</b> of internally set QSHE objectives and targets	Compliance with <b>regulatory requirements</b>
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We ensure full compliance with applicable occupational safety and health regulations across all our operations, adhering to legal frameworks that mandate the protection of workers' health, safety and welfare. These laws require employers, employees and stakeholders to take proactive measures to maintain safe work environments, enforce safety protocols and ensure accountability for the well-being of all individuals at our worksites.

<b>Malaysia</b> Occupational Safety and Health Act 1994 (OSHA 1994)	<b>Singapore</b> Workplace Safety and Health Act (WSHA) 2006	<b>Australia</b> Work Health and Safety Act 2011	<b>Taiwan</b> Occupational Safety and Health Act (Amended) 2022	<b>Vietnam</b> Law on Occupational Safety and Health (Law No: 84/2015/QH13)
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## VALUE TO PEOPLE

### OSH MANAGEMENT APPROACH

#### Integrated Management System and OSH Management

Our holistic OSH Management System (OSHMS) is part of our Integrated Management System (IMS). Certified to ISO 45001:2018 – Occupational Safety and Health Management Systems, the OSHMS covers all our employees, including workers of contractors and subcontractors. All our consultants, architects, contractors and service providers are required to comply with the safety guidelines embedded within our contractual agreements, which must be signed before they are appointed.

#### OSH Monitoring and Evaluation Essentials

Our commitment to maintaining the highest safety, health and environmental (SHE) standards is demonstrated through our disciplined audit approach, ensuring our practices stay in line with the most recent industry standards. SHE officers carry out inspection of project sites on a daily, weekly and monthly basis in addition to audits conducted on a monthly basis for all sites. Monthly Environmental, Health and Safety (EHS) meetings, led by the senior project manager and involving safety officers, employee representatives, and construction managers, reinforce the Group's commitment to a safe and inclusive workplace. The QSHE Monthly Report documents the assessment of project Key Performance Indicators (KPIs), which are set and reviewed during monthly meetings.

We use the Safety and Health Assessment System in Construction (SHASSIC), an independent method for evaluating the safety and health performance of contractors in construction projects based on the Construction Industry Standard (CIS 10:2020). Before appointing contractors, we assess their safety performance and risks. Their performance is then monitored through regular worksite inspections to mitigate risks and ensure compliance with safety protocols.

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 by 2025. In addition to this, we conduct trend analysis of our safety and health performance and comparing our performance against benchmarks from Malaysia, Singapore and Australia.

#### Participation, Consultation and Communication on OSH

OSH responsibilities are cascaded down the Group's levels of employees. Ultimate responsibility for OSH performance lies with the senior leadership, who are supported by a dedicated central support team that drives the OSH programme. This team is tasked with the implementation, monitoring and reporting of all OSH issues to the senior leadership. KPIs of project sites, business units, leaders and OSH representatives are also linked to OSH performance.

Every site has a dedicated OSH representative, who is trained and equipped with the necessary competencies to manage incident reporting processes as well as inspections.

A SHE committee is established to develop a safe working environment and to review safety and health procedures at workplace. All our employees sites to ensure the health and safety of workers. It conducts regular safety walkabouts and holds monthly meetings, or whenever necessary. While each committee has an equal number of management and employee representatives, all workers are nevertheless welcome to attend the meetings or provide feedback to improve the OSH at worksites.

## VALUE TO PEOPLE

#### Safety Training and Engagement

Our workers receive hours of training in OSH to mitigate and minimise injuries on site. Each training session ranges from two to four hours, with classroom training sessions taking up to eight hours per session, to ensure that instructors have sufficient time to delve into each topic.

We provide our workers a general safety orientation, where we introduce them to the necessary workplace safety practices and safety protocols that are practised by Gamuda. We also ensure that our workers receive training in areas such as first aid, CPR, fire safety, usage of personal protective equipment, emergency response, as well as mental health and awareness. In addition, we provide workers with specialised training for specific tasks such as working inside pipelines and working at heights. Other than that, we have trained 30 employees from Township, Mall Management, Park Management, and Club Operations in Malaysia as Occupational Safety and Health (OSH) Coordinators. These representatives will address OSH-related matters within their respective areas, in alignment with the Occupational Safety and Health (Amendment) Act 2022.

#### Occupational Health Approaches and Services

In addition, we have a Pandemic Response Plan in place to manage outbreaks effectively, ensuring the safety and health of our employees. Furthermore, we have developed comprehensive emergency preparedness plans that include response strategies for various global health and environmental issues that could affect employee health and disrupt operations. For instance, we have a Haze Management Policy to protect our workers from exposure to haze, which can cause respiratory problems and impact their health.

#### Healthcare Services beyond Employees

Apart from stringent safety policies and measures, we prioritise OSH by providing on-site healthcare services. Our Gamuda Clinic, located in our headquarters in Kuala Lumpur, has implemented various initiatives to ensure immediate access to healthcare at the workplace. These initiatives include:

- Conducting health screening programmes for non-communicable diseases at various Gamuda sites, including Gamuda Cove, Gamuda Gardens and Quayside Tower.
- Offering screening and treatment at the clinic located at the Group's headquarters for infectious diseases (e.g. Tuberculosis, Influenza, COVID-19).
- Setting up medical sickbay staffed by qualified paramedics and medical officers at our construction sites.
- Our medical team comprising professional paramedics, medical assistants and first aiders are been deployed at FunPark and SplashMania water theme park to ensure the safety and well-being of our guests.

Other safety training provided includes:



**OSH Coordinator Training**



**Safety training for hand tools, machinery and vehicle operations**



**Security control to prevent and mitigate human risks**



**Safety training for excavation work**



**Heavy Machinery Operator Training**



**Accident and incident investigation, as well as reporting training**

Yayasan Gamuda, in partnership with Gamuda Clinic, continued its efforts to provide essential healthcare services to the *Orang Asli* and underserved communities throughout 2024. With a special focus on children and promoting self-care, our healthcare outreach benefitted 2,963 individuals across *Orang Asli* and underserved communities with 480 hours served through our healthcare outreach.

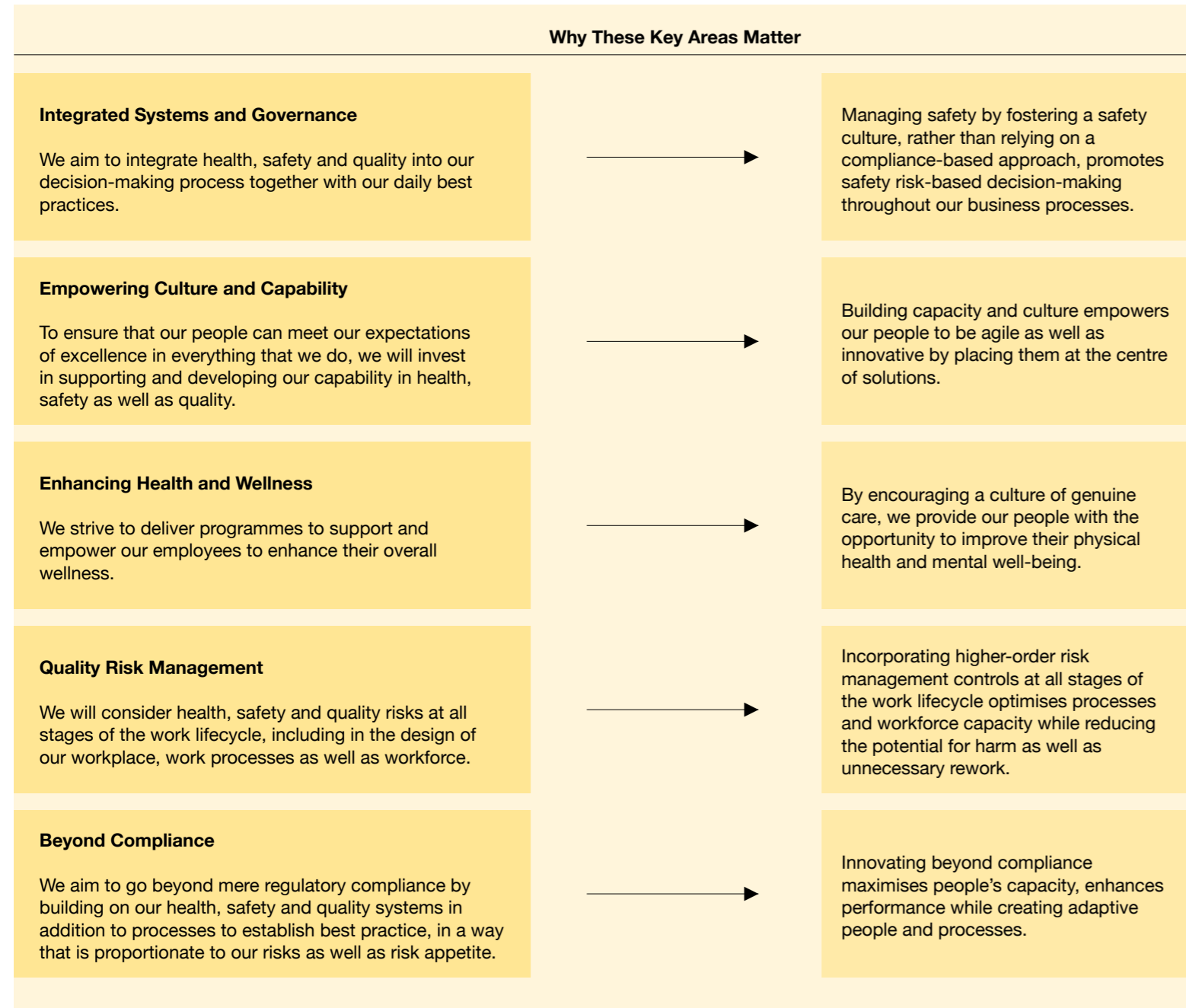
We conduct regular outreach sessions every month and revisit the communities every three to six months to raise awareness about key health issues within the community. In addition to administering care, we issue referral letters when further medical attention is required.

Our outreach emphasises the importance of healthy eating habits and proper dental hygiene, delivering education on these topics to all age groups, from children to adults.

In addition to serving the *Orang Asli*, we extended our healthcare outreach through period visits to underprivileged areas. This year, we extended our healthcare programme to the communities surrounding Buku Jalanan Chow Kit, ensuring vital medical support reaches even more underserved populations.

## VALUE TO PEOPLE

In Gamuda Australia, OSH is guided by its Health, Safety and Quality Strategy (2023 – 2025), which covers the following five key areas, ensuring a comprehensive OSH system for its employees.



## VALUE TO PEOPLE

### DRIVING SAFETY EXCELLENCE: RISK ASSESSMENTS AND DATA-DRIVEN INSIGHTS:

#### Hazard Identification and Risk Assessment

We conduct safety and health risk assessments throughout all stages across all of our projects. Additionally, we perform due diligence on sites before work begins to identify potential safety and health risks and develop effective mitigation plans. In Gamuda Australia, the Head of Projects leads risk workshops to develop the Project Risk Assessment (PRA). This PRA, which identifies hazards and assesses risks, guides the development of Safe Work Method Statements (SWMS), ensuring legal compliance. The PRA is reviewed quarterly and whenever changes occur. It is also provided to subcontractors to align their SWMS for safety and compliance.

#### Business Intelligence Data Visualisation Software

We utilise business intelligence data visualisation software for safety and health data analysis. This enables real-time monitoring and detailed examination, improving our ability to respond swiftly to emerging risks. The software integrates seamlessly with various data sources, ensuring comprehensive up-to-date information, thereby assisting us in enhancing workplace safety and health management.

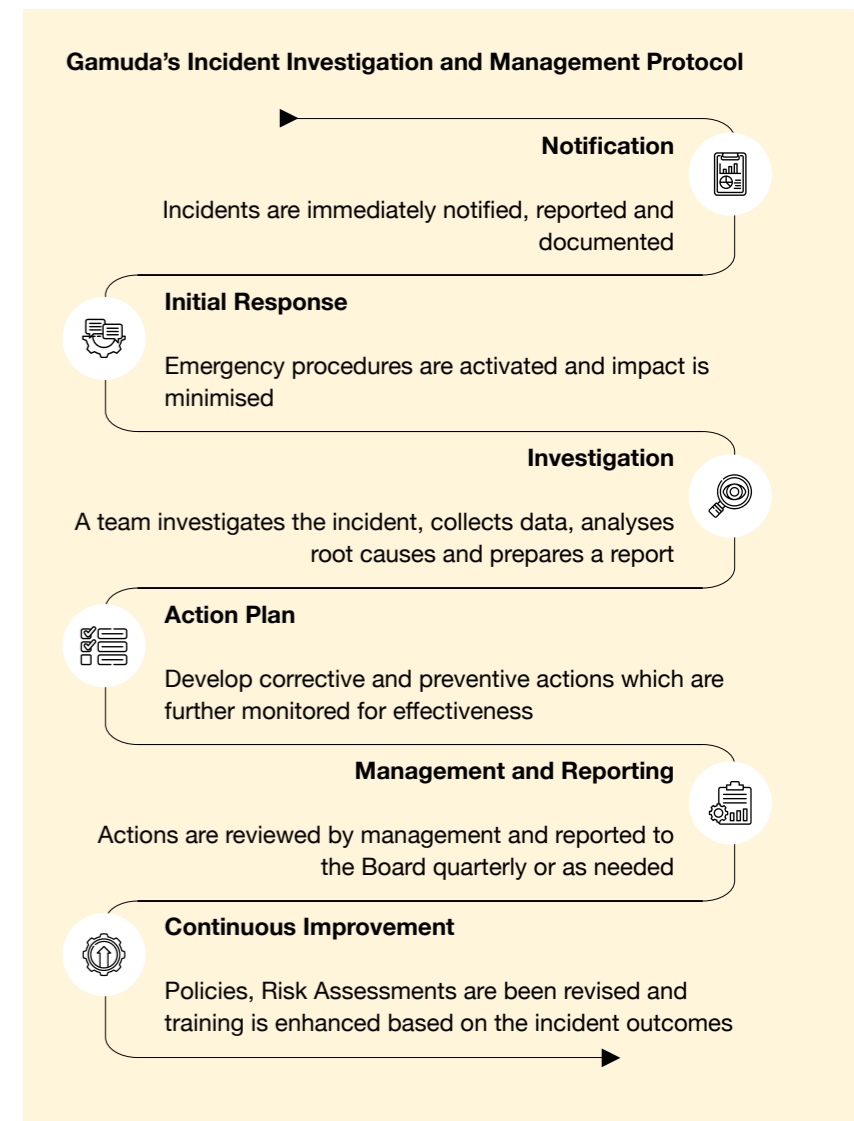
#### Building Information Modelling (BIM)

BIM significantly enhances safety in construction and building management. By improving planning, communication, risk mitigation, training, documentation and ongoing maintenance, BIM contributes to safer work environments. The incorporation of BIM into safety practices leads to early identification of potential hazards, as well as efficient, secure and successful construction projects.

#### Incident Investigation

Gamuda uses an incident reporting system to keep track of accidents, injuries and fatalities among our workers. We thoroughly investigate all incidents, including near misses. All incidents are reported to project management representatives and escalated to the head of the project or client representative when necessary.

In the event of a fatality, immediate notification is made to the general manager, Executive Directors and Client. All incidents of fatality are also reported to the Board. For all other incidents, they are informed through an Incident Alert and QSHE Monthly Report. Safety protocols and incident data are independently verified by third-party auditors to ensure transparency as well as accountability. Additionally, we benchmark our safety performance against industry standards in the markets where we operate.



## VALUE TO PEOPLE

### OUR EMPLOYEE PERFORMANCE

#### Our Impact

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

Number of employees trained on health and safety standards: **6,053**

#### Incident Reporting for Employees by Country FY2024

	Malaysia	Singapore	Vietnam	Australia	Taiwan	Total
<b>Total hours worked</b>	5,851,068	427,856	1,252,412	3,468,552	57,015	<b>11,056,903</b>
Number of fatalities	0	0	0	0	0	<b>0</b>
Number of reportable injuries	0	0	0	4	0	<b>4</b>
Number of days lost	0	0	0	42	0	<b>42</b>
Fatality rate	0	0	0	0	0	<b>0</b>
Injury Rate	0	0	0	0.23	0	<b>0.07</b>
Rate of lost days	0	0	0	2.42	0	<b>0.76</b>
Lost Time Incident Rate (LTIR)	0	0	0	0.06	0	<b>0.02</b>
Lost Time Incident Frequency Rate (LTIFR)	0	0	0	0.29	0	<b>0.09</b>

- Notes:
- Injury, fatality rates and lost days are calculated based on the Global Reporting Initiative (GRI) recommendation of per 200,000 hours worked.
  - The Lost Time Incident Rate (LTIR) measures workplace safety by calculating the number of incidents resulting in employees and contract workers being unable to work due to injury or illness, expressed as the number of such incidents per 200,000 hours worked. OHS data is scoped to all development sites.
  - The Lost Time Injury Frequency Rate (LTIFR), similar to the above, measures workplace safety. Based on the Construction Industry Standard of Australia, it is calculated per 1,000,000 hours worked.



Recognition of **20 million** manhours worked without Lost Time Injury (LTIs) in GL's construction management sector from Department of Occupational Safety and Health (DOSH) Selangor.

## VALUE TO PEOPLE

### OUR CONTRACTOR PERFORMANCE

#### Incident Reporting for Contractors by Country FY2024

	Malaysia	Singapore	Vietnam	Australia	Taiwan	Total
<b>Total hours worked</b>	17,509,821	3,123,012	5,486,536	2,447,966	272,887	<b>28,840,222</b>
Number of fatalities	0	0	0	0	0	<b>0</b>
Number of reportable injuries	1	2	0	6	0	<b>9</b>
Number of days lost	8	72	0	1	0	<b>81</b>
Fatality rate	0	0	0	0	0	<b>0</b>
Injury Rate	0.01	0.13	0	0.49	0	<b>0.06</b>
Rate of lost days	0.09	4.61	0	0.08	0	<b>0.56</b>
Lost Time Incident Rate (LTIR)	0.01	0.13	0	0.08	0	<b>0.03</b>
Lost Time Incident Frequency Rate (LTIFR)	0.06	0.64	0	0.41	0	<b>0.14</b>

#### Incident Reporting for our Employees and Contractors

We acknowledge our obligation to ensure the safety of everyone across our sites, including those not directly employed by us. This primarily refers to contractors working at our various locations. All contractors are required to adhere to the safety guidelines outlined in their contractual agreements, which must be signed prior to engagement.

For our contractors, nine incidents were reported. Of these, five incidents required medical aid for minor injuries, including cuts from exposed objects, falls, and strains from missteps. The more severe cases involved a wrist and forearm injury from a falling object, fractures during formwork shifting, a foot injury from stepping into a trench, and an electrocution incident.

In all instances, workers received immediate medical attention, and appropriate remedial actions were implemented. These included additional training, site compliance inspections, audits, and the installation of mitigation measures where necessary. We also enhanced our existing Safe Work Method Statements (SWMS) for the affected work activities. Notably, in FY2024, there were no employee or contractor fatalities.

Objectives and targets related to employee and contractor safety are integrated into our overall safety and health objectives, with a focus on achieving zero Lost Time Injuries (LTIs) and minimising Non-Conformance Reports (NCRs). Safety management is reported internally through our Integrated Management System (IMS) and Occupational Safety and Health (OSH) guidelines, ensuring transparency and accountability across all operational levels.

In FY2024, a total of four employee incidents were reported. Of these, three were minor incidents involving slips, trips, and contact with sharp objects, leading to lacerations that required medical aid and stitches. In these cases, the employees returned to work on the same day. One incident resulted in a lost time injury due to contact with moving machinery, which required further medical assessment.



# ULU PADAS HYDROELECTRIC PROJECT, SABAH



## PROJECT BACKGROUND

The Ulu Padas Hydroelectric Project, situated in the Upper Padas River basin of west Sabah, will generate clean and reliable renewable energy for the state's west coast. With a projected capacity of 187.5MW, the Project aims to significantly bolster Sabah's energy supply, contributing an additional 15% to the state's energy capacity upon its completion in 2030. Moving beyond compliance, the Project aims to promote long-term sustainability by ensuring climate resilience, safeguarding local biodiversity and ecosystems and respecting local Indigenous communities.

## PARTNERSHIPS

The project aims to collaborate with local academic institutions and civil societies to develop the:

- ▶ **Upper Padas Conservation Masterplan (UPCM):** Aims to conserve the local biodiversity and ecosystems within the project boundary, guided by scientific data and community engagement, in compliance with the Special Environmental Impact Assessment (SEIA), and conformance to the Hydropower Sustainability Standard (HSS).
- ▶ **Upper Padas Social Impact Management Plan (UPSIMP):** Comprises of strategies to mitigate social impacts on nearby Indigenous communities. The plan shall establish Free, Prior, and Informed Consent (FPIC) and fostering trust by delivering benefit-sharing and community development programme to improve overall well-being of the communities. These efforts align with the SEIA and HSS requirements to promote net positive social outcomes.

 660 ha reservoir

 Capacity of 187.5 MW

## EXPECTED OUTCOMES

- ▶ **Enhanced Sustainability Performance:** Implementing the HSS will help address key sustainability areas by benchmarking with international best practices, fostering responsible development in line with the San Jose Declaration on Sustainable Hydropower.
- ▶ **Net Positive Benefits for Communities and Ecosystems:** Collaborative efforts will maximise positive impacts for local communities and ecosystems, ensuring transparency and accountability throughout the project delivery.

## HYDROPOWER SUSTAINABILITY STANDARD (HSS)

The Ulu Padas Hydroelectric Project aims to seek certification under the Hydropower Sustainability Standard to ensure high standards are practiced in environmental protection and conservation, social responsibility, sustainable governance and economic viability.



### Key Sustainability Areas in HSS



## VALUE TO PEOPLE

## VALUE TO PEOPLE

### ► STAKEHOLDER AND COMMUNITY RELATIONS


Effective community engagement is crucial to our operations. Research from Harvard Business Review shows that strong community programmes lead to a 13 percent rise in customer loyalty and a 12 percent increase in financial performance. Building meaningful relationships with stakeholders reflects our commitment to community well-being, strengthens our social license to operate, and enhances collaboration.


At Gamuda, creating socio-economic and environmental value for the communities we serve is central to our operations. We are committed to generating multiplier benefits for diverse communities across the regions in which we operate. Our projects not only provide essential infrastructure and solutions to urban challenges but also tend to have significant societal spillover impacts: creating jobs, enhancing local businesses, improving educational opportunities, fostering community engagement and promoting public health and safety.

Project advocacy is a key component of our community engagement strategy. By collaborating with local communities, businesses, authorities, and the public, we maximise value creation while successfully delivering our projects on time. We are committed to minimising pollution and strive to reduce issues like noise and dust that can significantly affect residents, making transparent communication essential. Our Complaint Management System enhances this effort by facilitating ongoing dialogue and ensuring that community concerns are promptly addressed.

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.

#### ▾ Total Community Investments in External Beneficiary Initiatives

 **RM15,175,828**  
invested into our communities

 **7,704**  
beneficiaries of the investment

#### Offering of Scholarships and Sponsorships

- We increased our scholarship fund in Malaysia to RM30 million, a significant rise from the previous year's RM20 million. The fund was distributed to 123 individuals, with 70 percent of these scholarships allocated to B40 students. Additionally, we awarded 21 scholarships to students from indigenous communities, including the *Orang Asli* of West Malaysia and the *Orang Asal* of Sabah and Sarawak. Among these students, 17 are pursuing their education at prestigious universities abroad
- Granted scholarships to five students in Vietnam through Gamuda Land Scholarship programme. The assistance, totalling VND495,755,000 encompassed tuition fees, living and accommodation costs. In addition, the scholarship provided a laptop allowance, acknowledging the critical role of technology in contemporary education
- Expanded our support and sponsorship via Vocational Education Training pathways, paving the way for 122 individuals to engage in apprenticeships and traineeships within organisations in Greater Western Sydney
- Collaborated with Singapore's Ministry of Education to offer scholarships to top civil engineering students from a renowned university in Singapore
- Teamed up with Merdeka University Berhad to provide three students with full scholarships to study TVET courses in Sichuan, China. The scholarships were worth RM700,000 and upon their graduation in 2026 and 2027, the students will join Gamuda as Site Supervisors

#### Offering of Funding/ Financial Assistance

- Collaborated with Gamuda Land and Universiti Teknologi Malaysia in 2022 to support top-performing landscape architecture students. This partnership resulted in a research grant, professional courses, implementation of initiatives related to park and green area guidelines, garden landscaping competitions and landscape furniture
- We believe in acknowledging and rewarding individuals who make a positive impact on society, laying the groundwork for nurturing more changemakers from all walks of life across the nation. Through the Gamuda Inspiration Award, we have provided grants totalling RM150,000 each to the Bornean Sun Bear Conservation and MareCet Research Organization, supporting their efforts to achieve positive environmental and social outcomes
- Assisted 15 students from the Association for Pupils in Tan Phu District by giving them one-off financial assistance totalling VND164,400,000 to alleviate the fallout from the COVID-19 pandemic
- Embarked on the Run for the Heart (RFTH) initiative to raise funds for medical surgeries for disadvantaged children with congenital heart diseases in Vietnam. A total of VND46.8 billion has been raised for the medical treatment of 1,716 children over the past 10 years

### Advancing Industry Knowledge and Skills

In line with the 12<sup>th</sup> 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. The company aims to strengthen the delivery of existing upskilling programmes to ensure a sustainable pipeline of skilled workers for the future.

#### ► Australia's Tunnelling and Infrastructure Academy

Gamuda's commitment to addressing local and national skills shortages in specialised and highly technical roles is evident through its establishment of the TIA - a first of its kind in NSW, Australia. This innovative initiative not only enhances the skills of the workforce involved on the Sydney Metro West - Western Tunnelling Package but also contributes to the future pipeline of infrastructure projects. The specialised equipment in the TIA simulates the live tunnelling environment, in a completely safe environment, including six practical rooms.



Women participants in a session by Australia's TIA

Through the TIA, locals and new entrants can access jobs on the project through pre-employment pathways, school-based programmes and apprenticeships and traineeships. These programmes provide an opportunity, especially to youth, underrepresented groups and the local community, to understand the career pathways they wish to pursue, whilst also offering gender equity programmes that encourage women and Aboriginal and Torres Strait Islander peoples to join the industry for meaningful career progression.

Since opening in July 2023, the TIA has enabled 6,714 training enrolments and hosted 512 individual training events. More specifically, the TIA has facilitated three pre-employment programmes, encompassing 38 participants, including 42 percent female participation and 39 percent Aboriginal participation. 100 percent employment outcomes were achieved for the women and First Nations people who participated in the Sydney Metro First Nations and Women in Tunnel Pre-Employment Programmes.

- Spearheaded a dynamic **Science, Technology, Engineering and Mathematics (STEM) programme**, which was attended by 91 participants including teachers, students and parents, as part of the government's National Training Week (NTW) 2024. The event was held at the Tech Dome, KOMTAR, a non-profit science and technology centre in George Town, initiated by the Penang State Government.

#### ▾ Social Outcome Award

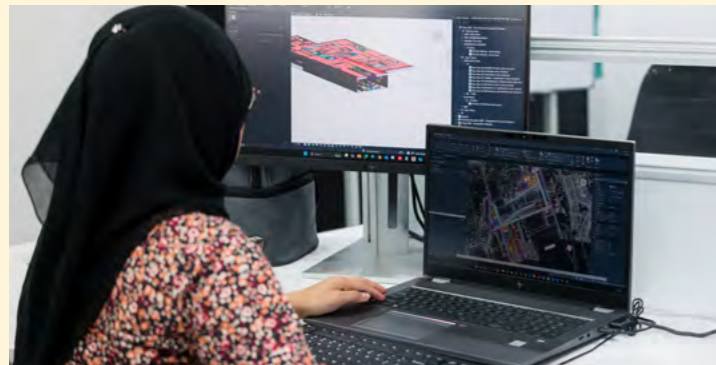
The Gamuda Australia - Laing O'Rourke Consortium recently won the **Excellence in Social Outcomes award** at the **Infrastructure Sustainability Council Gala 2024**. This award highlights the lasting social impact of programmes such as the Gamuda Girls Infrastructure Boost and Women Who Work in Tunnelling Pre-Employment Programme within the TIA.

## VALUE TO PEOPLE

## VALUE TO PEOPLE



► Collaborated with **Vokasional Tunku Abdul Rahman Institute** to promote sustainable development via the first TVET course on the Next-Gen Digital Industrialised Building System - the first for Malaysia. The programme aims to train about **600** individuals over the next five years.



► Launched the **Building Information Modelling (BIM) Academy**, which provides top-tier training and mentorship in full-stack AI. BIM utilises Google Cloud's platform to construct and deploy scalable solutions, enriched with Gamuda's cutting-edge use cases. The first intake of **21** students was successfully enrolled in early 2024, and they are currently undergoing on-the-job training at the IBS factory in Banting.



► Established **Gamuda Plant Operator School (GPOS)** 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. 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 consists of in-house DOSH approved trainers.



► Established **Gamuda's Tunnelling Training Academy (TTA)**, the first academy that develops niche talent for the highly specialised field of tunnel construction. It is the **world's first** learning institution specialising in TBM technology. The TTA was set up to address the shortage of a competent, local workforce for the tunnelling works.

► Established **KVMRT Safety Training Centre** as part of the plan to reduce risks and practices that are deemed hazardous to address rising public concerns and scrutiny over the construction industry. On record, more than **50,000** workers and employees completed the SHE Passport Scheme via the training centre.

### PROJECT ADVOCACY & STAKEHOLDER ENGAGEMENT

Gamuda's expertise in large-scale urban construction ensures minimal disruption to local infrastructure. Guided by our Public Relations and Stakeholder Management Policies, we collaborate with local businesses, authorities, NGOs, and the public to deliver value through Economic Enhancement Programmes (EEP). We focus on direct, in-person engagement with stakeholders, supported by local authorities, policy-makers, and the media. This proactive approach fostered transparent, two-way communication.

#### Key Principles for effective Stakeholder Management

<b>Identifying Stakeholders:</b>	Identifying and categorising the types of stakeholders based on location, socio-economic status and level of impact.
<b>Analysing Stakeholders:</b>	Assessing the level of agreement or disagreement the stakeholders' expectations have with the project goals or outcomes.
<b>Develop Strategies:</b>	Developing strategies to maximise positive outcomes and mitigate negative ones. Planning clear messaging to effectively communicate the objectives and benefits. Assessing availability of resources.
<b>Plan Approach:</b>	Determining the best approach to engaging stakeholders and gaining their buy-in. This may involve discussions with local political representatives, owners and Joint Management Bodies.
<b>Engagement:</b>	Internal teams align before commencing the engagement sessions. During the engagements, it is important to build trust among stakeholders. We consult them and get their perspective, so that we may be able to respond and take the next steps.
<b>Watch, Listen, React and Review:</b>	Monitoring the outcomes and effectiveness of our issue resolution throughout the project. Collecting stakeholder feedback for improvement and learning.

#### Impact at Projects



#### Building Stakeholder Trust

##### Klang Valley Mass Rapid Transit, MRT Kajang and Putrajaya Lines - Malaysia

- Serving 3.2 million people
- Approximately 1.9 million stakeholders
- 387,000 engagement sessions
- 98% resolution rate on complaints

## VALUE TO PEOPLE

## VALUE TO PEOPLE



**Engaging Regional Stakeholders**  
**Sydney Metro West - Western Tunneling Package - Australia**

- Created more than 80,000 direct and indirect jobs
- Engaged over 100 Australian and New Zealand SMEs in the supply chain, including Aboriginal businesses and subcontractors
- Aboriginal employees make up close to 5 percent of our workforce
- Circa 300,000 community discussions
- Monthly construction notifications to 4,000 stakeholders



**Stem and Career Outreach**  
**Coffs Harbour Bypass - Australia**

- 16 fauna connectivity structures (15 koalas and one glider)
- Reduced vegetation clearing by 20 percent (from the approved 48.17 hectares to about 38 hectares)
- Landscaping and revegetation works covering about 150 hectares
- 165 nest boxes installed



**Community Progress Updates**  
**Defu and West Coast Station and Tunnels, MRT Cross Island Line - Singapore**

- Interactive approach to convey the construction methodology using a smart TV



**Minimising Disruption To Surroundings**  
**161kV Songshu to Guangfeng Underground Transmission Line - Taiwan**

- To improve working conditions and safety, enhance community relations, and minimise environmental impact on wildlife and the ecosystem, we took measures to reduce noise disturbances



**Ensuring Utilities Continuity**  
**Kaohsiung MRT Yellow Line - Taiwan**

- Addition of the 22.8 km line is expected to serve 1.16 million people
- Connecting over 40 percent of the city's population



**Prioritising Workers' Safety**  
**Guantang Marine Bridge - Taiwan**

- A dedicated risk management team scheduled work around wind, wave, tide and current forecasts to minimise risks to workers as Taiwan is prone to typhoons and earthquakes

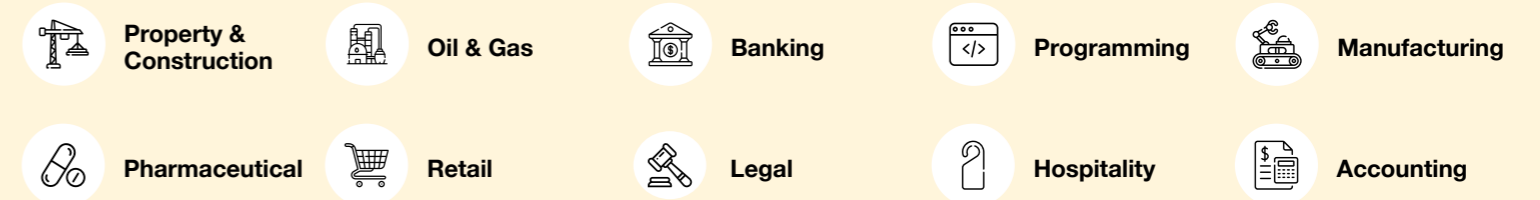


### CREATING OPPORTUNITIES FOR NEURODIVERGENT ADULTS

Established in 2017 by Yayasan Gamuda, Enabling Academy (EA) demonstrates Gamuda's dedication to embracing diversity and inclusivity. Since its inception, EA has empowered 118 young adults with autism by providing specialised training and coaching through its Employment Transition Programme (ETP).

The ETP offers practical job training and personal development to place EA trainees in organisations, which EA has partnered with to support their DEI initiatives. As of FY2024, the academy has collaborated with 68 companies across industries and will continue to expand its network to provide sustainable employment opportunities for neurodivergent young adults. EA's flagship programme trains and places young adults with autism in diverse and inclusive companies over three months. It includes two courses: the first focuses on personal and career development, while the second provides simulated corporate and industry-specific work experiences, helping trainees develop practical skills and basic work etiquette to enhance their employability.

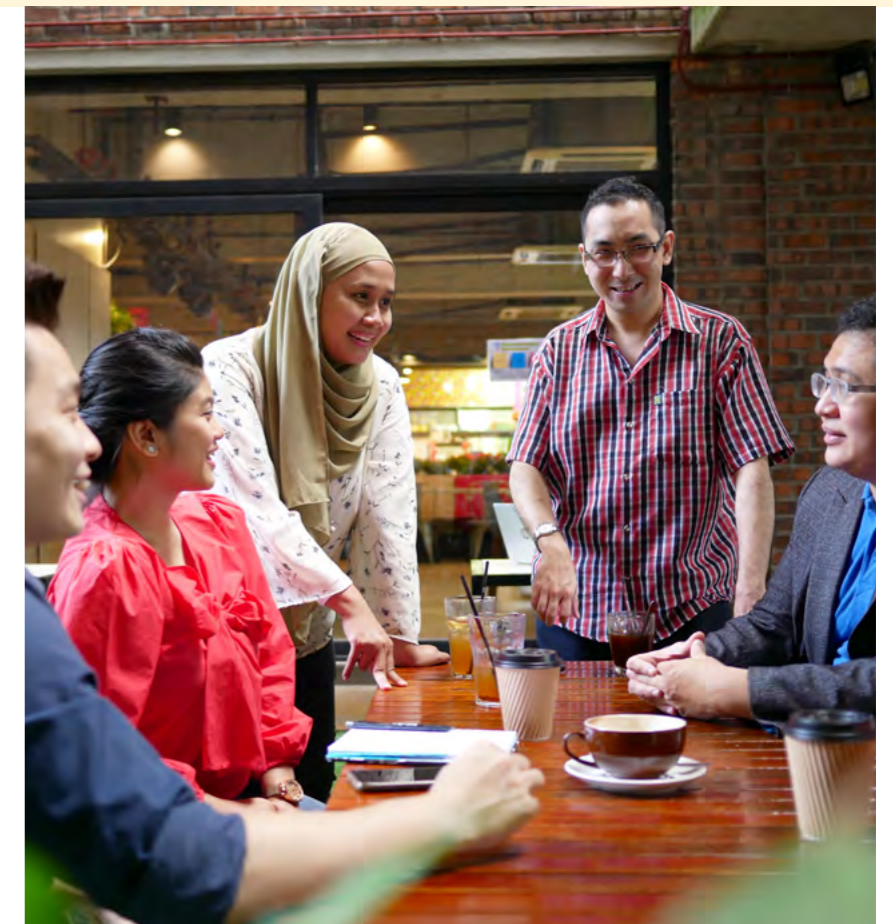
#### Industries Involved in Hiring EA Graduates:



In FY2024, we have increased the number of trainees per intake to 16 per batch with the programme expanding to also include other neurodivergent conditions such as ADHD, Global Developmental Delay (GDD) and Dyslexia. As of 31 July 2024, EA has completed 13 batches of training, resulting in 118 accomplished graduates. Upon completion of training, 93 percent of graduates were offered job trials, internships, or employment opportunities, while the remaining seven percent did not secure any due to various reasons, such as pursuing further studies, health issues, not being job-ready, waiting for better employment prospects, or considering self-employment.

The Enabling Academy has established new collaborations that strengthen our initiatives and expand opportunities for our graduates. We have collaborated with Ernst & Young Consulting in sourcing neurodivergent talents for their corporate clients and signed an agreement with PricewaterhouseCoopers (PwC) to engage volunteers from PwC in conducting development modules for our trainees. Two EA cohorts have already benefitted from this collaboration. In addition to delivering the modules, PwC has also provided employment opportunities for EA graduates.

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





# VALUE TO THE ENVIRONMENT

Our new business trajectory reflects our commitment to innovation and sustainability, guiding us as we expand our projects from building solar farms to hydroelectric power plants, wind turbines, and integrating rooftop solar panels in communities. This strategic direction enhances our role in promoting renewable energy while preserving natural spaces.

This cover photo is AI generated by hybridising real progress photo.

- Page 178 Climate Change
- Page 192 Resource Management
- Page 198 Biodiversity

# VALUE TO THE ENVIRONMENT

## ► CLIMATE CHANGE

Global temperatures have risen by approximately 1.1 degrees Celsius above pre-industrial levels, as reported by the United Nations Framework Convention on Climate Change (UNFCCC). This alarming trend underscores the accelerating pace of climate change, with extreme weather events vividly illustrating the urgent need for action.

At Gamuda, addressing climate change is both an environmental responsibility and a strategic imperative. As a multi-regional organisation, we face disruptions from extreme weather and shifting climate patterns, necessitating the integration of climate resilience into our business practices. We prioritise resilience and adaptation in our design processes, evaluating climate adaptability to ensure our infrastructure can withstand changing conditions.

Our commitment to achieving net zero carbon emissions by 2050 is central to our strategy. By actively mitigating climate risks and adopting sustainable practices, we enhance operational resilience and contribute to global climate goals. Aligned with the Paris Agreement to limit warming to 1.5 degrees Celsius, our approach is guided by the Gamuda Group ESG Policy and the Gamuda Green Plan 2025, which include strategic carbon reduction plans, science-based targets and increased use of renewable energy.

We manage our GHG emissions through a cloud-based platform for accuracy and transparency, and strive to meet national and global standards while collaborating with stakeholders. Our GHG reporting adheres to internationally recognised standards, including the Intergovernmental Panel on Climate Change (IPCC) guidelines and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We also align our disclosures with the Carbon Disclosure Project (CDP), ensuring our readiness for international reporting requirements, including the newly mandated climate reporting by the Australian government.

### CLIMATE ACTION THROUGH ASSOCIATIONS

Expanding our associations allows us to both promote sustainable practices within the industry and actively contribute to the transition towards a low-carbon economy. By associating with key organisations, we not only gain opportunities to collaborate, share knowledge and drive collective actions, but also strengthen our commitment to addressing climate change. Through these associations, we are committed to support and implement strategies aligned with global efforts to reduce carbon emissions and promote environmental stewardship. Some of the organisations that we are a part of include:



Malaysia Green Building Council (MGBC)

United Nations Development Programme (UNDP)

CEO Action Network (CAN)

Climate Governance Malaysia (CGM)

Malaysian Green Technology and Climate Change Corporation (MGTC)

Infrastructure Sustainability Council of Australia (ISCA)

# VALUE TO THE ENVIRONMENT

## GOING BEYOND COMPLIANCE

While we ensure strict adherence to all relevant legislation where we operate, we consistently go beyond compliance by striving towards the best industry standards.

### Gamuda uses industry-recognised standards, frameworks and tools to deliver projects that adhere to high environmental standards

#### Certification and Verification

- Environmental Management Systems - ISO 14001:2015
- Quality Management Systems - ISO 9001:2015
- Occupational Health & Safety Management System - ISO 45001:2018
- Greenhouse gases - ISO 14064-1:2018
- Information Security Management System – ISO/IEC 27001:2022
- Facility Management System - ISO 41001:2018

#### Infrastructure Sustainability Council of Australia, IS Rating Scheme

- Sydney Metro West, Western Tunnelling Package ('Leading' rating certified)
- Coffs Harbour Bypass ('Leading' rating submitted)
- M1 Black Hill to Tomago ('Leading' rating submitted)
- Transport Access Programme Killara and Turrella Station Upgrade ('Excellent' Design Rating)
- Warringah Freeway Upgrade ('Leading' Design Rating)

#### EDGE Certification

- Eaton Park (Aiming to be certified)
- Artisan Park (Provisional Certificate)
- Wetland Arboretum Centre (EDGE Advanced Certified (Zero Carbon Ready))

#### Vietnam LOTUS Rating System

- Elysian (NC V3 rating system)
- The Meadow (Provisional Certificate for Homes C&S V1 Rating System)

#### Green Building Index (Malaysia)

- Horizon Hills Horizon Mall (NRNC Certified)
- twentyfive7 Luxura (RNC Certified)
- Gamuda Cove Central Business District (Township Gold)
- Gamuda Cove Mio Spring (RNC Certified)
- Gamuda Cove Mori Pines (RNC Certified)
- The Robertson (RNC Gold (Renewal))

#### Hydropower Sustainability Standard (HSS) Certification

- Ulu Padas Hydroelectric Project (Aiming to be certified)

#### BREEAM Infrastructure: Projects (International)

- Silicon Island (Aiming to be certified)

## VALUE TO THE ENVIRONMENT

### ADVANCING TOWARDS NET ZERO

As the global call for climate action intensifies, we have proactively responded by committing to a net zero future. This commitment reflects a long-standing dedication to reducing our carbon footprint by integrating sustainable practices across our projects and operations.

### Our Net Zero Journey

#### Before 2021

##### FY2016

Launched Gamuda Next-Gen Digital IBS using digital design tools and robotics for safer, more sustainable construction with minimal wastage.

##### FY2017

Identified climate action as a material concern.

##### FY2018

Established Gamuda Parks to integrate biodiversity and communal spaces into developments; a foundation for carbon sequestration efforts.

##### FY2020

Began disclosing carbon emissions data via CDP.

#### FY2021

Launched 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

#### FY2022

Gamuda 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
- Embarked on Low Carbon Cities 2030 Challenge (LCC2030C) for identified GL townships

#### FY2023

- Reported the Group's emission to MGTC via the 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
- Recorded an increase in the usage of renewable energy to 21 percent of the Group's total energy
- Continued validating our current state based on the LCC2030C, ensuring alignment to reduction capabilities
- Introduced EV infrastructure at our offices and premises
- Constructed the Wetlands Arboretum Centre
- Continued to expand the conversation on renewable energy usage such as GET/RECs

#### FY2024

- Received the Gold Award in the Renewable Energy Category at the ESG 2024 Positive Impact Awards organised by The Star
- Submitted our GHG emissions targets to Science Based Targets initiative (SBTi) for target validation
- Conducted inaugural assurance for Scope 3 emissions data
- Delivering works for Aula Energy for an onshore wind farm in Central Queensland
- Deployed the Mobile Solar Farm systems at Australia's project construction area
- Opened the EDGE Advanced certified (Zero Carbon Ready) Wetlands Arboretum Centre (WAC) at Gamuda Cove to academics, researchers and the public
- Partnered with Rohas Tecnic Berhad (Rohas) to bid and deliver Australian transmission projects
- Aim to implement 100 percent of renewable energy (Scope 2 only) at all Gamuda Engineering Australia (GEA) managed project sites
- Increasing biodiesel usage throughout GEA-managed projects



Over the years, we have taken decisive steps in this journey, aligning with international standards and driving innovation to create positive environmental impact.



### Strengthening Climate Resilience and Urban Flood Management

The SMART Tunnel has made a lasting impact on Malaysia's infrastructure by addressing two critical urban challenges: **traffic congestion** and **floodwater management**. Capable of mitigating major floods in the Klang Valley, including high-risk areas such as Masjid Jamek and Dataran Merdeka, the tunnel has successfully diverted floodwaters over **531 times**. This innovative solution has also prevented an estimated **RM2 billion** in public damages, solidifying its role as a vital infrastructure project for Malaysia.

Note: SMART - Stormwater Management and Road Tunnel.

\* FY2022 was selected as our baseline year due to the disruptions caused by the COVID-19 pandemic, which rendered the data in FY2020 and FY2021 unrepresentative of normal business conditions. With FY2023 marking the start of GHG emissions reporting for our Vietnam operations, we will establish FY2023 as the new baseline for ongoing monitoring.

## VALUE TO THE ENVIRONMENT

## ENERGISING CHANGE: OUR FOOTPRINT

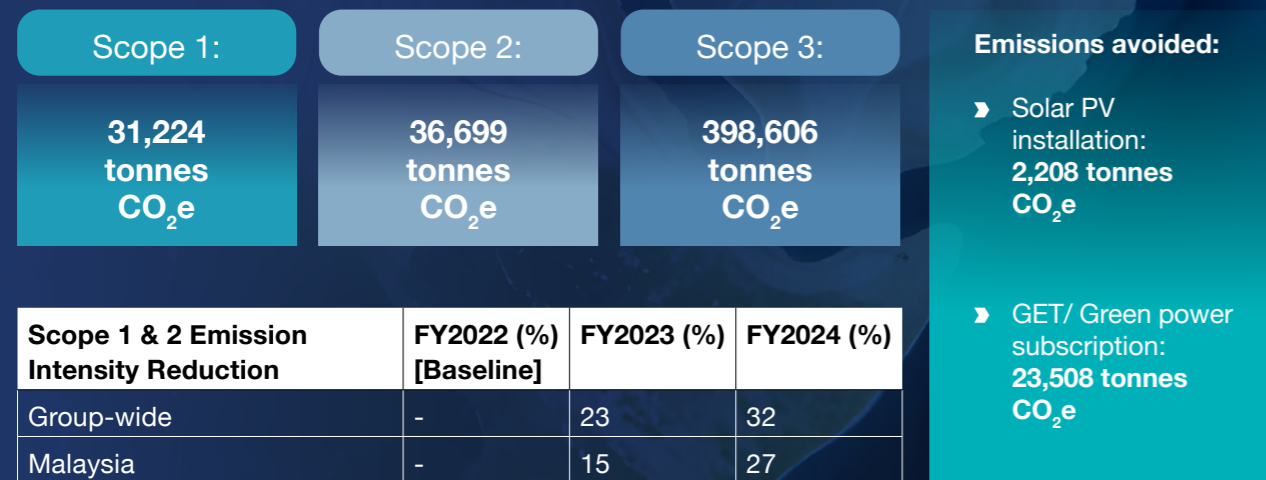
Deployment of the **Mobile Solar Farm systems** at the project construction area in Australia

**Teaming up with Rohas Tecnic Berhad (Rohas)** to bid for and deliver Australian energy transmission projects

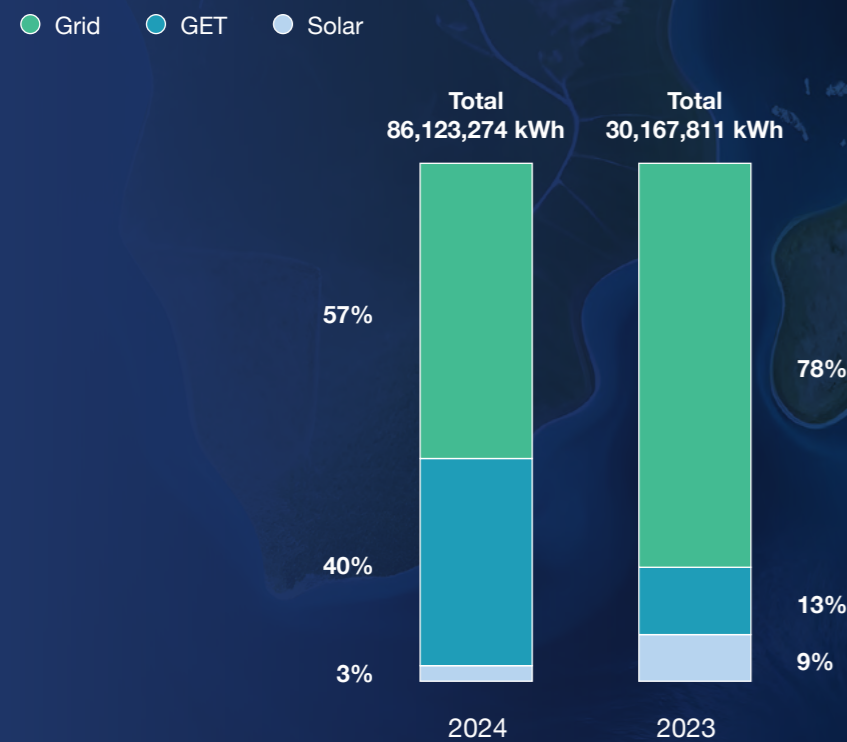
All electricity-powered project sites managed by GEA are aimed to implement **100% renewable energy (Scope 2)**

Gamuda acquired a **30% stake** in ERS Energy Sdn Bhd for **RM200 million**

### Group Emissions At A Glance



### Group Energy (Scope 2) Consumption



Note: The locations pinpoint Gamuda's renewable energy footprint (generation capacity), which includes both owned and constructed facilities.

## VALUE TO THE ENVIRONMENT

### TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

The TCFD aims to enhance transparency in climate-related financial disclosures, as it provides companies with a framework to deliver consistent and reliable climate-related information. This allows organisations to integrate climate considerations into their financial planning and reporting processes, ultimately enabling stakeholders to make informed decisions. The globally recognised framework focuses on four key areas: Governance, Strategy, Risk Management and Metrics and Targets.

Since 2021, we have been aligning our climate disclosures with the recommendations of the TCFD, and in 2022, we officially became a supporter of the TCFD. To ensure consistent enhancements of our climate disclosures, we stay updated with the latest changes in international climate reporting frameworks. We are aware of the incorporation of TCFD recommendations into the International Financial Reporting Standards (IFRS S1 and IFRS S2) released by the International Sustainability Standards Board (ISSB). As such, we have aligned our disclosures with selected indicators of IFRS S2 (Climate Change Disclosure) into our climate report as part of our transition to IFRS. We aim to fully align our reporting with IFRS S1 and S2 moving forward. Additionally, we will align its reporting on ESG and climate matters with the recently announced National Sustainability Reporting Framework from the Ministry of Finance by 2025/2026.

For more information on our TCFD disclosures, refer to pages 215 to 220.

### Science Based Targets initiative (SBTi)

The SBTi provides a framework for companies to set ambitious climate goals that are in line with the latest climate science, which is crucial for limiting global warming and mitigating climate change. Gamuda's commitment to these targets can help set a precedent for other companies in Malaysia and beyond.

In 2022, we became one of the **first two Malaysian companies in the construction and engineering sector to adopt the SBTi**, aligning our GHG reduction goals with scientific evidence and global climate commitments.

As of FY2024, we are the **only Malaysian company in the construction and engineering sector** that has submitted our GHG emissions targets to SBTi, which are currently pending validation. We acknowledge that much still needs to be done to achieve net zero and will continue to enhance the management of our GHG emissions.

### REDUCING EMISSIONS AND ENERGY CONSUMPTION

Guided by our overarching Gamuda Green Plan, we are actively striving to reduce the consumption of fossil fuels and embrace cleaner energy to drive the shift towards a low-carbon economy.

#### Gamuda Green Plan 2025



**Construction and Operations**  
Reduce Scope 1 (direct emissions) and Scope 2 (indirect emissions from electricity consumption) emissions intensity by:  
**30%** by 2025 **45%** by 2030



**Developments and Townships**  
Achieve a **40%** reduction in CO<sub>2</sub>e emissions by 2030

In line with these efforts, our emission intensity performance has shown significant improvement over the past year. Through reduction in energy use, enhanced energy-efficiency and increased utilisation of renewable energy, we have successfully reduced our emissions intensity by 32 percent in FY2024 compared to our baseline in FY2022. This progress demonstrates our ongoing commitment to reducing our carbon footprint and aligning with global sustainability targets, ensuring long-term value to the environment.

## VALUE TO THE ENVIRONMENT

Our FY2024 energy and emissions reduction initiatives are as follows:



### Advancements in Bio-Diesel Usage

- Enhanced the use of biodiesel in projects in Australia, which saw notable success in the M1 Motorway Extension to Raymond Terrace (Southern Package), known as M1 Black Hill to Tomago
- Increased the utilisation of biodiesel as the Project mandates all heavy plant and equipment such as dozers, scrapers, excavators, drill rigs and piling rigs to use B5 biodiesel instead of diesel, reducing emissions from heavy machinery by 5 percent (of which heavy machinery accounts for 60 percent of the total project emissions)



### Supply Chain Readiness for Emissions Reporting

- Organised complimentary ESG training sessions for over 3,000 supply chain partners comprising financiers, government agencies, regulators, builders, suppliers and consultants
- Our suppliers have pledged to reduce their carbon emissions and increase their operational sustainability. They are also working with us on an integrated carbon reduction programme in line with our Gamuda Green Plan 2025



### Scope 3 Emission Coverage

- Category 1: Purchased Goods and Services
- Category 2: Capital Goods
- Category 4: Upstream Transportation and Distribution
- Category 5: Waste Generated
- Category 6: Business Travel
- Category 7: Employee Commuting
- Category 8: Upstream Leased Assets
- Category 9: Downstream Transportation and Distribution
- Category 13: Downstream Leased Assets
- Category 15: Investments

Recognising the importance of Scope 3 emissions, we have engaged our supply chain partners since 2011 to promote sustainable practices through training sessions and set emission reduction targets. This includes encouraging suppliers to use low-carbon technologies, improve waste management and optimise logistics to reduce transportation emissions.

We will regularly track our progress and adjust our strategies as needed to meet our GHG reduction targets. Through these actions, we aim to reduce our carbon footprint and contribute positively to global climate efforts.

## VALUE TO THE ENVIRONMENT

### OUR LOW CARBON CITY PROGRESS

For Gamuda, the commitment to reducing carbon emissions is a continuous and integral part of our strategy to develop low-carbon cities. To date, we have achieved the following progress:

2020	2021 and 2022	2023	2024
<p>Adopted the Low Carbon Cities Framework (LCCF) to support our Gamuda Green Plan 2025 target of a 40 percent reduction in CO<sub>2</sub> emissions by 2030 compared to business-as-usual levels for our townships and developments.</p>	<ul style="list-style-type: none"> <li>Received several awards in the Low Carbon Cities 2030 Challenge (LCC2030C) by The Ministry of Energy, Science, Technology, Environment and Climate Change (MESTECC):                             <ul style="list-style-type: none"> <li>- Gamuda Cove (Five Diamonds)</li> <li>- Gamuda Gardens (Four Diamonds)</li> <li>- twentyfive7 (Three Diamonds)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Received external consultant verification for our carbon reduction progress assessment</li> <li>Identified three key areas area for carbon emission reduction, namely:                             <ul style="list-style-type: none"> <li>- Urban transportation</li> <li>- Energy</li> <li>- Waste management</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The new Gamuda Land township, Gardens Park, has submitted for LCC2030C accreditation</li> <li>The LCCF internal audit conducted at all townships shows that the townships are making steady progress towards achieving their targets, with the exception of Gamuda Gardens due to changes in development components</li> </ul>

### ACCELERATING OUR AGENDA

Harnessing renewable energy is one of the ways we reduce our carbon footprint, increase energy-efficiency and accelerate our carbon reduction journey. In FY2024, we continued to invest in renewable energy sources with a strong emphasis on solar power. This aligns with the targets set in the Gamuda Green Plan 2025 and the national initiatives specific to each country where we operate.

Through the Gamuda Green Plan 2025, the Group aims to reduce their reliance on non-renewable energy in its developments by 40 percent by 2030 compared to business-as-usual levels. The company is set to achieve 100 percent renewable energy (RE) utilisation for its offices, project sites and assets by 2025, using a mix of on-site solar installations, off-site RE trading and purchase mechanisms. This aligns with Malaysia's National Energy Transition Roadmap (NETR) and Renewable Energy Roadmap (MyRER), as well as Australia's Climate Change Act 2022. Gamuda also supports initiatives such as the Rewiring the Nation Plan, the National Energy Transformation Partnership and the National Energy Performance Strategy.

#### Gamuda Green Plan 2025

- Reduce reliance on non-renewable energy in developments by 40 percent by 2030 compared to our business-as-usual levels
- Achieve 100 percent renewable energy (RE) utilisation for its offices, project sites and assets by 2025, using a mix of on-site solar installations, off-site RE trading and purchase mechanisms
- Gradually phase out non-renewable energy



#### Malaysia

- National Energy Transition Roadmap (NETR)
- Renewable Energy Roadmap (MyRER)



#### Australia

- Climate Change Act 2022
- Rewiring the Nation Plan
- National Energy Transformation Partnership
- National Energy Performance Strategy

Note: Our renewable energy strategy for Singapore, Taiwan and Vietnam is based on the Gamuda Green Plan 2025.

## VALUE TO THE ENVIRONMENT

Gamuda aims to purchase **100 percent renewable electricity** on all GEA-managed sites (Western Tunnelling Package, Coffs Harbour, and M1 Motorway), ensuring that our electricity is sourced through certified Green Power. This shift to renewable energy was driven by specific project requirements and bolstered by Gamuda's commitment to sustainability and carbon abatement. By utilising clean energy for these large-scale infrastructure developments, Gamuda continues to lead by example, advancing environmentally responsible practices in the industry.

For FY2024, we focused on the following renewable energy efforts:

#### Government-Driven Green Electricity Programmes

Government-driven green electricity programmes are initiatives launched by governments to encourage the use of renewable energy sources for electricity production. These programmes aim to reduce reliance on fossil fuels, decrease greenhouse gas emissions and promote a more sustainable and environmentally friendly energy grid.

Some developments are opting to use electricity sourced through green programmes such as the Green Electricity Tariff (GET) in Malaysia and Green Power in Australia. These programmes ensure that electricity is generated from renewable sources, such as solar or wind power, contributing to a reduction in carbon emissions.

- Electricity purchased through green electricity programmes such as the Green Electricity Tariff (GET) and Green Power
- Applicable to some of our assets and projects sites in Malaysia and Australia



#### Installation of Solar PV Panels

At Gamuda Berhad, the installation of solar PV systems has become standard practice, reflecting our ongoing commitment to reducing Scope 2 emissions and supporting sustainable development. This approach is now an integral part of our operational framework. For instance, we have implemented solar photovoltaic (PV) panels across various Gamuda Land assets, including Experience Galleries and SplashMania Water Theme Park, with a total of 11,252 solar PVs installed across 17 sites, achieving a combined capacity of 5,722 kilowatt peak (kWp).

Additionally, mobile solar panels have been introduced at our construction sites, such as the Queensland Train Maintenance Project (QTMP) and the Waurn Ponds Duplication Project, which are utilising solar power for their construction activities.

In FY2024, our total energy consumption reached 86,123,274 kWh, with 43 percent sourced from renewable energy. This includes 34,128,360 kWh of green electricity procured through Renewable Energy Certificates (RECs) under the Green Electricity Tariff (GET), and an additional 3,010,331 kWh generated from solar energy. As a result, we avoided 25,715 tCO<sub>2</sub>e in carbon emissions for FY2024.

## VALUE TO THE ENVIRONMENT

### Rosehill Mobile Solar Farm, Australia

Gamuda Australia commissioned three Mobile Solar Farm systems at the Rosehill site, allowing the Tunnel Infrastructure Academy (TIA) at Rosehill to operate entirely on renewable energy. The mobile solar units can be re-deployed at other project compounds following WTP's completion to continue GHG abatement.



Renewable energy production from the Rosehill Solar Farm:

Estimated **342 MWh/year**

- Equivalent to CO<sub>2</sub> emissions from: 34.8 homes' energy use for one year
- Equivalent to 33,620,345 of smartphones charged
- Equivalent to CO<sub>2</sub> sequestered by: 4,570 tree seedlings grown for 10 years



### NEDA39 Solar Farm

In 2022, Gamuda acquired a **30 percent stake** in ERS Energy Sdn Bhd (ERS Energy) as part of our key strategy to accelerate our renewable energy plans. In Malaysia, together with ERS Energy, we co-own the NEDA39 Solar Farm connecting to the system under the **New Enhanced Dispatch Agreement (NEDA)**.

Located in Pekan, Pahang, the **125 acres, 39 MWp** solar farm features cutting-edge technology, including solar trackers and is battery energy storage system infrastructure ready. NEDA39 is expected to generate **64,000 MWh** of solar power and Renewable Energy Certificates (RECs) annually.



### Catalysing Australia's Renewable Energy Transition

DT Infrastructure has made a significant leap in Australia's renewable energy transition with its **first wind farm project**. In partnership with Aula Energy, Stage 1 of the Boulder Creek Wind Farm in Central Queensland will feature **38 turbines, generating a capacity of 228 MW**. Additionally, Gamuda Australia has teamed up with Rohas Tecnic Berhad, a leading Malaysian expert in turnkey transmission solutions. Rohas, through its subsidiary HG Power Transmission, has completed over 4,700 km of transmission networks across 11 countries. This strategic collaboration combines Gamuda's strengths with Rohas' expertise in transmission design and tower supply, enhancing large-scale transmission projects to connect renewable energy zones to Australia's national grid.

## VALUE TO THE ENVIRONMENT

### EV Features in Our Developments and Assets

We are actively integrating sustainable features throughout our development projects to enhance environmental performance. This includes selecting eco-friendly materials while implementing practices to reduce Scope 3 emissions and overall carbon footprint.

### 2022/2023



Vietnam

- ▶ Launched EV rental programmes to replace the conventional internal combustion engine (ICE) vehicle for Gamuda Vietnam office usage



Malaysia

- ▶ Installed seven electric vehicle (EV) chargers at Menara Gamuda



Australia

- ▶ Introduced EV rental initiative via a smartphone app, an EV-sharing solution designed to create a Residents Electric Mobility Hub (e.g. electric cars, e-bikes, e-scooters) at The Canopy, South Melbourne
- ▶ EV charging infrastructure provided for 95 St Kilda Road

### 2024



- ▶ Installation of three EV chargers in Gamuda's Next-Gen Industrial Building System
- ▶ In collaboration with Gentari, new solar assisted charging facilities have been installed and activated at the Experience Galleries of Gamuda Gardens and Gamuda Cove
- ▶ Installed six Tesla Superchargers and 18 Destination Chargers at Gamuda Cove, making it the largest charging site in Southeast Asia
- ▶ As of FY2024, a total of 52 EV chargers have been installed across all our GL townships and developments
- ▶ Re-purposing a 1974 Kombi Campervan to electric, featuring a 75 kW motor powered by a 55 kWh battery system with 6 batteries and smart management. With a projected range of 250 km, it will serve as a mobile community information center for the Warringah Freeway Upgrade, available at events or by request for special occasions

## TAIWAN: BRIDGING CLIMATE RESILIENCE AND ADAPTATION WITH ENGINEERING SOLUTIONS

Gamuda is committed to integrating sustainable features across all its projects, aiming to reduce environmental impact while enhancing the quality of life for communities. We prioritise design that adapts to climate and enhances resilience. As one of the few companies in the region offering marine engineering expertise, Gamuda leverages innovative solutions to ensure long-term sustainability in every phase of development.



### 161KV SONGSHU TO GUANGFENG UNDERGROUND TRANSMISSION LINE (2020-2025)

#### Project Background

- ▶ The project involves a **7.3 km** design and build contract utilising cable tunneling with TBM mining, open-cut methods and pipe jacking techniques

#### Noise Mitigation Technology in Construction

- ▶ **TBM Launch Shaft:** Minimise noise disturbances, reaching a depth of 30 m with six layers cast on-site and jacked down by four cylinders
- ▶ **Sound Enclosure:** Large factory-like structure built around the construction site
- ▶ **Noise-Reducing Features:** Sound-absorbing and insulation panels to minimise noise pollution
- ▶ **TBM launch shaft sinking:** Minimises sound disturbances with the shaft jack in method
- ▶ **Award:** Excellence Award, Green Environment Site 2023

### GUANTANG MARINE BRIDGE (2019-2024)

#### Project Background

- ▶ **Project Overview:** 1.23 km marine bridge connecting a receiving terminal to a man-made island, including a 284 m road embankment
- ▶ **Current Status:** Extended by 376 m in 2022, totalling 1.61 km

#### Technologies in Construction

- ▶ **Weather Monitoring:** To minimise risk and ensure safe working conditions
- ▶ **Steel Box Cofferdam:** Provides dry working conditions away from waves
- ▶ **Pre-Cast Elements:** Used to reduce worker exposure
- ▶ **Award:** Excellent Honour in Public Construction Quality Award

### SEAWALL – TAIPEI PORT (2020 - 2025)

#### Project Background

- ▶ Involves a **4,014 m** seawall construction, **945 m** of seawall dismantling, and shore protection at Southport

#### Climate Resilience and Adaptation

- ▶ Seawall design follows Taiwan Coastal Zone Management Act (CZMA) and Taiwan Seawall Management Regulations (TSMR), focusing on **ecosystem preservation, climate change mitigation and disaster prevention**
- ▶ The design emphasises **environmental impact assessments, strict design standards and prioritising natural protection methods**
- ▶ The design incorporates **climate-resilient features** to adapt to Taiwan's earthquakes and typhoons



### KAOHSIUNG MASS RAPID TRANSIT ORANGE LINE PACKAGE C04 (2002-2008)

#### Project Background

- ▶ Gamuda constructed **3.86 km of a 43 km line**, featuring two parallel underground tunnels and two underground stations

#### Technologies in Construction

- ▶ **Engineering Expertise:** Deployed in challenging conditions with soft, wet ground
- ▶ **Seismic Considerations:** Designed to withstand earthquake impacts





## VALUE TO THE ENVIRONMENT

### ► RESOURCE MANAGEMENT

As the global economy grows and populations increase, the demand for natural resources rises significantly, with the World Resources Institute (WRI) predicting a 40 percent shortfall in water supply by 2030 and a 15 percent increase in global energy demand by 2040. This situation underscores the urgent need for sustainable resource management.

At Gamuda, we understand that if we do not implement robust water management practices, we could face increased operational costs, project delays and potential fines for non-compliance with water regulations. Inadequate water supply can hinder our ability to execute construction projects on time, impacting our reputation and financial performance. Our operations rely heavily on water, electricity, fuel and raw materials and we implement comprehensive strategies to minimise environmental impacts, safeguard resources and lower operational costs. Our approach includes efficient water use, responsible waste management and sustainable material consumption, while also embracing circular economy principles to reduce waste.

We strive to minimise pollution through our business activities by implementing sustainable practices across all our projects. We recognise that construction and engineering can have significant environmental impacts and we are committed to reducing and avoiding these effects.

For example, we utilise dust suppression techniques, such as water spraying and the installation of dust screens, to control airborne particles on our sites. We also optimise our machinery and vehicles for fuel efficiency to reduce emissions and we implement noise reduction measures like sound barriers during construction to minimise disturbance to nearby communities.

Additionally, we prioritise waste management by recycling materials whenever possible and ensuring proper disposal of hazardous waste. Our commitment extends to using environmentally friendly materials and technologies that have lower impacts on air and water quality.

We go beyond regulatory compliance by benchmarking against international environmental standards, as reflected in the attainment of the **ISO 14001:2015 Environmental Management Systems certification in 100 percent of Gamuda's sites**. Our operations remain guided by the Gamuda Green Plan 2025, the UN SDGs and the following Group policies:

- Gamuda Group ESG Policy Statement
- Gamuda Parks Policy and Biodiversity Management Strategies
- Gamuda Quality, Safety and Health, and Environmental Policy

While Gamuda Berhad has a broader ESG policy, Gamuda Australia tailors this approach through its **Sustainability and Innovation Policy** to ensure regional relevance. Together, these policies foster a culture of responsibility, innovation and environmental stewardship throughout the organisation. By aligning our policies and management approaches across regions, we ensure that sustainability remains at the forefront of our operations globally, meeting and exceeding both local regulations and international best practices.

#### WATER MANAGEMENT

Water is a finite natural resource that will be depleted without concerted efforts to protect its sources. We recognise that effective water management is essential for optimising water consumption and ensuring smooth daily operations.

To further strengthen our commitment to sustainable water management, we have completed a water risk assessment using the **Aqueduct Water Risk Atlas**, a science-based tool developed by the WRI. This assessment was essential to understanding potential water risks across our operations. The results confirmed that 100 percent of Gamuda's active operations, sites and premises are not located in water-stressed regions or areas. Additionally, Gamuda actively engages with local communities where our operations are located to address water usage needs, complementing our use of aqueduct systems.

By conducting this risk assessment, we are better equipped to plan and manage our water usage, ensuring that we avoid areas facing water scarcity and that our projects do not contribute to local water challenges. This proactive approach not only mitigates risks but also reinforces our commitment to sustainable development that aligns with natural resources and local ecosystems. Additionally, there were **no reports of non-compliance in FY2022, FY2023 and FY2024**, further demonstrating our adherence to responsible water management.

For FY2024, the total water withdrawal Group-wide was 1,872,475 m<sup>3</sup> where 382,206 m<sup>3</sup> was surface water and 1,490,269 m<sup>3</sup> was third-party withdrawal. The water intensity for Malaysia is calculated at 1,406 L/m<sup>2</sup>. Our strategy takes into account the operational footprint of each site, ensuring that water usage is optimised for both efficiency and sustainability.

## VALUE TO THE ENVIRONMENT

In FY2024, we continued to implement various water conservation initiatives Group-wide, as depicted below:



#### Water Consumption Monitoring

- Next-Gen Digital IBS is monitoring water consumption and its efficiency of water usage by using software-controlled water mix for daily concrete mixing and periodic inspections for underground pipe leakage
- Consumption is recorded monthly through the management platform across the Group, including usage trend analysis
- Any increase in water consumption will be reported to relevant personnel for review and action. This includes recommending the appropriate measures required to lower consumption and minimise wastage



#### Water Recycling and Rainwater Harvesting

- Channelled rainwater and surface runoff into retention ponds, reservoirs, water tanks and lakes at development sites, project sites and clubs for storage
- The water is used for landscape irrigation, cleaning works at site as applicable, curing concrete samples
- Implemented in the following locations:
  - Gamuda Cove
  - Gamuda Gardens
  - Wetlands Arboretum Centre
  - Celadon City
  - Kota Permai Golf and Country Club
  - Horizon Hills Golf and Country Club
  - twentyfive7 (Quayside Mall)



#### Water Management and Compliance

- From tendering to contractual obligations, developing and disclosing water management protocols is a requirement. Our practices align with both contract terms and government commitments, integrating these into tailored, project-specific plans to prioritise water stewardship from planning through execution



#### Water-Efficiency

- For all future products, GL has mandated a minimum 2-star rating under the Water Efficient Product Labelling Scheme (WEPLS) or an equivalent third-party certification
- SplashMania water theme park at Gamuda Cove is equipped with water-efficient fittings, including low-flow systems, motion sensors and dual-flush toilets
- Hydromulching is employed in project sites in Australia to minimise water usage, prevent dust generation, safeguard water quality and ensure effective erosion control and soil stabilisation



#### Infrastructure, Equipment and Landscaping

- Quick Coupling Valves (QCVs): Utilised to quickly connect pumps to intake pipes drawing water from the lakes at Gamuda Cove Central Park and Gamuda Gardens Central Park
- Drip Irrigation Controllers and Soaker Hoses: Replaced traditional sprinklers in Gamuda Land Advanced Tree Planting (ATP) Nurseries to manage watering schedules and optimise water usage
- Native Plants: 72 percent of Gamuda Land's plants are native, which adapt well to local conditions with less water and maintenance



SplashMania, Gamuda Cove, Malaysia

## VALUE TO THE ENVIRONMENT

### Mitigating Water Quality Risks Through Enhanced WTP Standards

Treatment Specialist Gradient, designed and commissioned the Rosehill Water Treatment Plant to meet the water demands for Herrenknecht’s tunnel boring machines (TBMs). Historically, tunnelling in Australia relied on potable water, but the project adopted the use of treated groundwater and rainwater as a key strategy from the early planning phase. This water is not only used for TBM operations but is also reclaimed for other purposes, further enhancing sustainability. The initiative aims to replace **50.7 percent** of potable water use, with over **440 ML** expected to be utilised during construction. As of September 2024, approximately **168 ML**, or **39 percent** of the project’s total water usage, has come from non-potable sources, a figure expected to increase with ongoing TBM operations. This innovative water management approach has already saved over 160 ML of potable water, setting a new sustainability benchmark for tunnelling projects. The plant’s treatment process ensures compliance with both TBM operational needs and NSW Environmental Protection Authority (EPA) water quality discharge specifications.



### For A Safe and Clean Water Supply

We have been appointed by Pengurusan Air Selangor Sdn Bhd since July 2022 to serve as the primary contractor for the first phase of the Rasau Water Supply Scheme. The ongoing project is Malaysia’s largest off-river storage (ORS) and Southeast Asia’s biggest water supply scheme.

Aimed at enhancing the water supply infrastructure for the Sg. Rasau Water Treatment Plant (RWTP), the project is expected to be completed by June 2027. It incorporates additional advanced treatment processes to address higher pollution levels from a degraded urban water catchment, significantly improving the water supply network along Sungai Rasau. The upgrade is vital for ensuring a sustainable water supply to millions of residents in the district of Klang. The project utilises materials from other completed projects such as office containers and metal barriers. We also provide support for the surrounding *Orang Asli* community through job opportunities, road resurfacing, school financial assistance and restricting lorry activities to after-school hours for improved road safety.

#### Rasau Water Treatment Plant Key Characteristics and Sustainability Features

-  Capable of producing approximately **1,400 million litres** per day (MLD) of treated water from ex-mining ponds.
-  The project site incorporates sustainable practices, including the use of electric bikes, the installation of solar-powered lights, rainwater harvesting and water recycling.
-  Expected to boost water reserve margin to **21 percent** and deliver **700 million litres** of clean water, serving approximately **467,000** consumers in the district of Klang.
-  It was awarded the 5-Star Sustainable INFRASTAR Certification by the Construction Industry Development Board (CIDB), making it the first ever water treatment plant to achieve this rating.

*Note: CIDB - statutory body in Malaysia that plays a crucial role in the development and regulation of the construction industry.*

## VALUE TO THE ENVIRONMENT

### WASTE MANAGEMENT

As the global population rises, the demand for housing increases, leading to more construction and greater material usage. This surge makes waste management more critical than ever. Effective waste management is essential to overcoming challenges such as resource depletion and material shortages. At Gamuda, we are dedicated to minimising waste by actively incorporating the principles of the circular economy throughout our operations. Wherever possible, we strive to optimise the use of materials, reduce environmental impact and promote resource efficiency.

### MANAGING AND MINIMISING WASTE

Gamuda Berhad is committed to reducing waste throughout the entire construction process. Our approach to waste management is rooted in the principles of Reduce, Reuse, Repair, Recycle, Rot and Repurpose (6Rs). In line with this commitment, Gamuda has set a target to reduce waste sent to landfill at our development projects by 50 percent by 2030. Additionally, we aim for all our construction sites to reduce construction waste to landfill by 20 percent by 2025. By setting clear objectives and engaging our workforce, we have successfully **diverted 99 percent of construction waste from landfills in Australia**. In our Australian operations, waste is categorised into three main types: hazardous and contaminated waste, clean spoil and construction and demolition waste, and office waste. Hazardous and contaminated waste is handled by licensed specialists for safe removal, isolation, or destruction. Clean spoil and construction and demolition waste are reused on-site when possible or transported to licensed facilities for sorting and processing into new materials. Office waste is managed by municipal waste contractors, with off-site recycling, though on-site segregation remains an essential part of the process.

In FY2024, we continued to advance our initiatives to ensure responsible waste management, going beyond regulatory compliance. All non-hazardous and hazardous waste is handled by government-approved vendors, adhering to strict regulatory standards. We also have implemented additional measures to minimise waste generation and environmental impact by tracking waste transported from our sites to the appropriate waste treatment facilities. The total waste produced in FY2024 is 3,974,271 tonnes, where 188,885 tonnes were non-recyclable waste, 2,807,933 tonnes were hazardous waste, and 974,366 tonnes of waste were recycled. We are proud to report that for the **third consecutive year—FY2022, FY2023, and FY2024 — there have been no instances of non-compliance related to our waste management practices**, reinforcing our commitment to responsible and sustainable operations.



#### Waste Management Documentation

- ▶ Recorded based on waste type, quantity generated, quantity disposed, collector category and disposal method
- ▶ Segregated between hazardous waste and non-hazardous waste
- ▶ Tracked monthly via the management platform across the Group, with trend analysis to monitor usage patterns relevant personnel for review and action. This includes recommending the appropriate measures required to lower consumption and minimise wastage



#### e-Waste Recycling

- ▶ Implemented e-Waste recycling campaign annually and placements of e-Waste bins at designated areas



#### Reducing Paper Waste

- ▶ Utilised a paperless approach in our business activities by leveraging digital tools such as Autodesk Construction Cloud (ACC), SharePoint and email to reduce paper consumption



#### Waste Storage Facilities

- ▶ Designated waste storage areas for hazardous and non-hazardous wastes



#### Waste Inspections and Audits

- ▶ Assessed the effectiveness of waste management through a variety of inspections and audits. This includes scheduled checklists, internal and external audits, as well as software evaluations



#### Waste Disposal Standards for Contractors

- ▶ Required contractors to dispose of their waste at licensed landfills through authorised waste contractors



#### Sustainable Earthwork Solutions

- ▶ Utilised balanced cut and fill for earthwork activities at project sites
- ▶ Reused over 40,000 m<sup>3</sup> of contaminated soil across seven locations for the Waurn Ponds Duplication Project through engineered solutions

## VALUE TO THE ENVIRONMENT

### Enhancing Resource Efficiency and Sustainability through Gamuda's Next Generation Industrialised Building Systems: A Life Cycle Analysis


The Gamuda Green Plan aims for a **40 percent reduction in carbon emissions** across developments and townships by 2030. This initiative is driven by **Gamuda's Next-Gen Digital IBS (NGDIBS)** and **Green Building design** principles. The effectiveness of this approach is exemplified in the upcoming housing project, **Gamuda Gardens Valeria Phase 5A (GG5A)**, which features **270 linked houses** constructed with **98 percent pre-cast IBS elements**.

To evaluate the benefits of Gamuda's sustainable homes strategy, a comprehensive Life Cycle Assessment (LCA) was conducted on GG5A, benchmarking it against the conventional brickwork construction method. The study revealed significant emission reductions during both the product and construction stages, underscoring the advantages of utilising sustainable building materials and efficient resource consumption.

#### Key Findings:

- **Reduced Product Stage Emissions by 41 percent:** This reduction is achieved through the precise manufacturing of pre-cast concrete elements under controlled conditions with Gamuda's Next-Gen Digital IBS and the incorporation of sustainable materials, including supplementary cementitious material (SCM) in concrete and recycled steel
- **Reduced Construction Stage Emissions by 53 percent:** This decrease is attributed to lower energy consumption resulting from a higher volume of pre-cast elements which optimises machinery usage at the site compared to conventional brickwork methods
- **Reduced Upfront Embodied Emissions (Product Stage + Construction Stage) by 43 percent:** This outcome is achieved through a combination of selecting sustainable building materials with lower embodied carbon and efficient material utilisation, leading to optimised resource consumption

The LCA also highlighted the environmental advantages of Gamuda's Next-Gen Digital IBS over the conventional brickwork construction method. The systematic prefabrication of IBS elements significantly minimises material waste, achieving a **waste reduction of up to 90 percent on-site**. Additionally, IBS contributes to lower resource consumption during the construction and installation process, resulting in **electricity savings of 27 percent, fuel savings of 51 percent and water savings of 55 percent**. This translates into reduced project costs and a smaller environmental footprint, reinforcing Gamuda's commitment to sustainable development.

	PRODUCT STAGE			CONSTRUCTION STAGE		FINISHED PROJECT Gamuda Gardens Valeria Phase 5A
<b>Upfront Embodied Carbon Life Cycle</b>	Raw material supply	Raw material delivery to factory	Building material production	Building material delivery to site	Construction / installation process	
<b>Gamuda Next-Gen Digital IBS</b>	20,210 tonne CO <sub>2</sub> e			2,620 tonne CO <sub>2</sub> e		22,830 tonne CO <sub>2</sub> e
<b>Brickworks Construction</b>	34,530 tonne CO <sub>2</sub> e			5,590 tonne CO <sub>2</sub> e		40,120 tonne CO <sub>2</sub> e
<b>Percentage Reduction</b>	41%			53%		43%

## VALUE TO THE ENVIRONMENT

### MATERIAL EFFICIENCY AND RESPONSIBLE SOURCING

In FY2024, we consumed 887<sup>®</sup> tonnes of renewable and 276,511<sup>®</sup> tonnes of non-renewable materials for the Western Tunneling Project (WTP), which mainly consist of concrete, steel and timber.

➤ Gamuda Australia is leading advancements in sustainable construction, particularly through the development of low-carbon alternatives for concrete. The WTP precast concrete segment mix has set a significant industry milestone. This innovative mix incorporates 50 percent Supplementary Cementitious Materials (SCM) and a 50 percent replacement of natural sand with recycled sand, substantially reducing its environmental impact. This shift has led to an abatement of approximately 12,000 tCO<sub>2</sub>e.

This innovation reduces cement consumption, further lowering the carbon footprint of the construction process. This new standard highlights the potential of sustainable materials in reducing the carbon intensity of large-scale infrastructure projects while supporting the circular economy through the use of recycled materials. Gamuda's approach is not only a leap forward in green construction but also a critical step towards meeting global sustainability targets.



Additionally, we have adopted Building Information Modelling (BIM) technology to minimise waste during the design phase and use prefabricated and modular construction techniques to lower material-related emissions. For the Coffs Harbour Bypass Project, we have developed an on-site batching plant that minimise transport distances and in turn, reduce greenhouse gas emissions. This overview highlights our material management practices, reflecting our commitment to responsible sourcing, efficient resource allocation and transparent data management across all projects.



#### Material Consumption Review

- Reviewed and updated data on materials used by weight or volume through monthly management meetings



#### Material Quality Control (QC) and Sustainability

- Addressed any issues identified through audits by issuing Non-Conformance Reports (NCRs), which require thorough investigations, corrective actions and ongoing improvements
- Applicable to both internal teams and suppliers



#### Material Usage Standards and Reporting Requirements

- Conducted regular internal audits and performing routine stock checks
- Established standardised procedures for data collection and reporting



#### Resource Allocation and Use Targets

- Allocated financial resources for purchasing materials and ensured designated personnel for weighing system reporting
- Ensured raw materials and concrete are inspected for their quality by the QC teams
- Aligned our resource usage with the Group's directive on time-specific targets. The progress is monitored in accordance with specific project durations



#### Supplier Collaboration

- Facilitated accurate material reporting through transparent communication on WhatsApp
- Required delivery orders for each shipment
- Implemented a weighing system at the concrete plant for verifying material quantities



#### Standardisation Measures

- Utilised a standardised weighing system to ensure consistency in the measurements of materials across sites. This includes adhering to a Project Quality Plan (PQP) with an inspection test plan

<sup>®</sup> Total weight or volume of materials that are used to produce and package products and services (tonnes) were subject to an external limited assurance by an independent 3<sup>rd</sup> party. Refer to the independent assurance report on pages 233 to 237.

## VALUE TO THE ENVIRONMENT

### ► BIODIVERSITY

Healthy ecosystems help regulate the climate, purify water and provide the raw materials essential to many industries, including construction. The United Nations highlights that biodiversity contributes to over half of global GDP, yet it is under threat. Human activities are driving species extinction rates to be tens to hundreds of times higher than the natural baseline, with nearly one million species at risk according to the UN. This highlights a growing challenge for businesses: the need to balance development with the preservation of the ecosystems that sustain both nature and economies.

#### GAMUDA'S COMMITMENT TO BIODIVERSITY

- Direct connection between biodiversity and our projects
- Opportunities to mitigate environmental impacts and enhance local ecosystems

#### Key Strategies

- Integrate biodiversity into all project stages
- Reduce ecological footprint and support ecosystem preservation

#### ESG Strategy

- Biodiversity conservation is central to Gamuda's ESG strategy (Gamuda Green Plan 2025)
- Sustainable decision-making reflects our values of respecting nature and listening to the land
- Protect flora and fauna and comply with national biodiversity regulations

#### Collaboration and Governance

- Collaborate with local stakeholders, including Indigenous communities, research institutions and NGOs
- Align with the Taskforce on Nature-related Disclosures (TNFD) and the Kunming-Montreal Global Biodiversity Framework
- Understand and disclose nature-related risks for socio-ecological resilience

#### Long-term Goals

- Strengthen governance to uplift local and Indigenous communities while advancing biodiversity conservation
- Leverage technology and evidence to enhance ESG credentials and sustainability efforts

#### TNFD ADOPTER

In FY2024, Gamuda became the only engineering and construction company in Malaysia to adopt the TNFD. We are actively preparing for TNFD reporting, addressing nature-related dependencies, impacts, risks and opportunities as we understand the need to treat biodiversity loss with the same urgency as climate change. Our proactive approach keeps us ahead of regulatory demands while contributing to global efforts in biodiversity conservation.

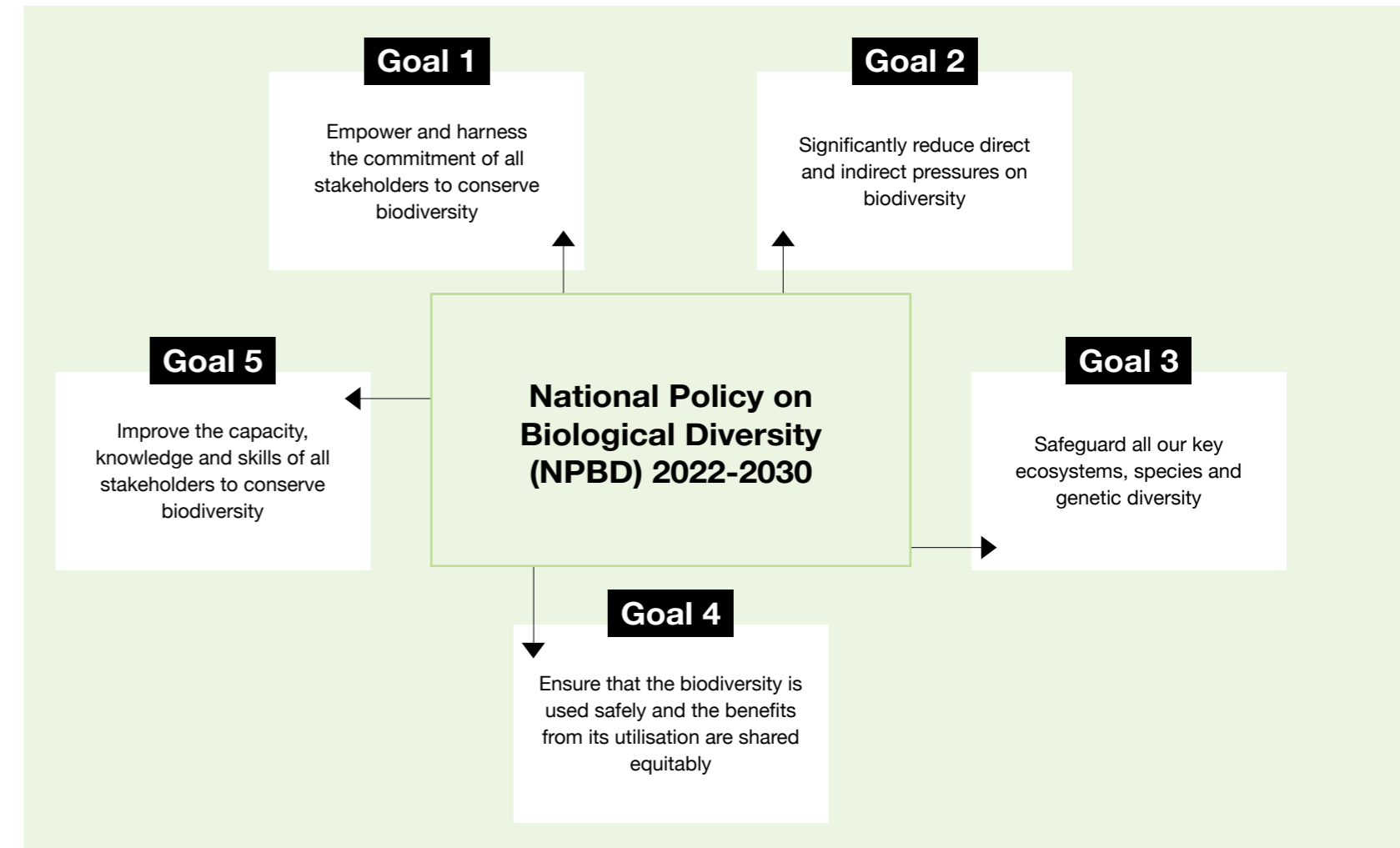


Gamuda is the **only Malaysian company that has endorsed the UN Convention on Biological Diversity COP16 Business Statement**, which calls for renewed policy commitment to implement the Biodiversity Plan and to halt and reverse the loss of nature within this decade.

## VALUE TO THE ENVIRONMENT

### National Policy on Biological Diversity (NPBD) 2022-2030

Our efforts are guided by the Gamuda Green Plan 2025 and the Malaysia's NPBD. We prioritise Goals 1, 2, 3 and 5 of this policy, which align with our objectives for biodiversity conservation.



The NPBD embodies the spirit of the SDGs and aligns with the key elements of the Kunming-Montreal GBF, which Malaysia adopted during the 15th Conference of the Parties (COP15) at the Convention on Biological Diversity (CBD) in Kunming, China. Gamuda has actively participated in the working group to develop a "Strategic Roadmap" and "Business Biodiversity Action Plan" as part of the NPBD to implement business-related targets of the KMGBF at the national level.

#### Going Beyond Compliance

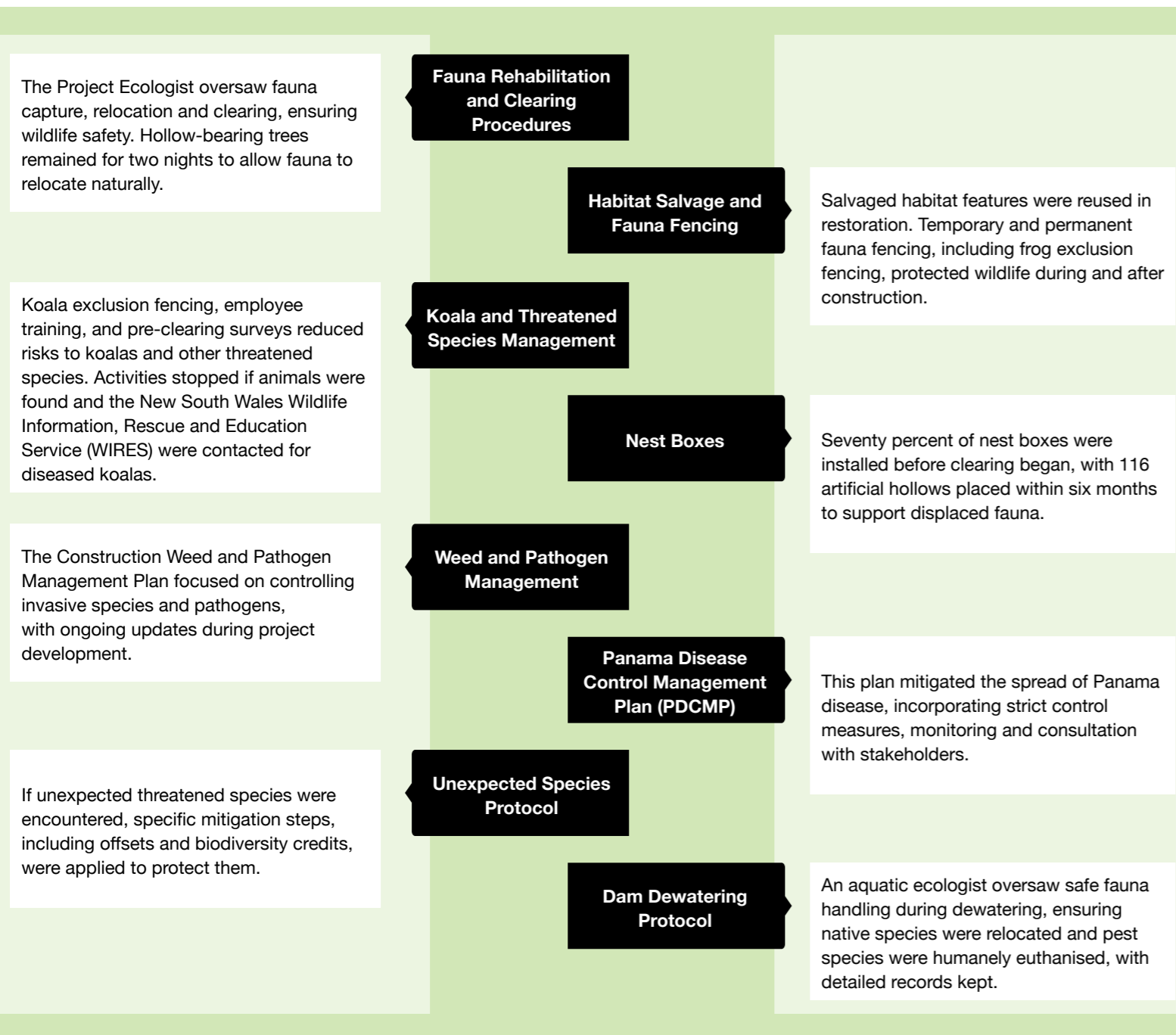
Gamuda consistently exceeds regulatory expectations; for instance, we increase the required 10 percent green space in developments to 11 percent or 12 percent, demonstrating our proactive approach to environmental responsibility. We recognise that integrating biodiversity considerations into all phases of our projects—from initial planning to final execution—goes beyond mere compliance. It reflects a strategic commitment to sustainable development and environmental stewardship. By embedding biodiversity into our core operations, we actively contribute to the preservation, regeneration and enhancement of local ecosystems, fostering long-term ecological resilience and delivering value not only to our stakeholders but to the environment as well.

## VALUE TO THE ENVIRONMENT

### Biodiversity Management Plan (BMP) Coffs Harbour

On the Coffs Harbour bypass project in Coffs Harbour, New South Wales, Australia, our Biodiversity Management Plan (BMP) is designed to address potential biodiversity impacts throughout detailed design, pre-construction and construction phases. The plan includes comprehensive management and mitigation measures to ensure compliance with key environmental guidelines.

To safeguard the environment from the start, we implemented an Environmental Work Method System (EWMS) to manage high-risk activities. These include operations near sensitive areas such as waterways, temporary crossings, site setup, stockpiles, clearing zones, sediment basins, dewatering sites and blasting areas. High-risk activities require additional oversight and approval, with consultations involving relevant stakeholders and authorities.



Note: WIRES - prominent Australian wildlife rescue organisation dedicated to the care and rehabilitation of sick, injured, or orphaned native wildlife. Established in 1986.

## VALUE TO THE ENVIRONMENT

### M1 Pacific Motorway Extension to Raymond Terrace Project: Black Hill to Tomago

A joint venture between John Holland and Gamuda is delivering the 10-kilometre southern section of the M1 Pacific Motorway extension from Black Hill to Tomago, New South Wales, Australia. This project fills a crucial national motorway gap between Sydney and Brisbane, aiming to reduce up to 25,000 vehicles per day from key congestion points. The extension will enhance connectivity, efficiency and safety for interstate motorists while alleviating congestion and lowering traffic volumes for local commuters.

For this project, we undertook several biodiversity conservation related measures:

- ▶ In August 2023, we implemented biodiversity management measures along the project corridor and carried out pre-clearing surveys to ensure minimal impacts on flora and fauna wherever possible. This involved developing a Construction Environmental Management Plan (CEMP) to outline the ways we preserve, protect and manage any potential impacts on the local environment prior to commencing any major construction activities
- ▶ In November 2023, our Environmental Team collaborated with ecologists to oversee the creation of tree replacement hollows before the project's northern section's clearing. These hollows were designed to shelter native fauna potentially displaced during construction and the operation of the project, including birds, gliders, possums and bats

Note: CEMP - framework to ensure that construction projects comply with environmental regulations and minimise their ecological footprint.



Reused timber is placed in carved hollow trees to provide homes for birds and other animals, as part of the M1 Biodiversity Project.

## VALUE TO THE ENVIRONMENT

### Sydney Metro West – Western Tunnelling Package

We have developed several measures in accordance with the requirements of the Project’s State Significant Infrastructure Approval. These measures are being implemented throughout the project to reduce the risk of impact to flora and fauna species, communities and habitats. They are being incorporated at each construction site and documented on each site’s Environmental Control Map (ECM), where applicable. Among the measures are general controls, weed control and management, remediation of contaminated lands in consideration of ecological exposure, vegetation clearing (including work impacting aquatic environments), fauna management and fish passage. Other measures look to manage potential impacts to groundwater dependent ecosystems, implementation of no-go zones, monitoring and translocation, vehicle and equipment hygiene animal handling and pruning.

Environmental Control Measures guide site-specific risks, focusing on environmentally sensitive areas (mangrove swamps, waterways etc). They include protective measures, monitoring, no-go zones, weed control, vegetation management hygiene protocols for vehicles and equipment and personnel.

Specific erosion and sediment control measures are guided by the Soil and Water Management SubPlan (SWMP). These are to be implemented prior to any vegetation clearing.

#### Environmental Controls Map

#### Erosion and Sediment Control

#### Vegetation clearance, weed and pathogen control

Vegetation clearance practices minimise removal and retains native species. Protected species are safeguarded with exclusion zones and riparian buffers. Weed control is implemented at all sites, including identification and treatment.

#### Fauna Handling Procedures

Work stops if fauna is observed and a qualified ecologist removes them where required. Microbats management at Clyde includes pre-clearing surveys to identify roosting sites. If threatened species are found, nests are inspected before clearing. These procedures apply during construction, operation and decommissioning.

#### No-go Zones

Exclusion fencing and signage will mark “no-go zones” to protect vegetation and fauna outside approved areas. These zones, including riparian buffers, will be communicated to workers via training. Access requires a permit and fencing around mature trees will follow Australian Standard 4970.

#### Our Impact – Clyde MSF

Mitigation measures include vegetation reuse pre-clearing surveys, the implementation of no-go zones and weed control to protect biodiversity. Fauna Handling protocols are enforced, while creek works utilise floating booms and silt curtains to minimise impact to the waterways.

Note: Australian Standard AS 4970 - “Protection of Trees on Development Sites” provides guidelines for the management and protection of trees during construction and development projects.

The Soil and Water Management Subplan (SWMP) - strategic document that outlines the procedures and practices for managing soil and water resources within a specific project or development site.

MSF - Sydney Metro West Clyde Stabling and Maintenance Facility.

## VALUE TO THE ENVIRONMENT

### REHABILITATION OF FLORA AND FAUNA

As part of Gamuda’s biodiversity initiatives, we are focused on rehabilitating ecosystems through the re-establishment of native species and habitat regeneration. This effort aligns with our commitment to preserving biodiversity, enhancing natural resilience and creating sustainable blue and green spaces, as seen in projects like the Paya Indah Discovery Wetlands (Malaysia) and Yen So Park (Vietnam). These initiatives contribute to healthier ecosystems and support broader environmental goals.



#### Townsquare Park

As part of Gamuda’s effort to promote pollinator gardens to attract bees, we have built a Townsquare Park in Gamuda Cove. Launched in May 2024 in celebration of the International Day for Biological Diversity, the park prioritises pollination and habitat support. It includes native trees cultivated at our ATP nurseries with a central fountain and a diverse array of plants and flowers.



#### #Generation Restoration

Gamuda Australia’s graduates partnered with Deerubbin Local Aboriginal Land Council to regenerate flora and fauna at Agnes Banks bushlands in Western Sydney as part of the graduate programmes Social Impact project. The graduates designed and built 30 habitat prototypes and planted 400 native seedlings to attract local wildlife. This project supports Gamuda Australia’s Reconciliation Action Plan, Seeds of Growth sustainability framework, and is in alignment with the #GenerationRestoration initiative.



#### Education and Awareness

The Gamuda Parks Urban Ecology Biodiversity (GUEB) Programme successfully conducted a series of 11 training modules aimed at enhancing employees’ knowledge of biodiversity. Attended by 304 participants, the sessions covered topics such as biodiversity awareness, sustainable plant care, small-scale composting, and traditional dyeing techniques. Additional areas included urban wildlife conflicts, botany and landscape management, water quality management, plant species challenges, tree risk management and wetlands exploration. Participants provided positive feedback and future plans will focus on expanding the programme with more technical content and field visits.



#### Creating Awareness Among the Local Communities

We engaged with diverse communities through various events and activities focused on wetlands, biodiversity and environmental awareness. Collaborations included community service students organising activities with the *Orang Asli* community and partnering with a private educational institution for biophilia talks. Our school roadshow series fostered nature enthusiasm among primary students while a nature eco trail fun run combined biodiversity education with physical activity. Additionally, partnerships with the Malaysia Nature Society for World Otter Day and World Environment Day raised awareness about biodiversity and human-nature conflicts. These initiatives reached over 15,700 individuals.

# GAMUDA COVE: A HOLISTIC APPROACH TO ENVIRONMENT AND COMMUNITY



## PROJECT BACKGROUND

Gamuda Land has taken over the management of Paya Indah Wetlands through a lease agreement with the Ministry of Natural Resources and Environmental Sustainability, running until 2037. This effort aligns with Gamuda's focus on biodiversity conservation and ecotourism, aiming to protect habitats, promote sustainable recreational activities and develop educational and research programmes, all while preserving the wetlands' ecosystem. Additionally, our management strategies include measures to avoid urban heat islands, ensuring a healthier environment for both local wildlife and surrounding communities.

Gamuda Cove is a 1,530 acres sustainable development neighbouring Paya Indah Wetlands. Key highlights include:

- ▶ 1,111 acres of neighbouring PIDW, in partnership with PERHILITAN
- ▶ 90 acres dedicated to a Wetlands Arboretum
- ▶ 60 acres of Central Park, featuring three lakes and a 5 km walking path

With an Education Hub, Wellness District, and 250 acres of greenery and water bodies, Gamuda Cove aims to foster a vibrant, eco-friendly environment for residents and businesses.

Gamuda Cove aims to foster a vibrant, eco-friendly environment for residents and businesses.

## WATER MANAGEMENT

- ▶ SplashMania water theme park is equipped with water efficiency fittings such as dual flush system to reduce water consumption
- ▶ Semi-Ds, bungalows and high-rises harvest rainwater for non-potable use, such as landscape irrigation and out cleaning
- ▶ Central Lake water used to irrigate common landscape areas

## IN-HOUSE ARBORISTS

- ▶ Developed in-house specialists in arboriculture and horticulture (arborist)
- ▶ Currently 3 arborists are in-house
- ▶ Promotes arboriculture and horticulture specialists, fostering independence and research opportunities

## ORANG ASLI (OA) CRAFT CENTRE

- ▶ Medium for OA to showcase their handicrafts
- ▶ Enhances OA skills, promotes education and creates economic and employment opportunities in the local community

## BIODIVERSITY INITIATIVES

- ▶ 6.36% of blue spaces allocated (lakes and ponds)
- ▶ 9.38% of green spaces allocated (landscapes, parks and gardens)
- ▶ Projek Pokok – digital tree management system uses QR tags for efficient tracking and monitoring of tree growth, health and carbon dioxide sequestration
- ▶ Wetlands sanctuary for hippos, crocodiles, snakes, turtles, birds, otters and other mammals

## RENEWABLE ENERGY

- ▶ Solar panels with a total capacity of 1,330 kWp have been installed at the Wetlands Arboretum Centre, Experience Gallery, and SplashMania Water Theme Park
- ▶ An additional estimated total of 300 kWp in planning for Kelab Tani, ASAI Gamuda Cove and Townsquare
- ▶ 3.8 km e-tram route and 64 km interconnected cycling and walking paths for intra-city connectivity

## COLLABORATION WITH ACADEMICIANS

- ▶ Collaborate with several local universities and schools for research and conservation studies
- ▶ Expands green space research, offers student training, promotes stakeholder engagement and hosts environment education with Gamuda Parks

**100%**  
Energy Savings

**85%**  
Water Savings

**58%**  
Less Embodied Energy in Materials

**Bronze**  
Provisional GreenRE  
Certification  
Residential Category

### THE CAMELLIA

**Certified**  
Provisional GBI  
Certification  
Residential Category

### THE WATERLILY

### MORI PINES

### MIO SPRING

Note:  
Camellia - Semi-D homes  
Waterlily - Waterfront bungalows  
Mori Pines and Mio Spring - Link House

## VALUE TO THE ENVIRONMENT

### RESEARCH COLLABORATION

We have partnered with several higher learning institutions to advance our biodiversity conservation initiatives. These include working closely with Islamic University Malaysia (IIUM) to conduct soil sampling at the Wetlands Arboretum Centre (WAC), supporting forest tree conservation efforts. In addition, we collaborated with Universiti Kuala Lumpur on a food waste compost material analysis initiative to enhance our sustainability practices.

Further to that, we signed Memorandum of Understanding (MoU) with several local universities related to the following collaborations:

#### Universiti Malaya (UM)

Curation of herbarium and ants specimens in the WAC gallery as part of joint efforts to promote and educate about value of wetlands ecosystem to the public.

#### Universiti Putra Malaysia (UPM)

UPM will facilitate programmes and volunteer opportunities, focusing on landscape architecture, sustainable waste management and its effects on landscape maintenance. UPM will also engage in GParks Youth programmes led by Gamuda Parks to encourage university students' participation in climate change advocacy.

#### Univeristi Teknologi Malaysia (UTM)

UTM and Gamuda Parks will collaborate on a skills-knowledge exchange programme, with Gamuda Parks offering industry-specific expertise while serving as a key advisory panel. This partnership will also enable Gamuda Parks to gain practical insights from real-world applications developed through academic collaboration, leading to solutions for specific industry challenges.

#### Universiti Sains Malaysia (USM)

Working on environmental monitoring and biodiversity conservation, particularly on studies related to marine ecology and sustainable development practices for the Silicon Island Development project.

#### International Islamic University of Malaysia (IIUM)

IIUM and Gamuda Parks will collaborate on conservation research focused on vulnerable forest tree species listed under the International Union for Conservation of Nature (IUCN) Red List. This includes soil sampling and research activities to ensure the growth of these vulnerable tree species within the urban context of the WAC. The long-term objective is to ensure long-term conservation plan of the WAC and to enrich edu-eco tourism sector, expanding research initiatives by leveraging internal resources and expertise.



## VALUE TO THE ENVIRONMENT

### ADVANCING BIODIVERSITY MANAGEMENT VIA AI

We are collaborating with innovation specialists to explore AI, machine learning and predictive modelling solutions aimed at improving biodiversity management.

These initiatives aim to halt and reverse biodiversity loss while promoting nature-positive outcomes. By enhancing our reporting on nature-related risks, we seek to achieve our biodiversity protection goals and streamline data collection and analysis for improved environmental management.



Predictive analysis and modelling



Image and video analysis



Satellite Imagery



Acoustic monitoring



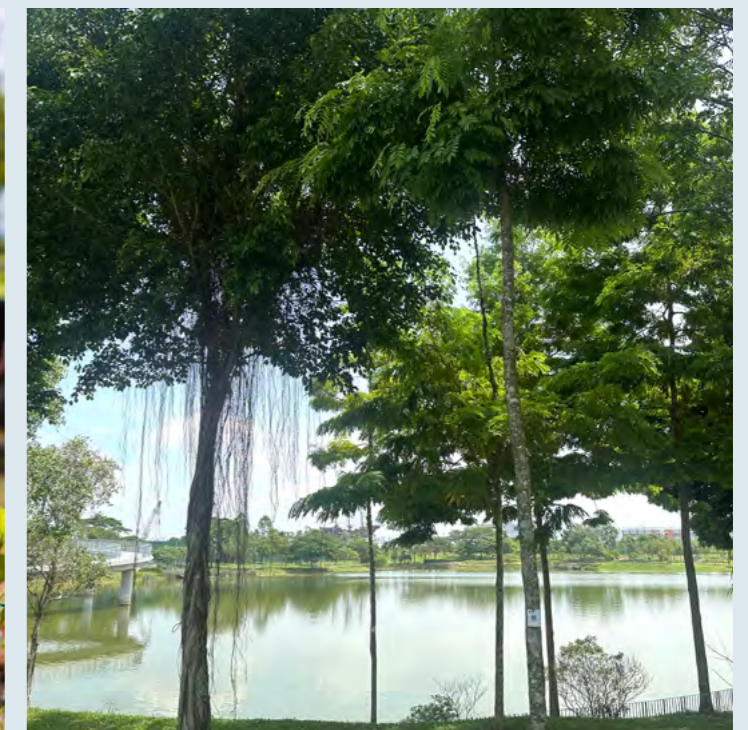
Shoreline monitoring



Marine resources and fisheries assessment

### ESG in Action

**Projek Pokok** is an initiative designed to support the Gamuda Green Plan for climate change relief by implementing a tree management system that tracks, stores and displays information on the goal of planting **1 million** trees by 2030.





## VALUE TO THE ENVIRONMENT

### Tree Planting Programme

Tree planting is a key initiative in our broader environmental sustainability strategy. Our tree planting programmes are integrated across multiple project sites, particularly in urban developments and infrastructure projects, ensuring that green corridors and biodiversity are maintained.

We collaborate with local communities, environmental organisations and governmental bodies to carry out these initiatives. With a commitment to planting native species, we aim to preserve local ecosystems, support wildlife habitats and promote long-term environmental stewardship. By strategically planting trees, we also work to avoid urban heat islands, enhancing the urban environment. Each tree planted represents our dedication to creating a greener future for generations to come.

As part of the OneMillionTrees Movement, we have planted and nurtured 750,178 trees. This initiative is supported by our Advanced Tree Planting (ATP) nurseries, which utilise the Miyawaki method at various locations, including Gamuda Cove, Gamuda Gardens, twentyfive7 and Jade Hills. To ensure we are restoring environments closer to their original state, our target is for at least 50 percent of the planted trees to be of native origin. Currently, 72 percent of the trees in the ATP nurseries are native species, and 27 percent are recognised for their conservation importance. We aim to reach our goal of one million trees planted by 2030.



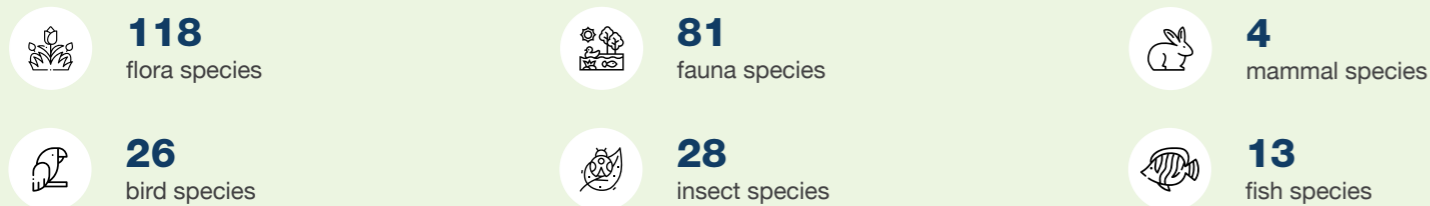
*Note:*  
**Conservation importance** - Species that play a critical role in maintaining the health and balance of ecosystems.  
**Native species** - Species that have adapted to the specific environmental conditions of a given area.

### Biodiversity Audits

We comply with regulatory requirements and go beyond the necessary environmental impact assessments (EIA) by conducting biodiversity and carbon stock assessments, particularly in areas near nature reserves. As part of going beyond these requirements, these assessments are carried out prior to the start of each project to gain a robust understanding of the natural ecosystems and to develop a biodiversity conservation plan before any development occurs.

As of FY2024, we have completed 13 biodiversity audits in Malaysia and Vietnam. These audits are comprehensive evaluations of our projects' impact on biodiversity and include a detailed analysis of compliance with conservation goals. Our most recent audit, conducted in collaboration with a local university and involving botanists and horticulturists, assessed plant species diversity and included a survey of animal species and habitat analysis, identifying rare and endangered species. The survey utilised line transect methods to cover insects, fish, amphibians, reptiles, birds and small mammals. Based on the findings, we developed strategies to enhance biodiversity and improve habitats.

### Biodiversity Assessment Results



## VALUE TO THE ENVIRONMENT

### Habitat Areas Protected or Restored

<b>Malaysia</b>		
<b>Gamuda Cove</b>	▶ A neighbouring area of Kuala Langat Forest Reserve and Paya Indah Discovery Wetlands.	<b>123 acres</b>
<b>Jade Hills</b>	▶ An area comprising terrestrial vegetation and four ponds.	<b>58 acres</b>
<b>twentyfive7</b>	▶ The area has been developed into a township that emphasises walkability, green spaces and smart planning, integrating urban amenities while promoting a livable and sustainable environment.	<b>40 acres</b>
<b>Gamuda Gardens</b>	▶ A former rubber plantation area rejuvenated with highly diverse tree subspecies, between hills and five cascading lakes leading to the 50 acres area.	<b>91 acres</b>
<b>Vietnam</b>		
<b>Gamuda City</b>	▶ An urban project that is central to the urban regeneration of neighbouring Yen So Park, which transformed previously polluted area into green space with lakes and recreational facilities.	<b>30 acres</b>
<b>Australia</b>		
<b>Wairn Ponds</b>	▶ A project that involves various aspects, including urban development, infrastructure improvements and environmental management.	<b>33 acres</b>



Boat cruise at Paya Indah Discovery Wetlands, Gamuda Cove, Malaysia

# SILICON ISLAND, PENANG, MALAYSIA

## PROJECT BACKGROUND

Penang is known as the “Silicon Valley of the East” for hosting many multinational tech firms that play a key role in the global electronics and semiconductor industries. The state, however, faces a shortage of land for future industrial growth. The Silicon Island project, built on 2,300 acres of land artificially reclaimed from the sea, aims to address this issue.



November 2023



September 2024



## TURBIDITY MANAGEMENT

Effective management of water quality for preserving marine biodiversity.

- ▶ Real-time monitoring
- ▶ Zero fines and penalties
- ▶ Deploy Silt Curtain (as temporary barrier to control sedimentation) and Sand Mattress (as a layer to stabilise newly created land areas)
- ▶ Routine inspection and maintenance

## SOCIAL FOOTPRINT

Empowerment of local fishermen boosts local economies.

- ▶ **Temporary Jetty Facilities:** 63 sheds to be built in phases (2 completed)
- ▶ **Upskilling and Reskilling:** Two seafarer training sessions held; 20 graduated, enabling fishermen to obtain a Certificate of Competency (COC) from the Marine Department to operate pontoons and ships to ferry passengers as an alternative source of income
- ▶ **One-stop fishermen service centre (Pusat Perkhidmatan Setempat Nelayan – PPSN):** 898 activities held with 13,011 participants
- ▶ **Financial Contribution:** Approximately RM154,000 allocated for PPSN programmes; About RM10 million ex-gratia disbursed to fishermen
- ▶ **Boat and Engine Provision:** 84 new boats and 89 engines provided
- ▶ **Local Economy and Jobs:** RM1.39 billion contributed; 1,140 resumes registered with PPSN; 377 locals hired including (176 Penangites)
- ▶ **Education Support:** Partnered with Universiti Sains Malaysia (USM), 20 schools and 5 tuition centres
- ▶ In FY2024, a total of five beach clean-ups were organised, involving some 200 volunteers, resulting in the collection of almost **1 tonne** of waste from the Bayan Lepas beach area



## SUSTAINABILITY ASPIRATIONS

- ▶ Aim for a **45%** carbon emissions reduction and recognition as a Low Carbon City via the Low Carbon Cities Framework (LCCF)
- ▶ Seek **BREEAM** Infrastructure: Projects (International) certification
- ▶ Achieve a **100%** RE-powered Green Tech Park
- ▶ Realise a **63.5%** decrease in landfill waste
- ▶ Attain a **34%** reduction in freshwater demand
- ▶ **70:30** Public Private Transport mode share

## DIGITALISATION

Digitalisation enhances efficiency in monitoring and managing these processes.

- ▶ Monitoring reclamation progress and physical impacts with **drones**
- ▶ Advancing biodiversity monitoring with AI

# OUR GLOBAL ALIGNMENT

# OUR GLOBAL ALIGNMENT

## ► 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 2024 ESG Impact Report, Integrated Annual Report and the Gamuda website.

<b>Statement of use</b>	Gamuda Berhad has reported the information cited in this GRI content index for the period 1 August 2023 to 31 July 2024 (FY2024) in accordance to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard</b>	Not applicable

GRI Disclosure	GRI Disclosure Description	Location
<b>GRI 2: General Disclosures 2021</b>		
<b>The organisation and its reporting practices</b>		
2-1	Organisational details	<IR>: Front, back cover
2-2	Entities included in the organisation’s sustainability reporting	<IR>: Group Corporate Structure: Operating Entities, pages 20 - 21
2-3	Reporting period, frequency and contact point	<IR>: About this Report, pages 115 - 116
2-4	Restatements of information	<IR>: Our Global Alignment, page 230
2-5	External assurance	<IR>: Limited Assurance Statement, pages 233 - 237
<b>Activities and workers</b>		
2-6	Activities, value chain and other business relationships	<IR>: Who We Are, pages 6 - 7, Localising Sustainability: Our Regional ESG Impact, page 122
2-7	Employees	<IR>: Human Capital Development, page 152
2-8	Workers who are not employees	Omission: While we ensure all contract workers working on our site are tracked (for safety purposes), we do not monitor the hiring, dismissal or replacement (as they are managed by third-party). However, we do keep track of internship hires (that are on our payroll).
<b>Governance</b>		
2-9	Governance structure and composition	<IR>: Governance and Value to Economy, page 126
2-10	Nomination and selection of the highest governance body	<IR>: Governance and Value to Economy, page 126
2-11	Chair of the highest governance body	<IR>: Governance, pages 88 - 111, Governance and Value to Economy, page 126
2-12	Role of the highest governance body in overseeing the management of impacts	<IR>: Governance and Value to Economy, page 126
2-13	Delegation of responsibility for managing impacts	<IR>: Governance and Value to Economy, page 126
2-14	Role of the highest governance in sustainability reporting	<IR>: Governance and Value to Economy, page 126
2-15	Conflicts of interest	<IR>: Anti-Bribery and Corruption, pages 129 - 131
2-16	Communication of critical concerns	<IR>: Anti-Bribery and Corruption, pages 129 - 131
2-17	Collective knowledge of the highest governance body	<IR>: Governance, pages 88 - 111
2-18	Evaluation of the performance of the highest governance body	<IR>: Governance and Value to Economy, page 126
2-19	Remuneration policies	<IR>: Governance and Value to Economy, page 126
2-20	Process to determine remuneration	<IR>: Governance and Value to Economy, page 126
2-21	Annual total compensation ratio	<IR>: Human Rights, page 157
<b>Strategy, policies and practices</b>		
2-22	Statement on sustainable development strategy	<IR>: Sustainability Integration, page 114
2-23	Policy commitments	<IR>: Anti-Bribery and Corruption, page 129, Links to policy
2-24	Embedding policy commitments	<IR>: Anti-Bribery and Corruption, pages 129 - 131
2-25	Processes to remediate negative impacts	<IR>: Anti-Bribery and Corruption, pages 129 - 131
2-26	Mechanisms for seeking advice and raising concerns	<IR>: Anti-Bribery and Corruption, pages 129 - 131
2-27	Compliance with laws and regulations	<IR>: Anti-Bribery and Corruption, pages 129 - 131
2-28	Membership associations	<IR>: Climate Action through Associations, pages 178, Full membership associations are available on Group’s website
<b>Stakeholder engagement</b>		
2-29	Approach to stakeholder engagement	<IR>: Strengthening Partnerships: Our Stakeholder Engagement, page 125
2-30	Collective bargaining agreements	<IR>: Human Rights, pages 157 - 160
<b>GRI 3: Material Topics 2021</b>		
3-1	Process to determine material topics	<IR>: Material Matters, pages 52 - 53
3-2	List of material topics	<IR>: Material Matters, pages 52 - 53

GRI Disclosure	GRI Disclosure Description	Location
<b>Standard Disclosures</b>		
<b>GOVERNANCE AND VALUE TO ECONOMY</b>		
<b>Material Matter: Governance</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Material Matters, page 52
<b>GRI 205: Anti-Corruption 2016</b>		
205-1	Operations assessed for risks related to corruption	<IR>: Anti-Bribery and Corruption, pages 129 - 131
205-2	Communication and training about anti-corruption policies and procedures	<IR>: Anti-Bribery and Corruption, pages 129 - 131
205-3	Confirmed incidents of corruption and action taken	<IR>: Anti-Bribery and Corruption, pages 129 - 131
<b>Material Matter: Economic Performance</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Economic Value Generated, page 132
<b>GRI 201: Economic Performance 2016</b>		
201-1	Direct economic value generated and distributed	<IR>: Economic Value Generated, page 132
<b>Material Matter: Supply Chain Management</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Supply Chain Management, page 134
<b>GRI 204: Procurement Practices 2016</b>		
204-1	Proportion of spending on local suppliers	<IR>: Embedding ESG Into Our Supply Chain, page 135
<b>Material Matter: Cyber Security and Data Protection</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Cybersecurity, pages 136 - 137
<b>GRI 418: Customer Privacy 2016</b>		
418-1	Substantiated complaints concerning breachers of customer privacy and losses of customer data	<IR>: Cybersecurity, pages 136 - 137
<b>Material Matter: Digital Transformation and Innovation</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Digital Transformation and Innovation, page 138
<b>VALUE TO PEOPLE</b>		
<b>Material Matter: Stakeholder and Community Relations</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Stakeholder and Community Relations, page 170
<b>GRI 203: Indirect Economic Impacts 2016</b>		
203-1	Infrastructure investment and services supported	<IR>: Stakeholder and Community Relations, pages 170 - 174
203-2	Significant indirect economic impacts	<IR>: Stakeholder and Community Relations, pages 170 - 174
<b>Material Matter: Human Capital Development</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Human Capital Development, page 152
<b>GRI 401: Employment 2016</b>		
401-1	New employee hires and employee turnover	<IR>: New Employee Hiring and Turnover, page 154
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<IR>: Equal Compensation and Benefits, page 159
<b>GRI 404: Training and Education 2016</b>		
404-1	Average hours of training per year per employee	<IR>: Investing in Talent, page 156
404-2	Programmes for upgrading employee skills and transition assistance programmes	ESG Pulse: Training Initiatives Highlight, page 6
<b>GRI 405: Diversity and Equal Opportunity 2016</b>		
405-1	Diversity of governance bodies and employees	<IR>: Building an Inclusive Workforce, page 155
<b>Material Matter: Human Rights</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Human Rights, page 157
<b>GRI 406: Non-Discrimination 2016</b>		
406-1	Incidents of discrimination and corrective actions taken	<IR>: Access to Grievance Mechanisms and Addressing Complaints, page 159
<b>GRI 408: Child Labour 2016</b>		
408-1	Operations and suppliers at significant risk for incidents of child labour	There were zero incidents of child labour in FY2024.

## OUR GLOBAL ALIGNMENT

GRI Disclosure	GRI Disclosure Description	Location
<b>VALUE TO PEOPLE (cont'd)</b>		
<b>GRI 409: Forced or Compulsory Labour 2016</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<IR>: Respecting the Rights of Migrant Workers, page 160
<b>GRI 411: Rights of Indigenous Peoples 2016</b>		
411-1	Incidents of violations involving rights of indigenous peoples	<IR>: Free, Prior and Informed Consent (FPIC), page 158; ESG Pulse: Fostering Reconciliation and Empowering Aboriginal Communities, pages 8-9
<b>GRI 413: Local Communities 2016</b>		
413-1	Operations with local community engagement, impact assessments, and development programmes	<IR>: Stakeholder and Community Relations, pages 170 - 175
<b>Material Matter: Safety and Health</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Safety and Health, page 161
<b>GRI 403: Occupational Health and Safety 2018</b>		
403-1	Occupational health and safety management system	<IR>: OSH Management Approach, page 162
403-2	Hazard identification, risk assessment and incident investigation	<IR>: Driving Safety Excellence: Risk Assessments and Data-Driven Insights, page 165
403-3	Occupational health services	<IR>: OSH Management Approach, page 163
403-4	Worker participation, consultation and communication on occupational health and safety	<IR>: OSH Management Approach, page 162
403-5	Worker training on occupational health and safety	<IR>: OSH Management Approach, page 163
403-6	Promotion of worker health	<IR>: OSH Management Approach, page 163
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<IR>: OSH Management Approach, page 162
403-8	Workers covered by an occupational health and safety management system	<IR>: OSH Management Approach, page 162
403-9	Work-related injuries	<IR>: Our Employee Performance, page 166
<b>Material Matter: Responsible Marketing and Labeling</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Responsible Marketing and Labelling, page 149
<b>GRI 416: Customer Health and Safety 2016</b>		
416-1	Assessment of the health and safety impacts of product and service categories	<IR>: Responsible Marketing and Labelling, page 149
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<IR>: Responsible Marketing and Labelling: Gauging Customer Satisfaction, page 149
<b>VALUE TO THE ENVIRONMENT</b>		
<b>Material Matter: Climate Change</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Climate Change, page 178
<b>GRI 305: Emissions 2016</b>		
3-3	Management approach	<IR>: Climate Change, page 178
305-1	Direct (Scope 1) GHG emissions	<IR>: Climate Change and ESG Performance Data, pages 182, 228
305-2	Energy indirect (Scope 2) GHG emissions	<IR>: Climate Change and ESG Performance Data, pages 182, 228
305-3	Other indirect (Scope 3) GHG emissions	<IR>: Climate Change and ESG Performance Data, pages 182, 228
305-4	GHG emissions intensity	<IR>: ESG Performance Data, page 228
305-5	Reduction of GHG emissions	<IR>: Climate Change and ESG Performance Data, pages 182, 228
<b>GRI 302: Energy 2016</b>		
3-3	Management approach	<IR>: Reducing Emissions and Energy Consumption, page 184
302-1	Energy consumption within the organisation	<IR>: Climate Change and ESG Performance Data, pages 182, 228
302-3	Energy intensity	<IR>: Climate Change, pages 182 - 184
302-4	Reduction of energy consumption	<IR>: Climate Change, page 182
<b>GRI 201: Economic Performance 2016</b>		
201-2	Financial implications and other risks and opportunities due to climate change	<IR>: Climate Risk and Opportunity: In Alignment to International Financial Reporting Standards (IFRS S2), page 123

## OUR GLOBAL ALIGNMENT

GRI Disclosure	GRI Disclosure Description	Location
<b>VALUE TO THE ENVIRONMENT (cont'd)</b>		
<b>Material Matter: Resource Management</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Resource Management, page 192
<b>GRI 303: Water and Effluents 2018</b>		
303-1	Interactions with water as a shared resource	<IR>: Water Management, page 192
303-2	Management of water discharge-related impacts	<IR>: Water Management pages 192-194
303-3	Water withdrawal	<IR>: Water Management, page 192
303-5	Water consumption	<IR>: Water Management, page 192
<b>GRI 306: Waste 2020</b>		
306-1	Waste generation and significant waste-related impacts	<IR>: Managing and Minimising Waste, page 195
306-2	Management of significant waste-related impacts	<IR>: Managing and Minimising Waste, page 195
306-3	Waste generated	<IR>: Managing and Minimising Waste & ESG Performance Data, pages 195, 229
306-4	Waste diverted from disposal	<IR>: Managing and Minimising Waste & ESG Performance Data, pages 195, 229
306-5	Waste directed to disposal	<IR>: Managing and Minimising Waste & ESG Performance Data, pages 195, 229
<b>Material Matter: Biodiversity</b>		
<b>GRI 3: Material Topics 2021</b>		
3-3	Management approach	<IR>: Biodiversity, page 198
<b>GRI 304: Biodiversity 2016</b>		
304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	<IR>: Biodiversity, pages 200 - 205
304-2	Significant impacts of activities, products and services on biodiversity	<IR>: Biodiversity, pages 200 - 208
304-3	Habitats protected or restored	<IR>: Biodiversity, page 209
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	<IR>: Biodiversity: Research Collaboration & ESG Performance Data, pages 206, 229

## ► TCFD INDEX

The Group recognises the critical importance of addressing climate change and is committed to reducing emissions in the short, medium, and long term. To support this commitment, the Group has implemented climate-related governance and strategies across its operations, ensuring that climate-related risks and opportunities are integrated at all levels of the organisation. In FY2024, Gamuda expanded its emissions tracking to 10 most material sources of Scope 3 emission.

Since FY2021, the Group has aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework. We officially expressed our support for TCFD in FY2022 and have since improved and implemented its principles to continuously monitor our performance and progress. Gamuda's approach reflects the four TCFD pillars: Governance, Strategy, Risk Management, and Metrics and Targets, with relevant details and disclosures available in the ESG Impact Report 2024.

In FY2024, we further strengthened our commitment to climate-related initiatives by continuing to collect Scope 3 emissions data from our suppliers. We are also assessing our carbon stocks to determine our carbon life cycle as part of our preparation for future carbon credits/tax. Adopting the TCFD framework underscores the Group's dedication to continuously monitoring its performance in alignment with globally recognised standards for addressing climate change.

Looking ahead, we will transition to ISSB IFRS S2 (International Sustainability Standards Board International Financial Reporting Standards Sustainability Disclosure Standards 2) in place of TCFD disclosures in our upcoming reports.

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 ESG Impact Report 2024.

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

## OUR GLOBAL ALIGNMENT

## OUR GLOBAL ALIGNMENT

### GOVERNANCE

Recommendations	Organisation's Adoption of Recommendation	References
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 FY2024 Materiality Matrix, specifically in the top-right quadrant. Gamuda's Board oversees all material topics of significant concern, maintains ESG decision-making, and guides the Group's sustainability strategies. It ensures that business decisions are made with an ESG perspective.</p> <p>The Board has established a Risk Committee to ensure that management develops appropriate plans for addressing climate change. This committee tracks corporate, audit, and ESG risks, including those specifically related to climate change. By monitoring these risks, the committee ensures that effective mitigation responses can be implemented as needed.</p> <p>The Gamuda Green Plan 2025 and 2030 serve as our framework for addressing environmental concerns, including climate change, social responsibility, and governance issues. This framework helps ensure that the company can continue to operate sustainably and create value over the long term.</p>	<p>Pages 128 Gamuda Sustainability Governance Structure</p> <p>Page 123 Climate Risk and Opportunity: In Alignment to International Financial Reporting Standards (IFRS S2)</p>
Describe management's role in assessing and managing climate-related risks and opportunities.	<p>▶ The Board works closely with the Group Chief ESG Officer and the Sustainability Steering Committee (SSC) to realise the Gamuda Green Plan 2025 and 2030 by developing and executing effective strategic action plans. One of their primary responsibilities is to oversee risk assessments that identify potential climate-related risks that could impact our operations, financial stability, or reputation.</p> <p>Regarding opportunities, management actively seeks ways to align our business with the evolving climate landscape. They encourage innovation and investment in sustainable practices, such as renewable energy, energy-efficiency, and green technologies. This approach aims not only to reduce our environmental impact but also to explore new revenue streams.</p>	<p>Pages 24 - 31 Group Managing Director's Statement</p> <p>Page 128 Gamuda Sustainability Governance Structure</p> <p>Page 123 Climate Risk and Opportunity: In Alignment to International Financial Reporting Standards (IFRS S2)</p>

### STRATEGY

Recommendations	Organisation's Adoption of Recommendation	References
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 listed below:</p> <p><b>Climate Change Risks:</b></p> <ul style="list-style-type: none"> <li>Regulatory Changes: New regulations affecting existing products and services (e.g. green building certification).</li> <li>Exposure to Litigation: Increased risk of legal actions related to environmental impacts.</li> <li>Changes in Customer Behavior: Shifts in how customers engage with our products and services.</li> <li>Transition to Low-Emission Alternatives: Need to replace current products and services with those that have lower emissions.</li> <li>Shifts in Customer Preferences: Increasing demand for sustainable options.</li> <li>Stigmatisation of the Sector: Negative perceptions associated with the construction and engineering sectors.</li> <li>Extreme Weather Patterns: Changes in precipitation and an increase in extreme weather events.</li> <li>Enhanced Emission Reporting Requirements: Stricter reporting obligations for emissions.</li> <li>Transition Costs: Expenses related to moving to lower-emission technologies.</li> <li>Increased Material Costs: Higher pricing for material (e.g. carbon tax on steel and iron).</li> <li>Stakeholder Concerns: Heightened scrutiny and negative feedback from stakeholders.</li> <li>Frequency of Extreme Weather Events: Increased occurrence and intensity of floods, droughts, etc.</li> <li>Rising Temperatures and Sea Levels: Long-term environmental changes impacting operations.</li> </ul>	<p>Pages 24 - 31 Group Managing Director's Statement</p> <p>Page 118 Gamuda Green Plan 2025</p> <p>Pages 180 - 181 Our Net Zero Journey</p> <p>Page 123 Climate Risk and Opportunity: In Alignment to International Financial Reporting Standards (IFRS S2)</p> <p>Pages 178 - 211 Value to the Environment</p>

### STRATEGY (CONT'D)

Recommendations	Organisation's Adoption of Recommendation	References
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long-term. (CONT'D)	<p>▶ <b>Climate Change Opportunities:</b></p> <ul style="list-style-type: none"> <li>Business Diversification: Broadening business activities to include sustainable options (e.g. venturing into renewable energy).</li> <li>Supportive Policy Incentives: Favorable policies that encourage sustainable practices.</li> <li>Adoption of New Technologies: Innovations that improve sustainability.</li> <li>Decentralised Energy Sources: Transitioning to lower-emission technologies and energy solutions.</li> <li>Resource Efficiency: Reduced use of natural resources, such as recycling harvested rainwater.</li> <li>New Asset Access: Opportunities arising from new assets and locations needing insurance coverage.</li> <li>Low-Emission Product Development: Expansion into low-emission products and activities.</li> <li>Participation in Renewable Energy Programmes: Engaging in initiatives to enhance energy-efficiency.</li> <li>Resource Substitution: Diversifying resource use to reduce environmental impact.</li> <li>Improved Production Processes: Enhancements in production and distribution efficiency.</li> <li>Lower-Emission Energy Sources: Utilisation of renewable energy sources, such as solar panels (stationary and mobile).</li> <li>Exploration in Carbon Markets: Explore platforms like the Bursa Malaysia Voluntary Carbon Market and Renewable Energy Certificates marketplace.</li> <li>Access to New Markets: Opportunities through public-sector incentives.</li> <li>Shifting Consumer Preferences: Growing demand for environmentally friendly and low-carbon-emitting products and services.</li> </ul>	
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	<p>▶ We recognise that climate-related risks—such as extreme weather, resource scarcity, and supply chain disruptions—directly impact our operations. For example, increased severe weather can cause production delays and infrastructure damage. Conversely, embracing opportunities like energy-efficiency and renewable energy, reduces our carbon footprint and leads to cost savings and greater operational resilience, as seen in our renewable energy implementations.</p> <p>As climate regulations tighten, we must allocate resources for compliance, which affects our financial planning and capital allocation. For instance, Bursa Malaysia now mandates climate-related disclosures. To manage risks in our projects, we are investing in infrastructure resilience and emissions-reduction technologies, which impact our overall budget.</p> <p>In projects like the WTP, Coff Harbour, and M1 in Australia, we are committed to using 100 percent green energy. This approach significantly reduces our carbon emissions and aligns with our strategy to minimise environmental impact. Prioritising green energy not only mitigates regulatory risks but also enhances our reputation and creates new growth opportunities.</p> <p>For further details on Gamuda's climate risk and opportunity related to financials, refer to page 123.</p>	<p>Page 118 Gamuda Green Plan 2025</p> <p>Pages 180 - 181 Our Net Zero Journey</p> <p>Page 123 Climate Risk and Opportunity: In Alignment to International Financial Reporting Standards (IFRS S2)</p> <p>Pages 178 - 211 Value to the Environment</p>

## OUR GLOBAL ALIGNMENT



### STRATEGY (CONT'D)

Recommendations	Organisation's Adoption of Recommendation	References
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 is built on a foundation of risk assessment, adaptive measures, and specific targets for reducing carbon emissions, all aimed at ensuring the long-term viability of our organisation in light of different climate-related scenarios, including a 2°C or lower scenario. We are committed to aligning with global climate goals and achieving net zero carbon emissions by 2050, in accordance with the Science-Based Targets initiative (SBTi). We are currently in the process of submitting our SBTi, which will further guide us in detailing our climate scenarios.</p>	<p>Page 118 Gamuda Green Plan 2025</p>
	<p>We ensure that climate scenario analysis is conducted for our projects, focusing on building climate-resilient structures and adopting climate adaptation strategies. For example, the Silicon Island (SI) project in Penang, Malaysia is designed to be resilient against climate change, taking into account projections from the National Hydraulic Research Institute of Malaysia (NAHRIM), which anticipate a sea level rise of 0.68m in Penang by 2100.</p>	<p>Pages 180 - 181 Our Net Zero Journey</p>
	<p>Heeding the IPCC's sea level rise projections, SI's perimeter will have a minimum platform level of 3m above sea level, accommodating rising sea levels and potential high tides and storm surges. The islands' central high points will be even higher, nearly 5m above the mean sea level, with a drainage system designed to handle a 30 percent increase in rainfall intensity.</p>	<p>Page 123 Climate Risk and Opportunity: In Alignment to International Financial Reporting Standards (IFRS S2)</p>
	<p>SI will feature biodiversity designs with green and blue networks that facilitate rainwater drainage into strategically located outlets discharging into the sea. The project will adopt a "sponge city" approach, incorporating urban landscaping and vegetation to retain and recover runoff, control flooding, and recharge groundwater.</p>	<p>Pages 178 - 211 Value to the Environment</p>
	<p>With a wide coastal buffer of at least 40m, SI allows for long-term coastal adaptation to changing conditions. Additional climate change provisions will be implemented progressively as part of the adaptive pathway design approach. The project's internal waterways will provide extra water storage capacity, and should sea levels rise excessively, the coastal buffer will create space for a polder (raised edges) and dune system to further enhance storage capacity. A pumping system may be incorporated to manage stormwater runoff, with gates at the outlets upgraded to meet any increased levels of protection.</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 Environment) disclosures of SR2022.</p>		

## OUR GLOBAL ALIGNMENT



### RISK MANAGEMENT

Recommendations	Organisation's Adoption of Recommendation	References
Describe the organisation's processes for identifying and assessing climate-related risks.	<p>▶ Our processes include:</p> <p>Risk Identification: Gamuda employs a comprehensive risk identification framework to pinpoint potential climate-related risks that could impact our operations. This includes direct risks, such as extreme weather events (e.g., flooding in Malaysia, hurricanes in Taiwan), and indirect risks, such as regulatory shifts, supply chain vulnerabilities, and reputational risks tied to our carbon emissions. Our assessments utilise quantitative methodologies to evaluate risks throughout the construction life cycle, ensuring that both immediate and long-term risks and opportunities are captured, extending to the operational phase post-construction.</p>	<p>Pages 50 - 51 Stakeholder Engagement</p>
	<p>Data Collection and Analysis: We leverage advanced data analytics and predictive modelling techniques to collect and analyse climate-related data, enabling us to understand historical impacts on our business and the broader industry. This data encompasses historical weather patterns, regulatory frameworks, and the operational experiences of peer organisations.</p>	<p>Page 114 Sustainability Integration</p>
Describe the organisation's processes for managing climate-related risks.	<p>Scenario Analysis: To evaluate future risks, we employ scenario analysis using sophisticated climate modelling tools that simulate various climate scenarios, including different temperature rise trajectories and their associated socio-economic impacts. We assess how these scenarios could influence our business model, taking into account both physical risks—such as infrastructure vulnerability to extreme weather—and transition risks, including evolving regulations and market dynamics. Our analysis includes detailed hydrological assessments for flood risk (50 &amp; 100 Annual Return Intervals) and sea level rise projections, informing our design strategies and leading to adaptive measures, such as elevating structures to mitigate flooding risks.</p>	<p>Page 125 Strengthening Partnerships: Our Stakeholder Engagement</p>
	<p>Stakeholder Engagement: We actively engage a diverse array of stakeholders, including customers, suppliers, local communities, and industry experts, utilising structured dialogues and workshops to gather insights on their concerns and expectations regarding climate-related risks. This stakeholder feedback is integrated into our risk management framework, enhancing our resilience strategy and ensuring alignment with community and market needs.</p>	<p>Page 123 Climate Risk and Opportunity: In Alignment to International Financial Reporting Standards (IFRS S2)</p>
Describe the organisation's processes for identifying and assessing climate-related risks.	<p>▶ Our processes include:</p> <p>Risk Prioritisation: We start by identifying and assessing the potential risks. Once that is done, we will prioritise them based on their significance and potential impact on our organisation or project. This prioritisation guides our risk mitigation efforts.</p>	<p>Pages 50 - 51 Stakeholder Engagement</p>
	<p>Mitigation and Adaptation Strategies: We develop and implement strategies to mitigate identified risks together with adapting to changing climate conditions. These strategies are tailored to the specific nature of each risk. They encompass areas like infrastructure resilience, diversification of suppliers, and the reduction of greenhouse gas emissions.</p>	<p>Page 114 Sustainability Integration</p>
Describe the organisation's processes for managing climate-related risks.	<p>Monitoring and Reporting: We regularly oversee and, when necessary, revise our risk assessments to incorporate new data together with 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).</p>	<p>Page 125 Strengthening Partnerships: Our Stakeholder Engagement</p>
		<p>Page 123 Climate Risk and Opportunity: In Alignment to International Financial Reporting Standards (IFRS S2)</p>

## OUR GLOBAL ALIGNMENT



## RISK MANAGEMENT (CONT'D)

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.	<p>▶ 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.</p>	<p>Pages 48 - 49 Market Trends and Outlook</p> <p>Pages 54 - 55 Managing Our Risks</p> <p>Pages 52 - 53 Material Matters</p>
		<p>For more information on the materiality process, please refer to the Material Matters Chapter within the FY2024 Integrated Report.</p>



## METRICS AND TARGETS

Recommendations	Organisation's Adoption of Recommendation	References
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	<p>▶ Gamuda measures its environmental impact by tracking all Scope 1 and Scope 2 sources where the primary source is fuel and electricity. For Scope 3, we cover 10 out of the 15 categories which are deemed to be the most material for our business operations. Where primary data is not available, we rely on financial data. Other metrics used include waste production and water consumption.</p> <p>Carbon emissions are measured using CO<sub>2</sub>e, while electricity consumption is measured in kWh, fuel in litres, water consumption in m<sup>3</sup>, and waste and recyclables in tonnes. All mentioned are taken account with considerations of global warming potential values.</p> <p>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 (Value to the Environment) of ESG Impact Report 2024.</p> <p>For the assurance of metrics and quantum disclosed, refer to Limited Assurance Statement of ESG Impact Report 2024.</p>	<p>Pages 178 - 183 Climate Change</p> <p>Pages 233 - 237 Limited Assurance Statement</p>
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	<p>▶ Gamuda provides 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 (Value to the Environment) of ESG Impact Report 2024.</p>	<p>Pages 178 - 183 Climate Change</p>
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<p>▶ As part of our Gamuda Green Plan 2025, including 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 FY2024, the Group has achieved 32 percent reduction compared to the baseline.</p> <p>As an infrastructure and property company, the Group must reduce our carbon emissions by adopting renewable energy technologies. This includes implementing programmes (where available) to supply the buildings and developments that are within our control. We also incorporate sustainable masterplanning with green mobility elements into our projects.</p>	<p>Page 118 Gamuda Green Plan 2025</p> <p>For more detailed information on the targets set, refer to <a href="https://gamuda.com.my/sustainability-esg/gamuda-green-plan/">https://gamuda.com.my/sustainability-esg/gamuda-green-plan/</a>.</p>

## OUR GLOBAL ALIGNMENT

## ▶ ESG PERFORMANCE DATA

## GENERAL DISCLOSURES

Description	UoM	FY2024	FY2023	FY2022
<b>Group Level</b>				
<b>Board composition by gender</b>				
Male	no.	3	3	4
Female	no.	4	4	3
Women representation on board	%	57 <sup>o</sup>	57	43
<b>Board composition by age</b>				
Under 30 years old	no.	0	0	0
30-50 years old	no.	0	0	0
Over 50 years old	no.	7	7	7

## SUPPLY CHAIN MANAGEMENT

Description	UoM	FY2024	FY2023	FY2022
<b>Proportion of spending on local suppliers</b>				
Malaysia	%	98 <sup>o</sup>	94	99
Vietnam	%	95 <sup>o</sup>	98	N/A
Australia*	%	98 <sup>o</sup>	98	N/A
Singapore	%	100	N/A	N/A
Taiwan	%	100	N/A	N/A

## VALUE TO PEOPLE

Description	UoM	FY2024	FY2023	FY2022
<b>Employees</b>				
Total employees (headcount)	no.	6,053	4,219	3,895
<b>Employees by employment type</b>				
Permanent	%	75	77	N/A
Fixed-term contract/ temporary	%	25	23	N/A
<b>Employees by gender</b>				
Male		3,964	2,631	2,493
Female	no.	2,089	1,588	1,402
<b>Employees by age</b>				
Under 30 years old	no.	1,526	1,125	935
30-50 years old	no.	3,662	2,581	2,454
Over 50 years old	no.	865	513	506
<b>Employees by ethnicity (Malaysia only)</b>				
Bumiputera	no.	2,054	1,894	1,792
Chinese	no.	1,222	1,180	1,090
Indian	no.	253	238	195
Others	no.	46	29	818
<b>Employees by countries</b>				
Malaysia	no.	3,575	3,341	3,895
Vietnam	no.	566	456	N/A
Australia	no.	1,679	422	N/A
Singapore	no.	187	N/A	N/A
Taiwan	no.	46	N/A	N/A

\* Reported proportion of spending on local suppliers for Australia does not include DT Infrastructure

## OUR GLOBAL ALIGNMENT

## VALUE TO PEOPLE

Description	UoM	FY2024	FY2023	FY2022
<b>Employees' gender by employee category</b>				
<b>Management</b>				
Male	no.	1,548	1,002	863
Female	no.	654	467	388
<b>Executive</b>				
Male	no.	991	663	534
Female	no.	838	582	492
<b>Non-executive</b>				
Male	no.	1,425	966	1,100
Female	no.	597	539	518
<b>Employees' age by employee category</b>				
<b>Management</b>				
Under 30 years old	no.	93	118	38
30-50 years old	no.	1,607	1,059	938
Over 50 years old	no.	502	292	275
<b>Executive</b>				
Under 30 years old	no.	637	437	339
30-50 years old	no.	1,033	713	625
Over 50 years old	no.	159	95	62
<b>Non-executive</b>				
Under 30 years old	no.	796	570	566
30-50 years old	no.	1,022	809	906
Over 50 years old	no.	204	126	146
<b>Number of new hires</b>				
<b>By age group</b>				
Under 30 years old	no.	730	722	N/A
30-50 years old	no.	894	727	N/A
Over 50 years old	no.	151	84	N/A
<b>By gender</b>				
Male	no.	1,138	928	N/A
Female	no.	637	605	N/A
<b>By employee category</b>				
Management	no.	427	406	N/A
Executive	no.	618	475	N/A
Non-executive	no.	730	652	N/A
<b>Leave utilisation</b>				
<b>Employees who took parental leave (Malaysia only)</b>				
Male	no.	94	61	67
Female	no.	55	50	61
Employees who took family care leave	no.	1,718	1,379	885
<b>Number of turnover</b>				
<b>By age group</b>				
Under 30 years old	no.	339	191	N/A
30-50 years old	no.	600	296	N/A
Over 50 years old	no.	94	26	N/A
<b>By gender</b>				
Male	no.	639	299	N/A
Female	no.	394	214	N/A
<b>By employee category</b>				
Management	no.	233	115	N/A
Executive	no.	333	168	N/A
Non-executive	no.	467	230	N/A

## OUR GLOBAL ALIGNMENT

## VALUE TO PEOPLE

Description	UoM	FY2024	FY2023	FY2022
Average hours of training per employee (Group*)	hours	22.0	N/A	N/A
<b>Average hours of training by countries</b>				
<b>Malaysia</b>				
Average learning hours per employee	hours	20.9 <sup>o</sup>	19.5	14.2
<b>Average learning hours per employee by gender</b>				
Male	hours	17.3	16.6	13.1
Female	hours	27.5	24.3	16.0
<b>Average learning hours per employee category</b>				
Management	hours	25.1 <sup>o</sup>	21.0	17.9
Executive	hours	27.0 <sup>o</sup>	22.6	21.5
Non-executive	hours	12.2 <sup>o</sup>	15.1	6.9
<b>Vietnam</b>				
Average learning hours per employee	hours	22.9 <sup>o</sup>	16	N/A
<b>Average learning hours per employee by gender</b>				
Male	hours	23.0	15.7	N/A
Female	hours	22.9	16.3	N/A
<b>Average learning hours per employee category</b>				
Management	hours	31.0 <sup>o</sup>	12.0	N/A
Executive	hours	24.3 <sup>o</sup>	22.0	N/A
Non-executive	hours	19.1 <sup>o</sup>	8.0	N/A
<b>Australia*</b>				
Average learning hours per employee	hours	26.9 <sup>o</sup>	2.4	N/A
<b>Average learning hours per employee by gender</b>				
Male	hours	26.6	3.4	N/A
Female	hours	27.9	2.4	N/A
<b>Average learning hours per employee category</b>				
Management	hours	15.0 <sup>o</sup>	3.0	N/A
Executive	hours	15.4 <sup>o</sup>	3.0	N/A
Non-executive	hours	49.3 <sup>o</sup>	6.0	N/A
<b>Singapore</b>				
Average learning hours per employee	hours	20.6	N/A	N/A
<b>Average learning hours per employee by gender</b>				
Male	hours	22.7	N/A	N/A
Female	hours	10.3	N/A	N/A
<b>Average learning hours per employee category</b>				
Management	hours	3.4	N/A	N/A
Executive	hours	21.5	N/A	N/A
Non-executive	hours	25.1	N/A	N/A
<b>Taiwan</b>				
Average learning hours per employee	hours	15.7	N/A	N/A
<b>Average learning hours per employee by gender</b>				
Male	hours	19.8	N/A	N/A
Female	hours	6.3	N/A	N/A
<b>Average learning hours per employee category</b>				
Management	hours	13.4	N/A	N/A
Executive	hours	21.3	N/A	N/A
Non-executive	hours	0.0	N/A	N/A
<b>Total investment in employee learning and development</b>				
Malaysia	RM	4,087,978	2.88 million	N/A
Vietnam	VND	2,951,014,162	1.35 billion	N/A
Australia*	AUD	511,013	1.21 million	N/A
Singapore	SGD	43,114	N/A	N/A
Taiwan	NTB	82,440	N/A	N/A

\* Reported average training hours for the Group and Australia does not include DT Infrastructure



## OUR GLOBAL ALIGNMENT

## SAFETY AND HEALTH

Description	UoM	FY2024	FY2023	FY2022
<b>Safety performance (employees)</b>				
Employees covered by occupational health and safety management system	%	100	100	100
Contractors covered by occupational health and safety management system	%	100	100	100
<b>Malaysia</b>				
<b>Menara Gamuda</b>				
Total hours worked	hour	1,876,788	1,590,399	1,477,584
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
Rate of lost days	%	0	0	0
Lost Time Incident Rate (LTIR)	%	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0	0	0
<b>Gamuda Engineering</b>				
Total hours worked	hour	1,056,120	1,790,677	318,938
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
Rate of lost days	%	0	0	0
Lost Time Incident Rate (LTIR)	%	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0	0	0
<b>Gamuda Land</b>				
Total hours worked	hour	2,918,160	2,559,448	1,340,768
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
Rate of lost days	%	0	0	0
Lost Time Incident Rate (LTIR)	%	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0	0	0
<b>Singapore</b>				
Total hours worked	hour	427,856	N/A	N/A
Number of fatalities	no.	0	N/A	N/A
Number of reportable injuries	no.	0	N/A	N/A
Number of days lost	day	0	N/A	N/A
Fatality rate	%	0	N/A	N/A
Rate of lost days	%	0	N/A	N/A
Lost Time Incident Rate (LTIR)	%	0	N/A	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0	N/A	N/A
<b>Vietnam</b>				
Total hours worked	hour	1,252,412	903,960	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
Rate of lost days	%	0	0	N/A
Lost Time Incident Rate (LTIR)	%	0	0	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0	0	N/A

## OUR GLOBAL ALIGNMENT

## SAFETY AND HEALTH

Description	UoM	FY2024	FY2023	FY2022
<b>Australia</b>				
<b>DT Infrastructure Australia</b>				
Total hours worked	hour	2,016,116	N/A	N/A
Number of fatalities	no.	0	N/A	N/A
Number of reportable injuries	no.	0	N/A	N/A
Number of days lost	day	0	N/A	N/A
Fatality rate	%	0	N/A	N/A
Rate of lost days	%	0	N/A	N/A
Lost Time Incident Rate (LTIR)	%	0	N/A	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0	N/A	N/A
<b>Gamuda Engineering Australia</b>				
Total hours worked	hour	1,452,437	883,545	N/A
Number of fatalities	no.	0	0	N/A
Number of reportable injuries	no.	4	0	N/A
Number of days lost	day	42	0	N/A
Fatality rate	%	0	0	N/A
Injury Rate	%	0.55	0	N/A
Rate of lost days	%	5.78	0	N/A
Lost Time Incident Rate (LTIR)	%	0.14	0	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0.69	0	N/A
<b>Taiwan</b>				
Total hours worked	hour	57,015	N/A	N/A
Number of fatalities	no.	0	N/A	N/A
Number of reportable injuries	no.	0	N/A	N/A
Number of days lost	day	0	N/A	N/A
Fatality rate	%	0	N/A	N/A
Injury Rate	%	0	N/A	N/A
Rate of lost days	%	0	N/A	N/A
Lost Time Incident Rate (LTIR)	%	0	N/A	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0	N/A	N/A
<b>Safety performance (contractor)</b>				
<b>Malaysia</b>				
<b>Gamuda Engineering</b>				
Total hours worked	hour	3,732,387	517,620	1,819,500
Number of fatalities	no.	0	0	0
Number of reportable injuries	no.	1	0	0
Number of days lost	day	8	0	0
Fatality rate	%	0	0	0
Injury Rate	%	0.05	0	0
Rate of lost days	%	0.43	0	0
Lost Time Incident Rate (LTIR)	%	0.05	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0.27	0	0
<b>Gamuda Land</b>				
Total hours worked	hour	13,777,434	6,791,134	6,623,361
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 Incident Rate (LTIR)	%	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	%	0	N/A	N/A

\* Reported spending on training for Australia does not include DT Infrastructure

## OUR GLOBAL ALIGNMENT

## SAFETY AND HEALTH

Description	UoM	FY2024	FY2023	FY2022
<b>Safety performance (contractor)</b>				
<b>Singapore</b>				
Total hours worked	hour	3,123,012	N/A	N/A
Number of fatalities	no.	0	N/A	N/A
Number of reportable injuries	no.	2	N/A	N/A
Number of days lost	day	72	N/A	N/A
Fatality rate	%	0	N/A	N/A
Injury Rate	%	0.13	N/A	N/A
Rate of lost days	%	4.61	N/A	N/A
Lost Time Incident Rate (LTIR)	%	0.13	N/A	N/A
Lost Time Incident Frequency Rate (LTIFR)	%	0.64	N/A	N/A
<b>Vietnam</b>				
Total hours worked	hour	5,486,536	8,810,518	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 Incident Rate (LTIR)	%	0	0	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0	0	N/A
<b>Australia</b>				
<b>DT Infrastructure Australia</b>				
Total hours worked	hour	750,674	N/A	N/A
Number of fatalities	no.	0	N/A	N/A
Number of reportable injuries	no.	4	N/A	N/A
Number of days lost	day	1	N/A	N/A
Fatality rate	%	0	N/A	N/A
Injury Rate	%	1.07	N/A	N/A
Rate of lost days	%	0.27	N/A	N/A
Lost Time Incident Rate (LTIR)	%	0.27	N/A	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	1.33	N/A	N/A
<b>Gamuda Engineering Australia</b>				
Total hours worked	hour	1,697,292	1,177,042	N/A
Number of fatalities	no.	0	0	N/A
Number of reportable injuries	no.	2	2	N/A
Number of days lost	day	0	130	N/A
Fatality rate	%	0	0	N/A
Injury Rate	%	0.24	0.34	N/A
Rate of lost days	%	0	22.09	N/A
Lost Time Incident Rate (LTIR)	%	0	0.34	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0	1.70	N/A
<b>Taiwan</b>				
Total hours worked	hour	272,887	N/A	N/A
Number of fatalities	no.	0	N/A	N/A
Number of reportable injuries	no.	0	N/A	N/A
Number of days lost	day	0	N/A	N/A
Fatality rate	%	0	N/A	N/A
Injury Rate	%	0	N/A	N/A
Rate of lost days	%	0	N/A	N/A
Lost Time Incident Rate (LTIR)	%	0	N/A	N/A
Lost Time Injury Frequency Rate (LTIFR)	%	0	N/A	N/A

## OUR GLOBAL ALIGNMENT

## DATA PRIVACY AND SECURITY

Description	UoM	FY2024	FY2023	FY2022
Number of substantiated complaints concerning breachers of customer privacy and losses of customer data	no.	0	0	0

## ANTI-CORRUPTION

Description	UoM	FY2024	FY2023	FY2022
Number of selected employees who have received training on anti-corruption by employee category				
Management	no.	74	64	33
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	100
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 the Group's anti-corruption policies and procedures	no.	6,053 (100%)	3,987 (97%)	3,698 (95%)

## COMMUNITY INVESTMENT

Description	UoM	FY2024	FY2023	FY2022
<b>Yayasan Gamuda</b>				
<b>Gamuda Scholarship Malaysia</b>				
Total contributions	RM	30,000,000	20,000,000	12,600,000
Total beneficiaries	no.	123	79	53
<b>Gamuda Scholarship Vietnam</b>				
Total contributions	VND	495,755,000	N/A	N/A
Scholarships offered	no.	5	N/A	N/A
<b>Star Golden Hearts Award &amp; GIA</b>				
Total contributions	RM	1,095,000	N/A	249,000
Recipients	no.	10	10	10
<b>Enabling Academy (EA)</b>				
Total number of stakeholders engaged by type				
ETP Practitioners' Workshop	no.	341	253	141
Gamuda employees	no.	137	339	59
Government agencies	no.	180	125	73
Individuals	no.	237	1,471	1
Organisations, NGOs & Private Centres	no.	1,804	46	258
Partner companies (include JC introductory workshop)	no.	757	348	344
Universities/ institutions	no.	602	321	370
Foreign organisations & individuals	no.	260	N/A	N/A
<b>Grand total</b>		<b>4,318</b>	<b>2,903</b>	<b>1,246</b>
Total EA graduates	no.	22	20	10
Total EA trainees (training in progress)	no.	16	10	10
<b>Medical Outreach Malaysia</b>				
Total contributions	RM	117,800	N/A	N/A
Total beneficiaries	no.	2,963	N/A	N/A
<b>Vietnam Run for the Heart</b>				
Total contributions	VND	6,088,110,000	5,423,327,688	N/A
Total beneficiaries	no.	167	193	N/A

## OUR GLOBAL ALIGNMENT

## VALUE TO THE ENVIRONMENT

Description	UoM	FY2024	FY2023	FY2022
<b>Intensity</b>				
GHG emissions intensity ratio for the organisation	tCO <sub>2</sub> e/RM million revenue	5	4	7
<b>Environmental Fines and Penalties</b>				
Total costs	RM	0	0	0
<b>Gross direct (scope 1) GHG emissions</b>				
Total	tCO <sub>2</sub> e	31,224	7,245	8,428
<b>Gross direct (scope 1) GHG emissions by categories</b>				
Total	tCO <sub>2</sub> e	31,224	7,245	8,428
Managed infrastructures	tCO <sub>2</sub> e	10,458	5,501	3,298
Construction sites	tCO <sub>2</sub> e	19,556	158	6
Operating plants	tCO <sub>2</sub> e	1,210	1,586	5,124
<b>Gross direct (Scope 1) GHG emissions by countries</b>				
Australia	tCO <sub>2</sub> e	12,880 <sup>Ⓞ</sup>	99	N/A
Malaysia	tCO <sub>2</sub> e	18,334 <sup>Ⓞ</sup>	7,146	8,428
Singapore	tCO <sub>2</sub> e	0	N/A	N/A
Taiwan	tCO <sub>2</sub> e	2	N/A	N/A
Vietnam	tCO <sub>2</sub> e	8 <sup>Ⓞ</sup>		N/A
<b>Gross location-based energy indirect (Scope 2) GHG emissions</b>				
Total	tCO <sub>2</sub> e	36,699	20,897	18,147
<b>Gross location-based energy indirect (Scope 2) GHG emissions by categories</b>				
Total	tCO <sub>2</sub> e	36,699	19,677	18,147
Managed infrastructures	tCO <sub>2</sub> e	33,223	19,526	16,342
Construction sites	tCO <sub>2</sub> e	457	857	29
Operating plants	tCO <sub>2</sub> e	3,019	513	1,776
<b>Gross location-based energy indirect (Scope 2) GHG emissions by countries</b>				
Australia	tCO <sub>2</sub> e	631 <sup>Ⓞ</sup>	206	N/A
Malaysia	tCO <sub>2</sub> e	33,267 <sup>Ⓞ</sup>	19,677	18,147
Singapore	tCO <sub>2</sub> e	12	N/A	N/A
Taiwan	tCO <sub>2</sub> e	4	N/A	N/A
Vietnam	tCO <sub>2</sub> e	2,784 <sup>Ⓞ</sup>	1,134	N/A
<b>Gross other indirect (Scope 3) GHG emissions</b>				
Total	tCO <sub>2</sub> e	398,606	130,008	5,709
<b>Gross other indirect (Scope 3) GHG emissions by categories</b>				
Category 1: Purchased Goods and Services	tCO <sub>2</sub> e	71,767	91,636	37,927
Category 2: Capital Goods	tCO <sub>2</sub> e	2,515	823	99
Category 4: Upstream Transportation and Distribution	tCO <sub>2</sub> e	175	N/A	N/A
Category 5: Waste Generated in Operations	tCO <sub>2</sub> e	112	392	313
Category 6: Business Travels	tCO <sub>2</sub> e	757	774	216
Category 7: Employee Commuting	tCO <sub>2</sub> e	11,237	28,651	18,361
Category 8: Upstream Leased Assets	tCO <sub>2</sub> e	401	1,375	1,266
Category 9: Downstream Transportation & Distribution	tCO <sub>2</sub> e	195	N/A	14,229
Category 13: Downstream Leased Assets	tCO <sub>2</sub> e	338	238	176
Category 15: Investments	tCO <sub>2</sub> e	311,109	N/A	N/A
<b>Energy consumption</b>				
Total	kWh	86,123,273	30,167,811	32,213,524
Renewable sources	kWh	37,138,691	6,717,286	1,348,642
Non-renewable sources	kWh	48,984,582	23,450,525	30,864,882

## OUR GLOBAL ALIGNMENT

## VALUE TO THE ENVIRONMENT

Description	UoM	FY2024	FY2023	FY2022
<b>Electricity consumption by countries</b>				
Malaysia	kWh	43,888,617	24,645,024	30,864,882
<b>TNB Green Electricity Tariff (GET)/ RECs</b>				
Total	kWh	34,128,360	5,981,355	2,056,531
Malaysia	kWh	3,852,871	3,943,025	2,056,531
Australia	kWh	30,275,489	2,038,330	N/A
<b>Electricity generated from solar panels</b>				
Total	kWh	3,010,332	3,285,700	1,846,020
Australia	kWh	43,893	N/A	N/A
Malaysia	kWh	2,095,886	2,347,311	921,777
Vietnam	kWh	870,553	938,389	924,243
<b>Water</b>				
<b>Water withdrawal by source</b>				
Total	m <sup>3</sup>	1,872,475	1,713,669	1,200,000
Third-party water	m <sup>3</sup>	1,490,269	980,026	1,060,800
Surface water	m <sup>3</sup>	382,206	773,643	139,200
<b>Water withdrawal in malaysia by source</b>				
Total	m <sup>3</sup>	1,519,263	1,628,019	1,200,000
Third-party water	m <sup>3</sup>	1,241,607	932,838	1,060,800
Surface water	m <sup>3</sup>	277,656	695,181	139,200
<b>Waste</b>				
Total weight of waste generated	kg	3,974,271	27,587	6,326
<b>Total weight of waste generated by categories</b>				
<b>Hazardous waste</b>				
Total	kg	2,807,933	96	84
<b>Non-hazardous waste</b>				
Total	kg	1,166,338	27,490	6,242
Non-recycled waste (general waste)	kg	188,885	24,187	5,421
Garden waste	kg	1,264	239	211
Food waste	kg	1,823	284	16
Recycled waste	kg	974,366	1,549	585
<b>Conservation area</b>				
<b>IUCN Red List species</b>				
Total	numbers	91	82	79
Critically endangered	numbers	8	7	7
Endangered	numbers	17	14	14
Vulnerable	numbers	30	26	24
Near threatened	numbers	36	35	34

## OUR GLOBAL ALIGNMENT

## VALUE TO THE ENVIRONMENT

Description	UoM	
<b>Solar Power Generating Capacity Installed as of July 31, 2024</b>		
<b>Malaysia</b>		
Total	kWp	3,978 <sup>o</sup>
Megah Sewa	kWp	273
Menara Gamuda	kWp	147
Silicon Island - Batu Maung Store Yard	kWp	12
Gamuda IBS, Banting	kWp	300
Gamuda Cove Sales Gallery and Go-Kart Building	kWp	701
Gamuda Cove Spalshmania	kWp	559
Gamuda Cove Wetlands Arboretum Centre	kWp	70
Gamuda Gardens Sales Gallery (Rooftop)	kWp	310
Gamuda Gardens Sales Gallery (BIPV Carport)	kWp	332
twentyfive7 Quayside Mall	kWp	1,192
twentyfive7 Sales Gallery	kWp	81
<b>Gamuda Engineering Australia</b>		
Total	kWp	387 <sup>o</sup>
Coff Harbour Bypass (CHB)	kWp	99
Rosehill Mobile Solar Farm	kWp	240
WTP - Eastern Creek Precast Yard	kWp	48
<b>DT Infrastructure Australia</b>		
Total	kWp	600
Queensland Train Maintenance Programme	kWp	600
<b>Vietnam</b>		
Total	kWp	759 <sup>o</sup>
Artisan Park Sales Gallery and Show Unit, Binh Duong	kWp	12
Celadon City Sports and Resort Club	kWp	747

## Disclosure:

In our previous reporting, we inadvertently omitted an important clarification regarding the treatment of greenhouse gas (GHG) emissions for locations that did not exist during the baseline year. To ensure a fair comparison of GHG emission reductions over time, the emissions for these newly established locations have been retroactively added to the baseline year.

This adjustment is consistent with the GHG Protocol's policy of "shifting" or "rolling" the base year. By including the emissions from newly established facilities or locations within the updated boundaries, we ensure that reductions are measured accurately and reflect any expansions in operational scope. This correction ensures transparency and alignment with best practices in GHG accounting and reporting.

## Note:

The data with the annotation of <sup>o</sup> was subject to an external limited assurance by an independent 3<sup>rd</sup> party. Following are the KPI assured by PricewaterhouseCoopers PLT: Percentage of individuals within the Gamuda Berhad's Board of Directors by gender and age group. By gender: Male (43%), Female (57%); By age group: Over 50 years old (100%); By ethnicity: Bumiputera (43%), Chinese (57%), Percentage of the procurement budget used for significant locations of operation Gamuda Australia – GEA (98%), Malaysia (98%) and Vietnam (95%) that is spent on suppliers local, Percentage of employees by gender and age group, for each employee category in Management: Male (70%), Female (30%); Executive: Male (54%), Female (46%); Non- Executive: Male (70%), Female (30%). Management: Under 30 years old (4%), 30-50 years old (73%), Over 50 years old (23%); Executive: Under 30 years old (35%), 30-50 years old (56%), over 50 years old (9%), Non Executive: Under 30 years old (39%), 30-50 years old (51%), over 50 years old (10%); By ethnicity: Management: Bumiputera (27%), Chinese (63%), Indian (8%), Others (2%), Non-Executive: Bumiputera (84%), Chinese (8%), Indian (7%), Others (1%), Executive: Bumiputera (58%), Chinese (34%), Indian (7%), Others (1%), The total number of new employee hires and employee turnover by employee category during the reporting period (covering Malaysia, Australia and Vietnam) for Turnover: Management (228), Executive (329), Non-Executive (463). New Hire: Management (405); Executive (557); Non-Executive (718). The total hours of training by employee category during the reporting period in Malaysia: Management (30,175), Executive (28,595), Non-Executive (16,048); GEA: Management (6,124), Executive (1,230), Non-executive (12,826), Vietnam: Management (3,411), Executive (4,088), Non-Executive (5,487), LTIR for employees and contractors in SplashMania (0), Gamuda Vietnam- Elysian, Gamuda (0), IBS- Banting Factory (0).

Scope 1 emission in tonnes CO<sub>2</sub>e in Malaysia (18,334), Australia (12,880), and Vietnam (8); Scope 2 emission in tonnes CO<sub>2</sub>e in Malaysia (33,267), Australia (631), and Vietnam (2,784); Scope 3 emission in Malaysia in tonnes CO<sub>2</sub>e for Business Travel – Air Travel (706 tonnes CO<sub>2</sub>e), Total volume of water used (m<sup>3</sup>) used during the reporting period for operating units SplashMania (215,979 m<sup>3</sup>), Gamuda Berhad- Menara Gamuda (17,912 m<sup>3</sup>), Gamuda Vietnam - Celadon City (Office) (667 m<sup>3</sup>), Gamuda IBS- Banting Factory (108,850 m<sup>3</sup>), Quayside Mall and Tower (76,962 m<sup>3</sup>), Gamuda Australia - Western Tunneling Package(272,263 m<sup>3</sup>), Total waste generated (tonnes) for Total waste diverted from behind disposal Gamuda IBS - Banting Factory (272 tonnes), Gamuda Australia - GEA (Western Tunneling Package) (524,789 tonnes), Quayside (Mall & Tower) (7 tonnes), Rasau Water Treatment Plant, Selangor (0 tonnes), Gamuda Gardens - Township Management Department Office for (i) Danau Ceria ii) Rumah Selangorku Danau Ria (0.05 tonnes) and Total waste directed to behind disposal Gamuda IBS - Banting Factory (1,249 tonnes), Gamuda Australia - GEA (Western Tunneling Package) (146,437 tonnes), Quayside (Mall & Tower) (866 tonnes), Rasau Water Treatment Plant, Selangor (188 tonnes), Gamuda Gardens - Township Management Department Office for (i) Danau Ceria ii) Rumah Selangorku Danau Ria (0 tonnes), and Total solar power generating capacity installed (kWp) at operating units for Gamuda Australia – GEA (387 kWp), Malaysia (3,978 kWp), and Vietnam (759 kWp).

Refer to the independent assurance report on pages 233 to 237.

## OUR GLOBAL ALIGNMENT

## ► BURSA COMMON INDICATORS PERFORMANCE TABLE

Indicator	Measurement Unit	2024
<b>Bursa (Anti-corruption)</b>		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Management	Percentage	5.00
Executive	Percentage	20.00
Non-executive	Percentage	9.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
<b>Bursa (Supply chain management)</b>		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	97.00
<b>Bursa (Data privacy and security)</b>		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
<b>Bursa (Diversity)</b>		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Management Under 30	Percentage	4.00
Management Between 30-50	Percentage	73.00
Management Above 50	Percentage	23.00
Executive Under 30	Percentage	35.00
Executive Between 30-50	Percentage	56.00
Executive Above 50	Percentage	9.00
Non-executive Under 30	Percentage	39.00
Non-executive Between 30-50	Percentage	51.00
Non-executive Above 50	Percentage	10.00
Gender Group by Employee Category		
Management Male	Percentage	70.00
Management Female	Percentage	30.00
Executive Male	Percentage	54.00
Executive Female	Percentage	46.00
Non-executive Male	Percentage	70.00
Non-executive Female	Percentage	30.00
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	43.00
Female	Percentage	57.00
Under 30	Percentage	0.00
Between 30-50	Percentage	0.00
Above 50	Percentage	100.00

## OUR GLOBAL ALIGNMENT

Indicator	Measurement Unit	2024
<b>Bursa (Labour practices and standards)</b>		
Bursa C6(a) Total hours of training by employee category		
Management	Hours	39,710
Executive	Hours	33,913
Non-executive	Hours	34,361
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	25.00
Bursa C6(c) Total number of employee turnover by employee category		
Management	Number	228
Executive	Number	329
Non-executive	Number	463
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
<b>Bursa (Health and safety)</b>		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.02
Bursa C5(c) Number of employees trained on health and safety standards	Number	6,053
<b>Bursa (Community/Society)</b>		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	15,175,828.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	7,704
<b>Bursa (Emissions management)</b>		
Bursa C11(a) Scope 1 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	31,222.00
Bursa C11(b) Scope 2 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	36,682.00
Bursa C11(c) Scope 3 emissions in tonnes of CO <sub>2</sub> e (at least for the categories of business travel and employee commuting)	Metric tonnes	11,994.00
<b>Bursa (Energy management)</b>		
Bursa C4(a) Total energy consumption	Megawatt	86,123.00
<b>Bursa (Water)</b>		
Bursa C9(a) Total volume of water used	Megalitres	1,872.000000
<b>Bursa (Waste management)</b>		
Bursa C10(a) Total waste generated	Metric tonnes	3,974,271.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	3,785,386.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	188,885.00

Internal assurance External assurance No assurance

(\*)Restated

## OUR GLOBAL ALIGNMENT

### ► LIMITED ASSURANCE STATEMENT

#### INDEPENDENT LIMITED ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF GAMUDA BERHAD ON THE SELECTED SUSTAINABILITY INFORMATION DISCLOSED IN THE ESG IMPACT REPORT 2024

We have been engaged by Gamuda Berhad (the "Company" or "Gamuda") to perform an independent limited assurance engagement on the selected sustainability information for the year ended 31 July 2024 (the "Subject Matter Information") as defined below and marked with the symbol "Ⓐ" in the Company's ESG Impact Report for the year ended 31 July 2024 (the "ESG Impact Report 2024").

Our assurance conclusion does not extend to information in respect of earlier periods or to any other information included in the ESG Impact Report 2024.

#### 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 has not been prepared, in all material respects, in accordance with the Reporting Criteria referenced in the "Subject Matter Information and Reporting Criteria" section below.

#### SUBJECT MATTER INFORMATION AND REPORTING CRITERIA

The Subject Matter Information needs to be read and understood together with the Reporting Criteria, which the Company is solely responsible for selecting and applying. The Subject Matter Information and the Reporting Criteria are set out below:

Subject matter information	Scope	Reported amount	Scope	Reported amount
<b>Bursa's prescribed common or sector-specific indicators:</b>				
<b>Reporting Criteria: The Sustainability Reporting Guide (3<sup>rd</sup> Edition) issued by Bursa Malaysia Securities Berhad ("Bursa")</b>				
<b>C3(a) Percentage of employees by gender and age group, for each employee category (%)</b>	<b>By gender (%) (Gamuda Group)</b>		<b>By age group (%) (Gamuda Group)</b>	
	<b>Management:</b>		<b>Management:</b>	
	Male	70%	Under 30 years old	4%
	Female	30%	30 - 50 years old	73%
			Over 50 years old	23%
	<b>Executive:</b>		<b>Executive:</b>	
	Male	54%	Under 30 years old	35%
	Female	46%	30 - 50 years old	56%
			Over 50 years old	9%
	<b>Non-Executive:</b>		<b>Non-Executive:</b>	
Male	70%	Under 30 years old	39%	
Female	30%	30 - 50 years old	51%	
		Over 50 years old	10%	
<b>By ethnicity (%) (Gamuda Malaysia)</b>				
<b>Management:</b>		<b>Non-Executive:</b>		
Bumiputera	27%	Bumiputera	84%	
Chinese	63%	Chinese	8%	
Indian	8%	Indian	7%	
Others	2%	Others	1%	

## OUR GLOBAL ALIGNMENT

INDEPENDENT LIMITED ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF GAMUDA BERHAD ON THE SELECTED SUSTAINABILITY INFORMATION DISCLOSED IN THE ESG IMPACT REPORT 2024 (CONT'D)

Subject matter information	Scope	Reported amount	Scope	Reported amount
	<b>Executive:</b>			
	Bumiputera	58%	Indian	7%
	Chinese	34%	Others	1%
<b>C3(b) Percentage of directors by gender and age group (%)</b>	<b>By gender (%):</b>		<b>By age group (%):</b>	
	Male	43%	Over 50 years old	100%
	Female	57%		
	<b>By ethnicity (%):</b>			
	Bumiputera	43%		
	Chinese	57%		
<b>C5(b): Lost Time Incident Rate (LTIR)</b>	<b>Employees:</b>		<b>Contractors:</b>	
	SplashMania	0	SplashMania	0
	Gamuda Vietnam - Elysian	0	Gamuda Vietnam - Elysian	0
	Gamuda IBS - Banting Factory	0	Gamuda IBS - Banting Factory	0
<b>C6(a) Total hours of training by employee category</b>	<b>Gamuda Malaysia:</b>		<b>Gamuda Engineering Australia:</b>	
	Management	30,175	Management	6,124
	Executive	28,595	Executive	1,230
	Non-Executive	16,048	Non-Executive	12,826
	<b>Gamuda Vietnam:</b>			
	Management	3,411		
	Executive	4,088		
	Non-Executive	5,487		
<b>C6(c) Total number of employee turnover by employee category</b>	<b>Gamuda Malaysia, Australia and Vietnam</b>			
	Management	228		
	Executive	329		
	Non-Executive	463		
<b>C7(a) Proportion of spending on local suppliers (%)</b>	<b>By operating units:</b>			
	Gamuda Malaysia	98%	Gamuda Australia-GEA	98%
	Gamuda Vietnam	95%		
<b>C9(a) Total volume of water used (m<sup>3</sup>)</b>	<b>By operating units:</b>			
	SplashMania	215,979	Gamuda IBS - Banting Factory	108,850
	Gamuda Berhad - Menara Gamuda	17,912	Quayside (Mall & Tower)	76,962
	Gamuda Vietnam - Celadon City (Office)	667	Gamuda Australia - Western Tunneling Package	272,263

## OUR GLOBAL ALIGNMENT

INDEPENDENT LIMITED ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF GAMUDA BERHAD ON THE SELECTED SUSTAINABILITY INFORMATION DISCLOSED IN THE ESG IMPACT REPORT 2024 (CONT'D)

Subject matter information	Scope	Reported amount	Scope	Reported amount
<b>C10(a) Total waste generated (tonnes)</b>	<b>(i) Total waste diverted from disposal</b>			
	Gamuda IBS - Banting Factory	272	Gamuda Australia - GEA (Western Tunneling Package)	524,789
	Quayside (Mall & Tower)	7	Rasau Water Treatment Plant, Selangor	0
	Gamuda Gardens - Township Management Department Office for (i) Danau Ceria ii) Rumah Selangorku Danau Ria			0.05
	<b>(ii) Total waste diverted to disposal</b>			
	Gamuda IBS - Banting Factory	1,249	Gamuda Australia - Western Tunneling Package	146,437
	Quayside (Mall & Tower)	866	Rasau Water Treatment Plant, Selangor	188
	Gamuda Gardens - Township Management Department Office for (i) Danau Ceria ii) Rumah Selangorku Danau Ria			0
<b>C11(a) Scope 1 emissions in tonnes of CO<sub>2</sub>e</b>	<b>By operating units:</b>			
	Gamuda Malaysia	18,334	Gamuda Vietnam	8
	Gamuda Australia	12,880		
<b>C11(b) Scope 2 emissions in tonnes of CO<sub>2</sub>e</b>	<b>By operating units:</b>			
	Gamuda Malaysia	33,267	Gamuda Vietnam	2,784
	Gamuda Australia	631		
<b>S5(a): Total weight or volume of materials that are used to produce and package products and services (tonnes)</b>	<b>Gamuda Australia - GEA (Western Tunneling Package):</b>			
	Non-renewable materials used	276,511		
	Renewable materials used	887		
<b>Other sustainability information:</b>				
<b>Reporting Criteria: Gamuda's internal sustainability reporting guidelines and procedures set out in the Company's ESG Impact Report 2024</b>				
<b>Total number of new employee hired by employee category</b>	<b>Gamuda Malaysia, Australia and Vietnam:</b>			
	Management	405		
	Executive	557		
	Non-Executive	718		
<b>Scope 3 emissions in tonnes of CO<sub>2</sub>e (Business Travel - Air Travel)</b>	Gamuda Malaysia	706		
<b>Total solar power generating capacity installed (kWp)</b>	<b>By operating units:</b>			
	Gamuda Malaysia	3,978	Gamuda Vietnam - HCMC	759
	Gamuda Australia - GEA	387		

## OUR GLOBAL ALIGNMENT

### INDEPENDENT LIMITED ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF GAMUDA BERHAD ON THE SELECTED SUSTAINABILITY INFORMATION DISCLOSED IN THE ESG IMPACT REPORT 2024 (CONT'D)

#### RESPONSIBILITIES OF THE DIRECTORS AND MANAGEMENT

Management of the Company are responsible for the preparation of the Subject Matter Information included in the Company's ESG Impact Report 2024 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 Company's ESG Impact Report 2024 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 the Company which are reasonable in the circumstances.

Those charged with governance are responsible for overseeing the Company's sustainability reporting process.

#### 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 and 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 uncertainties and limitations are laid out in more detail in the Reporting Criteria.

#### OUR RESPONSIBILITY

Our responsibility is to express a limited assurance conclusion on the Subject Matter Information 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, 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.

#### 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.

## OUR GLOBAL ALIGNMENT

### INDEPENDENT LIMITED ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF GAMUDA BERHAD ON THE SELECTED SUSTAINABILITY INFORMATION DISCLOSED IN THE ESG IMPACT REPORT 2024 (CONT'D)

#### SUMMARY OF WORK PERFORMED

Our work included the following procedures. We:

- Evaluated the suitability in the circumstances of the Company's Reporting Criteria as the basis for preparing the Subject Matter Information;
- Obtained an understanding of the Company's control environment, processes and systems relevant to the preparation of the Subject Matter Information at the consolidated level and operating unit level. 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 the Company, noting that our procedures did not involve testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Company's estimates;
- Performed review analytics on the Subject Matter Information;
- Performed limited substantive testing on a sampling 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;
- Assessed whether the emission/conversion factors used in the calculation of the Scope 1, Scope 2 and Scope 3 (Category 6 - Business Travels) emissions are obtained from reputable sources, where relevant;
- Checked mathematical formulas, proxies and default values used in the Subject Matter Information against the Company's Reporting Criteria; and
- Evaluated the appropriateness of the disclosures and presentation of the Subject Matter Information based on the Reporting Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information has been prepared, in all material respects, in accordance with the Reporting Criteria.

#### RESTRICTION ON DISTRIBUTION AND USE AND DISCLAIMER OF LIABILITY TO THIRD PARTIES AND FOR ANY OTHER PURPOSE

Our report, including our conclusion, has been prepared solely for the Board of Directors of the Company in accordance with the agreements between us dated 16 July 2024 and 16 October 2024. We consent to the inclusion of this report in the ESG Impact Report 2024 which will be accessible from the website of the Company at [www.gamuda.com.my](http://www.gamuda.com.my) in connection with the Company's responsibilities under paragraph 6.2(e) of Practice Note 9 of the Main Market Listing Requirements in respect of the disclosure of a statement on whether the listed issuer has sought independent assurance on the Subject Matter Information. To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Company for our work or this report except where terms are expressly agreed between us in writing. Any reliance on this report by any third party is entirely at its own risk.



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Chartered Accountants  
Kuala Lumpur  
18 October 2024