

PROJECT UPDATES

661 Chapel St, Melbourne, Australia



661 Chapel St is a boutique 1,435 sq m residential development in South Yarra, one of Melbourne's most affluent inner city suburbs just 4km away from the CBD and overlooking the Yarra River. Though predominantly a residential area, it is reputed as Melbourne's fashion and style capital with trendy restaurants, art galleries and street cafes. The development is designed by award-winning architect Bird de la Coeur which promises six-star hotel quality in ambience, space and amenities. Among its outstanding features are a porte-cochere for covered drop off, and an art-filled sculptured walk leading off from the lobby to a high-ceilinged library overlooking the Melbourne High School gardens.



PROJECT UPDATES



HighPark Suites is a new 4.86-acre residential-focused development in Kelana Jaya catering to young professionals and entrepreneurs. The development, with a GDV of RM633 million, features two towers with two conjoined sections and three tiers of landscaped greenery - at the Podium Park, Sky Court and rooftop Sky Terrace. Together with other environment-friendly features, the development has been awarded a provisional Gold certification by the Green Building Index. The South Tower, with 512 units, is to be launched in October 2015. There are four unit types, ranging in size from 452-840 sq ft. Dual-key and duplex units are available. HighPark Suites has excellent common facilities including a swimming pool, aqua gym, WiFi-equipped Sky Lounge, and a roof top garden. It also has the distinction of being the first residential-focused development in Petaling Jaya to feature expansive elevated park with a 1km jogging track. For residents' convenience, there will be a shuttle service to and from the HighPark Suites to the nearest LRT station.



Horizon Hills, Johor, Malaysia

At **Horizon Hills**, a 1,200-acre integrated freehold development with over 951 units of landed properties from The Hills, The Greens and The Canal Garden were handed over to homeowners during the financial year. This contributed to an occupancy rate increase of 20% from the previous financial year. As more growth catalyst in Nusajaya come on board - such as Pinewood Iskandar Malaysia Studios; and tertiary learning cluster in Educity including Multimedia University, the University of Southampton and Netherland Maritime Institute of Technology - residential developments such as Horizon Hills are gaining more traction. As of today, the community comprises residents from about 41 nationalities including Americans, Europeans, South Koreans, Indonesians, Indians, Sri Lankans and Australians, among others. Horizon Hills received The Edge-PEPS Value Creation Excellence Awards 2014 under the Residential Category, for the highest capital appreciation of up to 117% and 230% within three to five years. This is the second time it has been conferred the award, after its first win in 2012. The development has a remaining GDV of RM4.1 billion.

PROJECT UPDATES

The Robertson, Kuala Lumpur, Malaysia

The Robertson, the Group's first in the high-rise mixed-use development, is strategically located in Kuala Lumpur city centre and conveniently connected via MRT, LRT and Monorail access. Boasting rainwater-harvesting systems, recycling facilities, and an eco-friendly garbage disposal system, the project has been awarded a Provisional Gold Certification from Green Building Index (GBI). Within two weeks of its launch, the North Tower was sold out. Following on its heels, the South Tower was launched in the last quarter of 2014. The Robertson has a remaining GDV of RM459 million.



Jade Hills, Selangor, Malaysia

A 338-acre first-of-its-kind thematic township in Kajang, **Jade Hills** that was launched nine years ago, features an abundance of greenery and eco-friendly amenities such as roof gardens and the use of recycled materials. In FY2015, more tenants were attracted to its commercial centre, the Commerce Village, which caters to the needs of local residents with a mixture of F&B outlets, convenience stores and an international school, among others. In May 2015, a ground breaking and registration ceremony was held for Rumah SelangorKu, making Jade Hills the first Gamuda project to offer affordable housing. The event was officiated by Chief Minister of Selangor YB Mohamed Azmin Ali and attended by over 2,000 visitors. The affordable housing development comprises 714 units of apartments. Jade Hills has a remaining GDV of RM1.3 billion.

PROJECT UPDATES



The luxurious **Madge Mansions** offers an exclusive and exquisite lifestyle along the embassy row at the heart of the city with 52 spacious suites and a GDV of RM272 million. Madge Mansions, our very first high-rise premium residential development was rated the highest CONQUAS score in Southeast Asia outside of Singapore. The development holds a remaining GDV of RM91 million.



Gamuda City, Hanoi, Vietnam

Gamuda City is a 426-acre development located in the centre of Greater Hanoi, just 6km from the old Central Business District. It consists of bustling business districts and commercial hubs, self-contained lifestyle townships and a world-class urban recreation park. Poised to be the next prime destination in Hanoi, Gamuda City showcases the best of living, education, entertainment, medical, hospitality and business experience. The integrated Gamuda Gardens township, one of four main components of Gamuda City, has been in operation with full amenities and facilities, including Hanoi's largest recreation park - Yen So Park at its centre. In December 2014, Gamuda Gardens Club was opened, followed by the Singapore International School @ Gamuda Gardens in August 2015. Gamuda Gardens won the prestigious Best Residential Development at the Vietnam Property Awards 2015. Another key component, the Festive Retails Mall, will be opened by December 2015. Gamuda City has a remaining GDV of RM10.4 billion.

PROJECT UPDATES



Sales at the 203-acre **Celadon City** development continued to improve. Homeowners have moved into two completed blocks of apartments, and enjoying various amenities including the Aeon retail mall. Following Gamuda's take-over of the management of Celadon City in July 2015, the latest launch of apartment in August saw an immediate take-up rate of 20%. Meanwhile, there is much excitement over upcoming developments, such as the Sports Centre, which will be ready in 2016; and a reputable private school, for which construction will begin soon. The city is also about to welcome one of the world's most famous fast food chains.



Bandar Botanic, Selangor, Malaysia

Launched in 2001, **Bandar Botanic** is a 1,200-acre wholly-owned integrated township featuring a central and landscaped parks. It has a total GDV of RM4.4 billion. FY2015 saw the launch of 171 units of double-storey link houses which were fully sold within a week, demonstrating the popularity of the development which enjoys good connectivity via the Shah Alam Expressway. It has been awarded The Edge-PEPS Value Creation Excellence Awards for two consecutive years - in 2013 under the Commercial Category; and 2014 under the Residential Category. The last phase of the residential component, comprising three-storey townhouses, is to be launched in the fourth quarter of 2015. Bandar Botanic has a remaining GDV of RM105 million.

PROJECT UPDATES

Kota Kemuning, Selangor, Malaysia

The 1,800-acre township of **Kota Kemuning** was launched in 1995 under a joint venture, earning the distinction of being the first gated and guarded property development in Malaysia. It comprises 8,676 units of bungalows, semi-detached and link homes, condominiums, townhouses and apartments as well as 1,367 units of commercial lots, semi-detached industrial and terraced factories. In December 2014, the community lifestyle retail centre Gamuda Walk was opened, fulfilling the needs of residents with a comprehensive range of retail offerings and anchored by AEON MaxValu. The remaining GDV of this development is RM98 million.



Valencia, Selangor, Malaysia

Valencia is the first gated-and-guarded development in the Klang Valley to weave homes into golf fairways. Located at Sungai Buloh and neighbouring the Forest Reserved Institute of Malaysia, this 280-acre freehold gated and exclusive residential development is the country's only residential development that offers a private residents-only golf course and clubhouse in a luxurious resort-style setting. Valencia is CONQUAS rated.



INFRASTRUCTURE CONCESSIONS

The Penchala Interchange that connects the SPRINT Expressway and the Damansara-Puchong Highway.

An aerial photograph of a complex highway interchange with multiple overpasses and ramps. The roads are grey and concrete, set against a background of green trees and some buildings. The text is overlaid on the right side of the image.

**OPERATING AND
MAINTAINING
INFRASTRUCTURE
ASSETS TO
SERVE THE NEEDS
OF THE PEOPLE.**

STATEMENT BY GAMUDA BERHAD

EXECUTIVE DIRECTOR

EXPRESSWAYS

Growing Steadily

As the biggest intra-urban highway concessionaire in the country, Gamuda benefits from the stable growth the concessions sector yields year after year. Although this growth is more pronounced when the economy is robust, traffic on highways continues to increase steadily even during softer economic climate due to continued uptrend in vehicle ownership in key urban centres, particularly in the Klang Valley.

The fact that Malaysia has become a car manufacturer in its own right is a major factor that has seen the number of vehicles on its roads and highways rising annually. From having 3.2 million cars recorded in the Klang Valley in 2011, the number is expected to increase to 7 million by 2020. On average, 55,000 new vehicles are added to Malaysian roads every month*.

During the financial year 2015 (FY2015), tollable traffic on highways managed by Gamuda's subsidiaries and associates increased by a total average of 3% from the previous financial year. This, together with toll revision, led to an average 10.4% increase in annual revenue collected from tolls.

For the Damansara-Puchong Highway (LDP), a total of RM382.8 million was collected, marking a 2.2% increase from RM374.4 million collected a year previously. Revenue from the Lebuhraya Shah Alam (KESAS) increased 7.8% from RM240.4 million in FY2014 to RM259.1 million in FY2015.



DATO' HAJI AZMI BIN MAT NOR

*Executive Director,
Gamuda Berhad*

The biggest challenge facing the division is to manage traffic congestion, which is inevitable from the increase in the number of cars on our highways.


* Total Industry Volume (sales of new motor vehicles) in the year 2014 was 666,465 units. (Source: Malaysian Automotive Association)

STATEMENT BY GAMUDA BERHAD EXECUTIVE DIRECTOR

The largest quantum increase year-on-year of 29.3%, was seen in the SPRINT Expressway where revenue grew from RM183.3 million in FY2014 to RM237 million.

The biggest challenge facing the division is to manage traffic congestion, which is inevitable from the increase in the number of vehicles on our highways. This has been a constant priority with us, necessitating considerable sums to continuously widen the lanes on our highways, maintain the road surface and build new interchanges.

Most recently, beginning in March 2014, Lingkaran Trans Kota Sdn Bhd (LITRAK) invested RM36 million to rehabilitate and resurface sections of the LDP and SPRINT highways that had been closed due to MRT works. As the MRT works are nearing completion and these sections are to be re-opened, LITRAK is ensuring that all necessary repairation is completed before the highway segments are reopened.



Aerial view of smooth-flowing traffic along the SMART Highway.

STATEMENT BY GAMUDA BERHAD EXECUTIVE DIRECTOR

WATER SUPPLY

Continued Negotiations

As stated in our quarterly announcements, the Selangor State Government intends to take over the water assets and operations of our water concession holder, Syarikat Pengeluar Air Selangor Holdings Berhad (Splash Holdings). This forms part of efforts to consolidate the treatment, supply and distribution of water in the state of Selangor. The takeover of Splash Holdings, which holds the concession for the Sungai Selangor Water Supply Scheme Phases 1 and 3, is outstanding.

While we are supportive of the Government's efforts to consolidate the water industry in Selangor, we did not accept the Selangor State Government's latest offer of RM250.6 million for 100% equity in Splash Holdings in FY2014. This was because the offer represented only 10% of the net asset value (NAV) of Splash Holdings, which stood at RM2.54 billion (as at end December 2013).

Negotiations with the State Government for the consolidation of Splash Holdings are still ongoing.



With significant interest in one of the largest privatised water treatment plants in Selangor, Gamuda provides essential water resource for more than two million residents and industries in the Klang Valley.



Samples of the treated water is regularly tested to ensure compliance with strict water quality standards prescribed by the authorities.

STATEMENT BY GAMUDA BERHAD EXECUTIVE DIRECTOR


PROSPECTS

Complementing the division's efforts to sustain high ridership quality and efficiency on its highways, the Government has plans to remove all cash lanes at tolls, relying purely on electronic payment systems such as Touch n Go and Smart Tag by 2017.


This transformation will be implemented in phases, beginning with the SMART Tunnel by 9 September 2015, and followed by LDP, SPRINT and KESAS by mid-2016. The idea is, eventually, to implement a multilane free flow system without toll booths altogether. Tolls charges will be automatically deducted using sensors.



The LDP provides convenient access to key resident and commercial hubs in Selangor, including Kepong, Damansara, Puchong and Sunway.



The SMART Ronda team manages traffic in the SMART motorway tunnel 24 hours a day.



Regular traffic maintenance is carried out at all expressways to ensure a smooth journey for all road users.



Fully-assembled KVMRT trains are tested at the Sungai Buloh Depot.

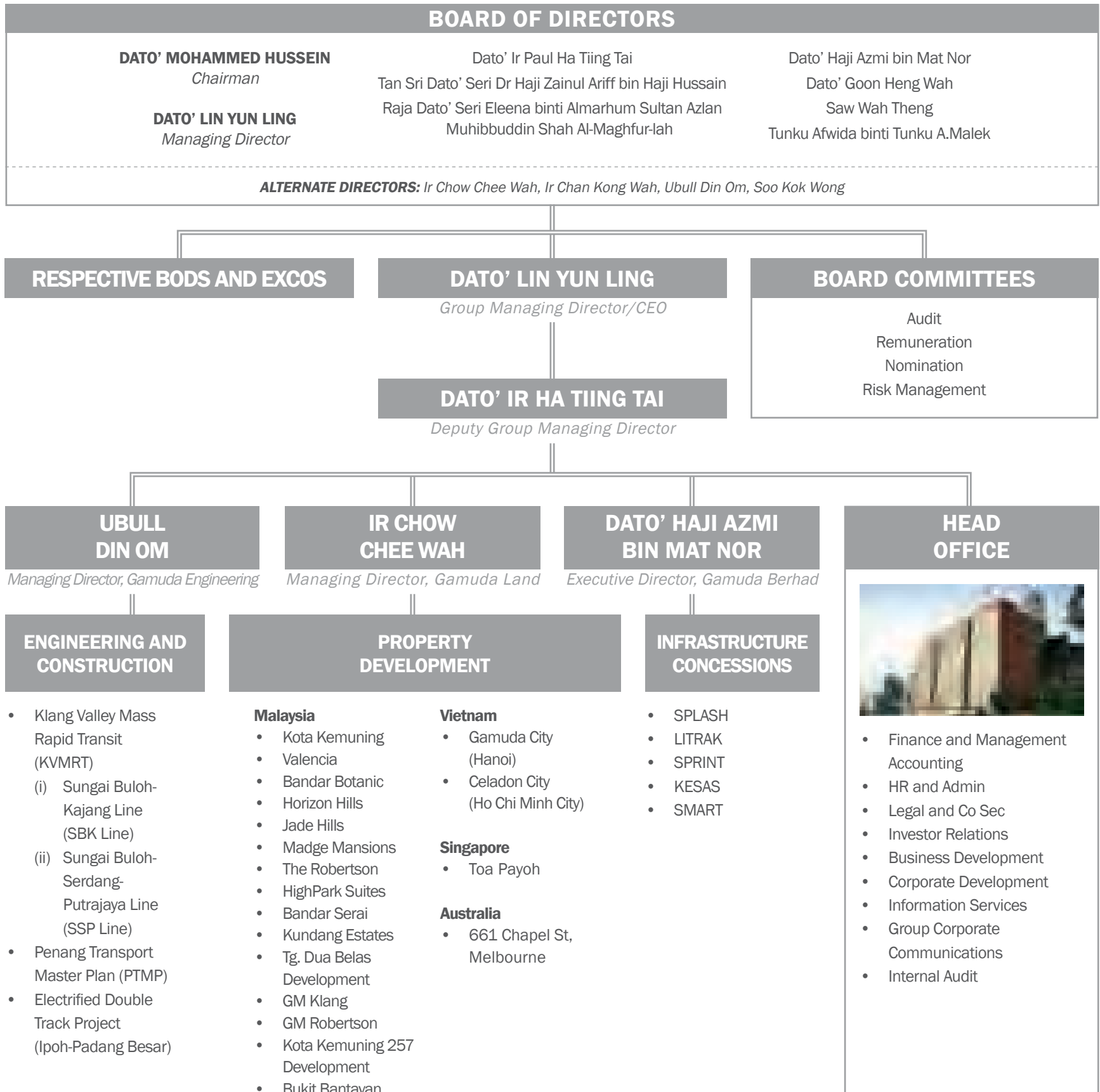


CORPORATE INFORMATION

**CAPABLY MANAGED BY INDUSTRY STALWARTS
AND PROFESSIONALS**

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GROUP ORGANISATION STRUCTURE





DATO' MOHAMMED HUSSEIN

*Non-Executive Chairman
(Independent)*

BOARD COMMITTEE MEMBERSHIP

- Chairman of the Audit Committee
- Chairman of the Remuneration Committee
- Member of the Nomination Committee

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

- Bank of America Malaysia Berhad
- Hap Seng Consolidated Berhad
- Danajamin Nasional Berhad
- CapitaCommercial Trust Management Limited

Dato' Mohammed Hussein has been on the Board as Chairman since 12 December 2013.

Previously, he was with the Malayan Banking Berhad ("Maybank") Group for 31 years, during which time he held various senior management positions including Head of Corporate Banking, Head of Commercial Banking, Head of Malaysian Operations, Managing Director of Aseambankers Malaysia Berhad and Executive Director (Business Group). Prior to his retirement from the Maybank Group in January 2008, he was the Deputy President/Executive Director/Chief Financial Officer. Presently, he is also the Non-executive Chairman of Danajamin Nasional Berhad and a member of the Corporate Debt Restructuring Committee sponsored by Bank Negara Malaysia to facilitate the resolution and restructuring of major corporate debts.

Having worked in predominantly banking and financial roles, Dato' Mohammed Hussein's experiences enable him to bring highly valued advice to the Board and make him ideally suited to chair the Board as well as the Audit and Remuneration Committees.

He holds a Bachelor of Commerce (Accounting) degree from the University of Newcastle, Australia and attended the Harvard Business School Advanced Management Programme in Boston, USA. Age 65.

DIRECTORS' PROFILE

Dato' Lin has been on the Board as Managing Director since 10 February 1981.

A civil engineer, he joined Gamuda in 1978 as a senior project manager. He brings to the Group more than 37 years of experience in civil engineering and construction. Over the years under his leadership, Gamuda expanded its business focus from construction into infrastructure and property development, all sectors in which the Group has dominant positions, both locally and internationally.

As a key pioneer founder of the Group, Dato' Lin has a deep understanding of the strengths and capabilities of the Group. Consequently his differentiated vision and strategies have led to the Group's successful track record of growth and financial strength. Dato' Lin is instrumental in leading the executive team in formulating and implementing the Group's strategies. His leadership and entrepreneurial vision have been and will continue to be crucial in leading the Group into the future.

Dato' Lin holds a Bachelor of Science (Honours) degree in Civil Engineering from King's College, University of London, UK. Age 60.



DATO' LIN YUN LING

Group Managing Director

BOARD COMMITTEE MEMBERSHIP

- Member of the Remuneration Committee

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

- None

DATO' IR HA TIING TAI

Deputy Group Managing Director

BOARD COMMITTEE MEMBERSHIP

None •

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

Danau Permai Resort Berhad •
Lingkaran Trans Kota Holdings Berhad •

Dato' Ir Ha has been on the Board since 1 February 1990. He was promoted to Deputy Group Managing Director on 1 June 2012.

A civil engineer, he has 37 years of experience in the engineering and construction sectors. Dato' Ir Ha has extensive experience in large-scale design-and-build (D&B) projects, build-operate-transfer (BOT) projects and project delivery partner implementation concept from project inception to project financing and implementation, both in Malaysia and overseas.

As Deputy Group Managing Director, Dato' Ir Ha assists the Group Managing Director in managing the Group's local and international engineering and construction, property development and infrastructure concession business divisions. Currently, through the Company's role as Project Delivery Partner (PDP), and Underground Works contractor, he also directs, oversees and manages the implementation of the massive Klang Valley MRT Project.

Dato' Ir Ha's expertise and extensive experience particularly in large and complex projects enable him to contribute significantly to the Group's business and to the Board. He was also appointed Vice President of the China Economic & Trade Promotion Agency in September 2010 on a five-year term.

Dato' Ir Ha holds a Bachelor of Engineering (Honours) degree from University of Malaya. He is a Professional Engineer registered with the Board of Engineers, Malaysia; a Chartered Structural Engineer and a Chartered Engineer registered with the Engineering Councils, UK; a Fellow of the Institution of Engineers Malaysia; a Fellow of The Institution of Civil Engineers, UK; a Fellow of the Institution of Structural Engineers, UK and a Fellow of the Institution of Highways And Transportation, UK. Age 61.



DIRECTORS' PROFILE

Tan Sri Dato' Seri Dr Haji Zainul Ariff has been on the Board since 1 December 2004.

Tan Sri Dato' Seri Dr Haji Zainul Ariff spent his early career in Government service where he held senior positions including Secretary in the Department of Higher Education of the Ministry of Education, Director-General of the Social Economic Research Unit in the Prime Minister's Department, Deputy Secretary-General of the Prime Minister's Department and Secretary-General of the Ministry of National Unity and Social Development.

His last position with the Government was as Director-General of the Implementation Coordination Unit in the Prime Minister's Department. He is a Distinguished Fellow of the Institute of Strategic and International Studies Malaysia. Tan Sri Dato' Seri Dr Haji Zainul Ariff is a former member of the Board of Malaysian Industry-Government Group For High Technology, past Chairman of Bank Pembangunan Malaysia Berhad, former Director of MISC Berhad and Global Maritime Ventures Berhad, and former Chairman of the Boards of Universiti Putra Malaysia and Universiti Malaysia Perlis. He is currently the Chairman of the Board of Governors of Cyberjaya University College of Medical Sciences.

Tan Sri Dato' Seri Dr Haji Zainul Ariff's extensive experience in the public sector and commercial experience in the later years enable him to provide a different perspective and independent view to the Board. He is also the current Senior Independent Director for communication between the shareholders and the Board.

He holds a Ph.D. in Public Policy from University of Southern California, USA; a Master's in Business Administration from Ohio University, USA; a Bachelor of Arts (Honours) degree from University of Malaya; a Diploma in Public Administration from University of Malaya; a Certificate in Management Services (Excellent Grade) from Royal Institute of Public Administration, UK and a Certificate of Anatomy of Ship Finance from Cambridge Academy of Transport, Cambridge, UK. He did a short course on factoring at Catholic Leuven University, Belgium. He has also been awarded Honorary Doctorate of Public Administration by Universiti Putra Malaysia and Honorary Doctorate of Public Management by Universiti Malaysia Perlis. Age 69.



TAN SRI DATO' SERI DR HAJI ZAINUL ARIFF BIN HAJI HUSSAIN

Senior Independent Non-executive Director

BOARD COMMITTEE MEMBERSHIP

- Chairman of the Nomination Committee
- Member of the Audit Committee
- Member of the Remuneration Committee

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

- FSBM Holdings Berhad (Chairman)

RAJA DATO' SERI ELEENA BINTI ALMARHUM SULTAN AZLAN MUHIBBUDDIN SHAH AL-MAGHFUR-LAH

Non-executive Director (non-independent)

BOARD COMMITTEE MEMBERSHIP

None •

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

KAF-Seagroatt and Campbell Berhad •

An advocate and solicitor, Raja Dato' Seri Eleena has been on the Board since 1 June 1992.

She was called to the English Bar in 1985. Upon returning to Malaysia, she worked with an international firm in Kuala Lumpur and was called to the Malaysian Bar in 1986. She set up her own legal practice Messrs Raja Eleena, Siew, Ang & Associates in 1987 of which she is presently a senior partner.

Raja Dato' Seri Eleena's extensive experience in legal practice enables her to contribute significantly to the Board. She is a major shareholder of Gamuda through her interest in Generasi Setia (M) Sdn Bhd.

Raja Dato' Seri Eleena is a Barrister-at-Law from Lincoln's Inn, London, UK. Age 55.



DIRECTORS' PROFILE

Dato' Haji Azmi has been on the Board since 24 September 2001. Before that, he was Alternate Director to Mr Heng Teng Kuang from 22 December 2000 to 1 August 2001 (Mr Heng Teng Kuang retired from the Board and Company on 1 August 2001).

A civil engineer, he has worked as Resident Engineer at the Public Works Department (JKR), of Pahang and Selangor. His last position with the Public Works Department (JKR) was as Assistant Director of the Central Zone Design Unit of JKR Kuala Lumpur (Road Branch).

Dato' Haji Azmi has extensive knowledge of developing and managing the implementation of complex infrastructure concession projects in Malaysia. He is heavily involved in the Company's role as Project Delivery Partner in the implementation of the Klang Valley MRT Project. His other significant contribution is in overseeing the operations of the Group's infrastructure concessions, ranging from expressways to water-related and others.

Dato' Haji Azmi holds a Bachelor of Science degree in Civil Engineering and a Master's of Science degree in Highway Engineering, both from University of Strathclyde, Glasgow, Scotland, UK. Age 57.



DATO' HAJI AZMI BIN MAT NOR

Executive Director

BOARD COMMITTEE MEMBERSHIP

- None

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

- Lingkaran Trans Kota Holdings Berhad
- Syarikat Pengeluar Air Selangor Holdings Berhad
- Kesas Holdings Berhad

DATO' GOON HENG WAH

Executive Director

BOARD COMMITTEE MEMBERSHIP

None •

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

Danau Permai Resort Berhad •

Dato' Goon has been on the Board since 1 June 1992. He was previously a member of the Board from 11 November 1986 to 30 October 1988.

A civil engineer, Dato' Goon has many years of working experience in the fields of engineering, construction and infrastructure works and possesses a strong project implementation background. He held several senior management positions since joining Gamuda in 1978 with responsibilities of the overall oversight, including the management and supervision of major projects, amongst which is the ongoing Klang Valley MRT Project.

Dato' Goon also has substantial regional responsibilities for the Group's engineering and construction activities from India to the Middle East. Dato' Goon's contribution is in his vast engineering expertise, in-depth knowledge and extensive experience in the construction industry, in particular large-scale infrastructure project mobilisation and implementation.

He holds a Bachelor of Engineering (Honours) degree from South Bank University, UK. Age 59.



DIRECTORS' PROFILE

A chartered accountant, Mr Saw has been on the Board since 1 February 1998.

As head of the finance function, Mr Saw is responsible for the Group's budgetary control, treasury, tax and corporate finance including mergers and corporate restructuring exercises. He has extensive working experience in accounting, finance and corporate finance gained while he was attached to accounting and auditing firms in the United Kingdom and Malaysia, and as the Group Financial Controller of Hong Leong Industries Berhad, prior to joining the Gamuda Group.

Mr Saw was admitted as an Associate of the Institute of Chartered Accountants (England and Wales) in 1985 and he is a member of the Malaysian Institute of Accountants. Age 58.



SAW WAH THENG

Executive Director

BOARD COMMITTEE MEMBERSHIP

- None

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

- Lingkaran Trans Kota Holdings Berhad
- Kesas Holdings Berhad
- Danau Permai Resort Berhad
- Horizon Hills Resort Berhad
- Syarikat Pengeluar Air Selangor Holdings Berhad

TUNKU AFWIDA BINTI TUNKU A.MALEK

Non-executive Director (independent)

BOARD COMMITTEE MEMBERSHIP

- Member of the Audit Committee
- Member of the Nomination Committee

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

- Export-Import Bank of Malaysia Berhad
- PUC Founder (MSC) Berhad

A chartered accountant, Tunku Afwida joined the Board on 1 June 2012.

Tunku Afwida has had held senior roles in investment banks. From 2006 until 2008, she was Chief Executive Officer (“CEO”) and Executive Director (“ED”) of Kenanga Investment Bank Berhad. Prior to that, from 2003 to 2006, she was CEO and ED of MIMB Investment Bank Berhad and from 1995 to 2003, she was ED/Chief Investment Officer of Commerce Asset Fund Managers Sdn Bhd. Tunku Afwida is currently a Director and shareholder of Asia Equity Research Sdn Bhd, a licensed boutique corporate finance advisory and research house.

She has vast financial, analytical and risk management experience, enabling her to provide invaluable input to the Board and Audit Committee.

Tunku Afwida holds a Bachelor of Science (Honours) degree in Economics and Accountancy from City University London, UK; qualified as a Chartered Accountant from the Institute of Chartered Accountants in England and Wales and is a member of the Malaysian Institute of Accountants. Age 50.



DIRECTORS' PROFILE

Ir Chow has been on the Board as Alternate Director to Dato' Lin Yun Ling since 24 September 2001. Before that, he was Alternate Director to Mr Chan Kuan Nam @ Chan Yong Foo from 22 December 2000 to 1 August 2001.

A civil engineer, he has more than 33 years of working experience in the design of roads, expressways, buildings and large scale property development. He joined Gamuda as a project coordinator after working with a leading engineering consultancy as Associate Director. In Gamuda, he held increasingly senior positions within the Group and he assumed the property development portfolio in 1996 in line with the Group's business diversification. Ir Chow heads the property development division as its Managing Director.

His engineering expertise and considerable number of years of experience working within the Group, particularly on the design and technical aspects of the construction side of the business and in later years, on property development, enable him to contribute significantly to the Group's business and to the Board.

Ir Chow holds a Bachelor of Science (Honours) degree in Civil Engineering from University of London, UK. He is a member of the Institute of Engineers, Malaysia and a Professional Engineer registered with the Board of Engineers, Malaysia. Age 57.



IR CHOW CHEE WAH

Alternate Director to Dato' Lin Yun Ling

BOARD COMMITTEE MEMBERSHIP

- None

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

- Horizon Hills Resort Berhad

UBULL DIN OM

Alternate Director to Dato' Ir Ha Tiing Tai

BOARD COMMITTEE MEMBERSHIP

None •

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

None •

Mr Ubull joined the Board as Alternate Director to Dato' Ir Ha Tiing Tai on 2 January 2015.

Mr Ubull joined Gamuda in 1988 and for the next 26 years, advanced rapidly through various business and operations roles within the Group. He is currently the Managing Director of Gamuda Engineering Sdn Bhd. Previously, he has held positions such as Site Engineer, Section Head, Construction Manager, Project Manager, Senior General Manager and Project Director. Among the many notable projects he was involved in are Klang Valley MRT Project for Tunnelling and Underground works package, Electrified Double Track Project (Ipoh-Padang Besar), Sungai Selangor Water Supply Scheme Phase 3, Shah Alam Expressway Package and Damansara-Puchong Expressway and SPRINT Highway.

He holds a Bachelor Degree in Housing, Building and Planning from Universiti Sains Malaysia. He is a Council Member of the Master Builders Association Malaysia. Age 53.



DIRECTORS' PROFILE

A civil engineer, Ir Chan joined the Board as Alternate Director to Dato' Goon Heng Wah on 8 March 2013.

He has 37 years of experience in civil engineering works. He was Head of Facility, Engineering Division of Pengurusan LRT, Kuala Lumpur prior to joining the Company in 1995. He is highly experienced in managing the construction of highways, airports and water supply schemes in Malaysia, the United Kingdom, Middle East and India. He is also involved in the Electrified Double-tracking Railway Project from Ipoh to Padang Besar and the Klang Valley MRT Project in Malaysia.

Ir Chan holds a Bachelor of Science (Engineering) degree from University of London, King's College, UK. He is a Professional Engineer registered with the Board of Engineers, Malaysia; a member of the Institution of Engineers Malaysia and a Chartered Engineer of the Institution of Civil Engineers, UK. Age 59.



IR CHAN KONG WAH

Alternate Director to Dato' Goon Heng Wah

BOARD COMMITTEE MEMBERSHIP

- None

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

- None

SOO KOK WONG

Alternate Director to Saw Wah Theng

BOARD COMMITTEE MEMBERSHIP

None •

OTHER DIRECTORSHIPS OF PUBLIC COMPANIES

None •

A chartered accountant, Mr Soo joined the Board as Alternate Director to Saw Wah Theng on 8 March 2013.

He was attached to a major accounting firm in Malaysia prior to joining the Company in 1996. He has vast experience in accounting, tax, audit, finance, treasury and budgetary control and presently heads the Company's Financial Management and Accounting Department.

Mr Soo is a Fellow member of the Association of Chartered Certified Accountants (ACCA), UK and a member of the Malaysian Institute of Accountants. Age 45.

Notes:

1 All the Directors -

- are Malaysians;
- do not have any conflict of interest with the Company; and
- maintain a clean record with regard to convictions for offences within the past 10 years other than traffic offences, if any.

2 None of the Directors has any family relationship with any Director and/or major shareholder of the Company.

CORPORATE DATA

BOARD OF DIRECTORS

- Y Bhg Dato' Mohammed Hussein
(Chairman)
- Y Bhg Dato' Lin Yun Ling
(Group Managing Director)
- Y Bhg Dato' Ir Ha Tiing Tai
(Deputy Group Managing Director)
- Y Bhg Tan Sri Dato' Seri Dr Haji Zainul Ariff bin Haji Hussain
- Y T M Raja Dato' Seri Eleena binti Almarhum Sultan Azlan Muhibbuddin Shah Al-Maghfur-lah
- Y Bhg Dato' Haji Azmi bin Mat Nor
- Y Bhg Dato' Goon Heng Wah
- Mr Saw Wah Theng
- Y M Tunku Afwida binti Tunku A.Malek
- Ir Chow Chee Wah
(Alternate to Y Bhg Dato' Lin Yun Ling)
- Mr Ubull Din Om
(Alternate to Y Bhg Dato' Ir Ha Tiing Tai)
- Ir Chan Kong Wah
(Alternate to Y Bhg Dato' Goon Heng Wah)
- Mr Soo Kok Wong
(Alternate to Mr Saw Wah Theng)

AUDIT COMMITTEE

Y Bhg Dato' Mohammed Hussein
(Chairman)

Y Bhg Tan Sri Dato' Seri Dr Haji Zainul Ariff bin Haji Hussain

Y M Tunku Afwida binti Tunku A.Malek

NOMINATION COMMITTEE

Y Bhg Tan Sri Dato' Seri Dr Haji Zainul Ariff bin Haji Hussain (Chairman)

Y Bhg Dato' Mohammed Hussein

Y M Tunku Afwida binti Tunku A. Malek

REMUNERATION COMMITTEE

Y Bhg Dato' Mohammed Hussein (Chairman)

Y Bhg Dato' Lin Yun Ling

Y Bhg Tan Sri Dato' Seri Dr Haji Zainul Ariff bin Haji Hussain

SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

Y Bhg Tan Sri Dato' Seri Dr Haji Zainul Ariff bin Haji Hussain

E-mail: zainulariff@gamuda.com.my

COMPANY SECRETARY

Ms Lim Soo Lye (LS 006461)

REGISTERED OFFICE

Menara Gamuda
D-16-01, Block D, PJ Trade Centre
No. 8, Jalan PJU8/8A
Bandar Damansara Perdana
47820 Petaling Jaya, Selangor Darul Ehsan
Tel : 603-7726 9210
Fax : 603-7728 9811

SHARE REGISTRAR

(For Ordinary Shares)

Insurban Corporate Services Sdn Bhd
149, Jalan Aminuddin Baki, Taman Tun Dr. Ismail, 60000 Kuala Lumpur
Tel : 603-7729 5529
Fax : 603-7728 5948
Email : insurban@gmail.com

AUDITORS

Ernst and Young
Chartered Accountants

PRINCIPAL BANKER

Malayan Banking Berhad

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
Stock Code : Gamuda
Stock No : 5398

WEBSITE

www.gamuda.com.my

CORPORATE STRUCTURE

EXPRESSWAY TOLLING AND MANAGEMENT

Kesas Sdn Bhd	70%
Sistem Penyuraian Trafik KL Barat Sdn Bhd	52%
Mapex Infrastructure Private Limited	50%
Emas Expressway Private Limited	50%
Syarikat Mengurus Air Banjir dan Terowong Sdn Bhd	50%
Lingkar Trans Kota Sdn Bhd	44%

WATER RELATED

Gamuda Water Sdn Bhd	80%
Syarikat Pengeluar Air Sungai Selangor Sdn Bhd	40%

CONSTRUCTION

Gamuda Engineering Sdn Bhd	100%
Masterpave Sdn Bhd	100%
Ganaz Bina Sdn Bhd	100%
Gamuda-WCT (India) Private Limited	70%
MMC-Gamuda Joint Venture Sdn Bhd	50%
MMC Gamuda KVMRT (PDP) Sdn Bhd	50%
MMC Gamuda KVMRT (T) Sdn Bhd	50%
MMC Gamuda KVMRT (PDP SSP) Sdn Bhd	50%

TRADING

Gamuda Trading Sdn Bhd	100%
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PROPERTY/TOWNSHIP INFRASTRUCTURE DEVELOPMENT

Jade Homes Sdn Bhd	100%
Harum Intisari Sdn Bhd	100%
Madge Mansions Sdn Bhd	100%
Valencia Development Sdn Bhd	100%
Gamuda Land Sdn Bhd	100%
Gamuda Land Vietnam Limited Liability Company	100%

Gamuda Land (HCMC) Sdn Bhd	100%
Idaman Robertson Sdn Bhd	100%
Setara Hati Sdn Bhd	100%
Highpark Development Sdn Bhd (Formerly known as Reka Strategi Sdn Bhd)	100%
Bandar Serai Development Sdn Bhd (Formerly known as Temasek Eksklusif Sdn Bhd)	100%
Dinamik Atlantik Sdn Bhd	100%
Lifestyle Heritage Sdn Bhd	100%
Semarak Kuasa Sdn Bhd	100%
Gamuda (Australia) Pty Ltd	100%
Gamuda (Singapore) Pte Ltd	100%
Salak Land Development Sdn Bhd	100%
Sai Gon Thuong Tin Tan Thang Investment Real Estate Joint Stock Company	100%
Gamuda-NamLong Development Limited Liability Company	70%
Hicom-Gamuda Development Sdn Bhd	50%
Horizon Hills Development Sdn Bhd	50%
Gamuda GM Klang Sdn Bhd	50%
Gamuda GM Sdn Bhd	50%
GEM Homes Pte Ltd	50%

PROPERTY MANAGEMENT AND MAINTENANCE

Botanic Property Services Sdn Bhd	100%
Rebung Property Services Sdn Bhd	100%
Jade Homes Property Services Sdn Bhd	100%
Valencia Township Sdn Bhd	100%
HGD Property Services Sdn Bhd	50%
Horizon Hills Property Services Sdn Bhd	50%

GOLF CLUB AND CLUBHOUSE

Bandar Botanic Resort Berhad	100%
Jade Homes Resort Berhad	100%
Danau Permai Resort Berhad	50%
Horizon Hills Resort Berhad	50%

QUARRYING, PLANT HIRE AND OTHERS

G. B. Kuari Sdn Bhd	100%
Megah Management Services Sdn Bhd	100%
Megah Sewa Sdn Bhd	100%
GL (MM2H) Sdn Bhd	100%
Gamuda Industrial Building System Sdn Bhd (Formerly known as Gamuda Building System Sdn Bhd) (Formerly known as GIT Services Sdn Bhd)	100%
Gamuda Paper Industries Sdn Bhd	95%
GPI Trading Sdn Bhd	95%
Madang Permai Sdn Bhd	36%

INVESTMENT

Gamuda Overseas Investment Ltd	100%
Megah Capital Sdn Bhd	100%
Gamuda (Offshore) Private Limited	100%
Gammau Construction Sdn Bhd	100%
Kesas Holdings Berhad	70%
Sistem Penyuraian Trafik KL Barat Holdings Sdn Bhd	52%
Gamuda-WCT (Offshore) Private Limited	50%
Suria Holding (O) Pvt Ltd	50%
Projek Smart Holdings Sdn Bhd	50%
Lingkar Trans Kota Holdings Berhad	44%
Syarikat Pengeluar Air Selangor Holdings Berhad	40%

LANDSCAPING

Megah Landscape Sdn Bhd	100%
Kota Kemuning Nursery & Landscaping Sdn Bhd	50%

TALENT DEVELOPMENT

**NURTURING A KNOWLEDGEABLE AND
HIGHLY-SKILLED WORKFORCE**

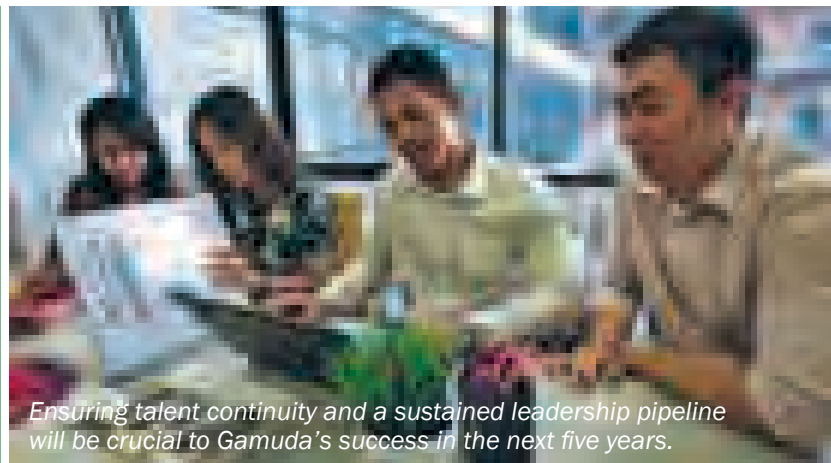




The newly-formed Management Development Centre oversees the identification and nurturing of high-potential individuals in the Group.

TALENT DEVELOPMENT

Over the years, we have developed a robust talent framework to ensure comprehensive training and career support across all disciplines and business divisions, in order to meet the challenges we face in the coming years. As the Group poises itself for major growth over the next five years, grooming the next generation of leaders has become our main agenda.



Ensuring talent continuity and a sustained leadership pipeline will be crucial to Gamuda's success in the next five years.

CONCERTED TALENT AGENDA

We believe our people are the driving force behind our achievements. They also hold the key to the Group's future. With the increasingly competitive environment in which we operate and in order to realise our ambitious growth strategy, building the skills, knowledge and expertise of our employees is today our foremost priority.

MANAGEMENT DEVELOPMENT CENTRE

With this in mind, we formed a centralised talent development unit during the financial year to unite, coordinate and oversee all talent channels, while ensuring our corporate outcomes are met. The new unit is called the Management Development Centre (MDC).

MDC Functions:

• Develop young graduates

- Recruit talents, develop career plans, mobilise talents into respective development roles, and formulate talent retention strategies
- Focus will be on strengthening leadership skills of new recruits under the Gamuda Graduate Programme (GGP); Gamuda scholars who completed their undergraduate studies; and bright sparks from national talent agency TalentCorp

• Groom High Potential Employees (HPE)

- Identify HPEs across all division and business and place them under intensive skills and expertise enhancement
- HPEs will be appointed leadership mentors and executive coaches, as they work on critical assignments to hone their mettle

• Build successor pool

- Promising individuals identified to take on senior and top management roles will be enrolled in leadership and executive development programmes to ensure they are ready to lead the Group to greater heights



MDC is tasked to identify, develop and retain high potential talents across all business divisions in the Group.

By large, the overall objective is to implement a systematic approach to the Group's talent development pipeline and move our employees up the knowledge curve.

To realise our development strategy, we follow a 70:20:10 rule, which entails 70% on-the-job (OTJ) training, 20% mentoring and guided learning; and 10% formal training.

On-the-Job (OTJ) Training - comprises workplace assignments, projects, on-site and off-site exposure (local and abroad), and Performance Management System (PMS) evaluations which consist of a regular feedback mechanism, tailored career development plan and one-to-one discussions. Gamuda has a structured Understudy Programme that seeks to enable key competencies to be systematically transferred from seniors to younger staff members.

Coaching and Mentoring - is a two-way learning partnership designed to help accelerate our employees' personal and professional growth.

Every employee is strongly encouraged to have a mentor. Mentors play an important role in accelerating their mentees' career and personal growth. Besides coaching on work-related matters, mentors assist mentees on various fronts to help them achieve their fullest potential. These include expanding their mentees' professional network, enhancing their personal confidence, providing new perspectives and exposures, and being a role model in life and at work.

In order for coaching and mentoring to be effective, our senior management themselves are trained in the art of knowledge sharing and guiding younger employees. Towards this end, we provide Coaching and Mentoring workshops to equip senior management with the requisite skills. This not only enhances the Coaching and Mentoring programme but also serves to sharpen the leadership skills of our top echelon. To date, there are approximately 830 pairs of registered mentoring partners in the Group.



Formal Training - is executed based on our 4S Core Development Programme (Self, Staff, Situation, Strategic) and the General Development curriculum which covers English language competency, Safety and Health Officer (SHO) certification and Contract Administration. It adopts a multi-channel learning approach inclusive of e-learning, site visits, expert sharing and talks, and information on specialised field practices in MyGamuda, our dedicated internal staff portal.

Talent development channels under the purview of MDC include:

Gamuda Learning Centre (GLC)

Established in 1995, Gamuda Learning Centre (GLC) is the dedicated in-house training arm of the Group where staff are guided and exposed to a variety of training modules targeted at personal and professional development.

GLC has invested over RM17 million in staff training with more than 2,000 training sessions conducted with 17,000 participants. In FY2015, we invested approximately RM2.2 million in formal training courses which included 359 training sessions, attended by a total of 1,978 employees.

The training sessions include in-house and external courses covering Management and Leadership, Personal Development, Business Communication,

Contract Administration, Finance, Information Technology Applications, and Quality, Safety, Health and Environment among others.

During the financial year, new training programmes were introduced focusing on leadership skills. These include Managing Across Generations; Negotiation Skills for Managers; Influencing Skills for Executives; Rise of the Keepers; and a series of image and style workshops.

Career Development Unit (CDU)

Similar as MDC, CDU is a newly-formed specialised unit formed to oversee and coordinate career development initiatives for the Group's talents. It is also the central coordinating body responsible for the implementation of talent growth strategies and ensure talent continuity for key functions within the Group.

TALENT DEVELOPMENT

Specialised Talent Programmes

We have developed a number of programmes to accelerate the development of promising employees, as well as high-calibre young Malaysians who are keen to join the exciting construction and property development industry.

- **Gamuda Scholarship**

Since 1996, Gamuda has a tradition of awarding prestigious scholarships for tertiary-level education locally and abroad to outstanding Malaysian students. Through this programme, scholars do not just receive financial assistance, but also relevant soft skills for the workplace through training and development workshops, mentoring and networking events. The programme not only enhances the exposure of Gamuda scholars before joining the Group, but also ensures that every effort is made to enable them to fast-track their careers. The programme does not only serve the Group's purpose in attracting high-calibre talent; it also supports the Government's agenda of upgrading the quality of the nation's workforce and the level of innovation in local industry.

- **Gamuda Graduate Programme (GGP)**

The Gamuda Graduate Programme (GGP), is targeted at fresh graduates who are absorbed into various corporate and project functions within the Group. The structured three-year programme provides OTJ training with a strong focus on the development of technical competencies as well as leadership skills. Upon completion of the programme, participants are placed in our High Potential Employees (HPE) pool, earmarking them for further training and work exposure that places them in key developmental position to take advantage of the Group's current and future growth.

- **Grooming High Potential Employees (HPE)**

The HPE Programme provides a fast-track channel for high promising talents to gain the relevant work experience, skills and competencies in line with the growth direction of the Group. Under this inclusive programme, HPE identified across all levels in the different business units and functions in the Group are groomed, with close guidance from supervisors, to assume future key leadership roles to sustain the Group's premier position in the industry. This forms an integral part of the Group's succession planning which ensures we have a steady pipeline of leaders to fill in critical positions. In FY2015, we organised a mentoring retreat for our HPE and their mentors, which proved to be a success.



Tunnel engineers and TTA graduates learn valuable tunnelling and TBM operation skills that are marketable worldwide.



Gamuda Scholarship grants deserving young Malaysians the opportunity to complete their tertiary education in prominent local and international universities.



TBM Refurbishment Plant is a platform that provides valuable training opportunities to young Malaysians in the high-demand field of TBM upgrading and rejuvenation.



Established in 2011, TTA is the world's first dedicated tunnelling training school.

- **Skim Latihan 1Malaysia (SL1M-Gamuda)**

Gamuda supports the Government's aspirations to nurture a competent, well-skilled pool of Malaysian workers by participating in its Skim Latihan 1Malaysia (SL1M). This programme seeks specifically to improve the employability and marketability of Malaysian graduates, by re-skilling and up-skilling them in areas that are both crucial and relevant to the industry. Focusing on those from rural areas and low-income families, the programme sees participants spend one month on work-relevant soft skills and another six months to acquire OTJ experience.

- **Internship**

Gamuda accepts interns from local and foreign universities, and provides them with valuable exposure to a dynamic work environment in preparation for their entry into the working world upon graduation. Throughout their internship, the students acquire new skills via hands-on experience and close guidance by mentors. This programme is part of our comprehensive range of initiatives in line with the country's 11th Malaysia Plan objectives.

- **TalentCorp Collaborations**

- **Scholarship Talent Attraction & Retention (STAR) Programme**

We have been a TalentCorp partner for its STAR Programme since 2011. The initiative allows Public Service Department (JPA) scholars who have graduated from their studies to serve their Government bond in the private sector. Since then, 17 JPA fresh graduates have joined Gamuda under the GGP Programme.

- **JPA-Management Apprentice Programme (JPA-MAP)**

Gamuda is an active employer and partner in the JPA-MAP Programme. In March this year, we accepted our first batch of JPA fresh graduates from TalentCorp who went on a 3-month OTJ training under the Group's projects. Upon completion of the programme, 9 of the 10 JPA scholars were offered employment in Gamuda.

- **Returning Expert Programme (REP)**

Gamuda has been leveraging on the REP to tap the vast experience and skills of Malaysian professionals abroad since 2012. The REP was initially introduced in 2001 to facilitate the return of Malaysian experts to catalyse the country's workforce. To-date, we have hired 4 dedicated professionals through this programme and are contributing positively to the Group's daily operations.

Construction Training Unit (CTU)

To allow for the strategic planning of manpower development, a new unit called the Construction Training Unit (CTU) was formed in May 2015 to oversee the implementation of all skills-based training channels across the Group.

- **Tunnelling Training Academy (TTA)**

Demand for tunnelling is rapidly increasing worldwide as the process of urbanisation necessitates underground infrastructure to meet public transport needs. At the same time, the niche sector requires a workforce with highly specialised technical skills and knowledge. The TTA provides just such skills for young Malaysians. Established in Kota Kemuning in 2011 with an initial investment of RM10 million, a key objective of TTA is to develop a sustainable pool of specialists, technicians and skilled labour to support the rollout of the KVMRT and similar projects around the world.

More than 500 tunnel and technical crew employed at various underground worksites have trained at TTA, the first of its kind in the world. Under a pact with the Higher Education Ministry and the Ministry of Youth and Sports, TTA is offering internships to students from community colleges and the National Youth Skills Institute (IKBN) on tunnelling skills.

Upon graduation, all 17 trainees from the first batch under the Higher Education Ministry immediately gained employment at underground

TALENT DEVELOPMENT

worksites. By 2017, the academy will have trained 1,000 skill workers capable of operating tunnel boring machines (TBMs).

Besides tunnelling, 140 youths from IKBN are undergoing OTJ training in various technical areas related to construction such as land surveying, industrial building system, scaffolding, safety and health, as well as electrical and mechanical skills from six trainers within the Group.

Training facilities at TTA include an actual-size tunnel boring machine cutting wheel, shotcrete mould, testing unit for annular gap filling and grouting, testing unit for foam production, erector simulator, lab equipment and safety gears.

Bearing testimony to the standard of training received at TTA, the Underground Works package of the KVMRT project has enjoyed an excellent performance scorecard to date, despite the challenging geological environment.

We have taken the next step to collaborate with our German partner, Herrenknecht AG, to set up a TBM Refurbishment Plant, where TTA graduates will be trained in the maintenance and rejuvenation of TBMs for future tunnelling projects. Quality maintenance of the eight TBMs for the KVMRT project is critical to ensure the longevity of the machines. Our ultimate objective is to create a training platform that meets the needs of the entire tunnelling supply chain, preparing us to take on all types of tunnelling-related projects and enabling us to take our expertise beyond Malaysian shores.

- **KVMRT Training Centre**

The KVMRT Training Centre in Sungai Buloh was set up in early 2015 to develop skills needed to deliver the KVMRT efficiently, with a strong focus on workers' safety and health. Every personnel involved in the KVMRT project will be required to undergo training at the Centre and to obtain a Safety Passport certifying a high level of knowledge of safety processes and procedures for all MRT workers.

Working in close collaboration with MRT Corporation, CIDB Holdings (CIDBH), Department of Occupational Safety and Health (DOSH) and National Institute of Occupational Safety and Health (NIOSH), we have developed programmes to transform the current enforcement-based approach to safety to a self-regulated, behaviour-based culture in which safety becomes everyone's responsibility.

The centre, occupying 2.7 acres, includes a SHE Display Area where trainees can practise their safety, health and environment (SHE) skills, while the construction community benefit from first-hand experience of SHE best practices and internationally-benchmarked SHE modules.

Real-life exhibits include a tool store and a first aid facility set up within containers; temporary works support structures; scaffold access; SBG safety protection; Peri Temp work and formwork models; a cofferdam including ground support and access; noise attenuation barriers; hand dug caisson pile; slope protection samples; a slit trap; site storage area for fuel; a skid tank and bund; and wheel wash through.

- **Gamuda Plant Operator School (GPOS)**

Established in April 1997, GPOS is a non-profit training centre dedicated to upgrading the competencies and skills in the construction industry. It is the largest and only one-stop training centre for plant operations in Malaysia.

The school, located in Kota Kemuning, Shah Alam, was set up with four main objectives:

- Upgrade the knowledge, skills and work performance of existing plant operators.
- Groom and develop new plant operators to meet the needs of the Group and industry.
- Establish skills standards and inculcate good safety practices, proper plant maintenance techniques and other requirements to be observed by plant operators at worksites.
- Contribute to the Government's aspiration to improve skills standards in heavy plant machinery and to ensure a ready supply of skilled and certified workers in the construction industry.

A total of RM31 million has been invested into this key initiative, which includes a state-of-the-art training facility covering over 36,000 square metres of land. GPOS is equipped with comprehensive equipment and facilities including a practical training field, classrooms, a workshop, canteen and a hostel.

Courses offered are accredited by CIDBH and the Department of Occupational Safety and Health (DOSH); and are recognised by the Master Builders Association of Malaysia (MBAM), Human Resources Development Council (HRDC) and the National Institute of Occupational Safety and Health (NIOSH).

- **Construction Training Centre (CTC)**

CTC is a non-profit organisation set up to facilitate the training of skilled labour and equip sub-contractors and industry players with internationally benchmarked construction skills adopted from best practices in Australia, Europe and Singapore. It serves as a basic quality training ground for young Malaysians who seek to launch a career in the dynamic construction industry, in line with the Government's aspiration to reduce dependency on foreign labour.

Among the comprehensive facilities available at CTC are a practical training site, classrooms, administration office, construction and building materials and machinery. Experienced instructors conduct a variety of courses on wet trade skills including concreting, bar-bending and formwork, as well as bricklaying, plastering and tiling.

CTC's training modules are accredited by CIDBH while the content of its programmes has been developed in collaboration with CIDBH's training arm, Akademi Binaan Malaysia.



A new crèche was established in Menara Gamuda to help young working mothers cope with the demands of family and work life.



All Gamuda employees are given equal opportunities to excel in their careers.



Gamuda's diversity agenda provides a platform to encourage more women to pursue a rewarding career in engineering.

INFUSING DIVERSITY AND INCLUSION

The Group firmly believes in instituting social equity and gender balance in the composition of its employees. Special attention is brought to increase the participation of women and Bumiputera in our workforce, with efforts taken ranging from recruitment to identification of talents for career development at every level.

Our diversity approach in talent management cuts across visible diversity traits such as race, gender, physical abilities and age; as well as invisible diversity traits including religion, socio-economic status, education, and family background.

Complementing our diversity rule is our inclusion rule, where all employees are treated fairly, with each given equal access to opportunities and resources, and are able to contribute fully to the Group's immediate and future success.

(For further information on targeted benefits for our women employees, please refer to Sustainability - Workplace section, page 167)

Some of the significant positive impacts reaped through our Group's diversity and inclusion talent strategy include:

- Being able to constantly challenge our innovation and creativity status quo to come up with a wide range of solutions for our

businesses - new business ideas, technological and engineering breakthroughs such as the Stormwater Management and Road Tunnel (SMART) and co-developing the world's first Variable Density Tunnel Boring Machine (VD TBM).

- High talent retention rate across the Group as we always seek to understand the varied needs of our employees, make them feel valued and develop a sense of belonging to the Group - achieved overall employee turnover rate was <10% (as at end-July 2015), which is lower than industry average.

During the financial year, all our specialised talent programmes and skills development avenues (highlighted in this section) have adopted a diversity roadmap with specified talent targets and follow-through actions to ensure our talent objectives are met.

We cannot over-emphasise the importance of diversifying our talent pipeline and cultivating an inclusive work culture within the Group, as we endeavour to harness the dynamics of the country's fast-changing workforce.

TALENT DEVELOPMENT

MOVING UP THE VALUE CHAIN

The construction industry is becoming increasingly competitive, not only in terms of costs but also in standards of delivery and workforce expertise to compete on the international front.

Being the largest engineering and construction group in Malaysia, we have taken it upon ourselves to create opportunities for the development of high-demand technical skills to lead the technological advancement and growth of the industry.

Opening a new chapter in construction know-how in Malaysia, Gamuda is setting up a fully automated 27-acre plant in Sepang that will utilise the IBS to manufacture components for construction, uplifting construction innovation up several levels in the industry.

Using robotics, labour at the plant will be reduced by 60% while improving quality and reducing wastage. Workers at the plant will receive IBS training from German experts at GPOS and CTC.

As our factory is the first-of-its-kind in the country, our plant employees will possess skills that are highly valued given the low source of supply.

ENGLISH LANGUAGE PROFICIENCY

Modern English, described as the first global lingua franca, is also regarded as the first “world language”. Realising the importance of this global language in enhancing the efficiency of our operations, we undertook a Group-wide effort to improve English proficiency across all levels.

The gravity of mastering the English language is seen in three areas:

- It is the Group’s primary business communication tool.
- It is used as our main technical language, pervasive in all the Group’s operation manuals and Standard Operating Procedures (SOP).
- It is a social harmoniser, where all employees are united under a common language.

With this in mind, numerous English improvement initiatives were taken, chief among them include our investment in an online English language proficiency test.

Known as the Cambridge English Placement Test, it serves to gauge and streamline our employees’ current competency levels. We also established a one-stop centre to administer English proficiency classes through e-learning via GLC. Employees who are required to upgrade their language skills are placed under special e-learning tutorials, and undergo online exams to achieve the desired learning outcomes.

EMBRACING DIVERSITY

Project Differently-Abled (DA)

An extension of our diversity agenda, we began our Project DA in July 2013, with the intention to provide gainful and sustainable employment, contributing towards continuous learning and improving the quality of life of individuals with autism.

We also instituted a strong social support structure constituting volunteer Gamudians serving as buddies, supervisors and guardians to ensure our DA colleagues are well-adjusted in our work environment.

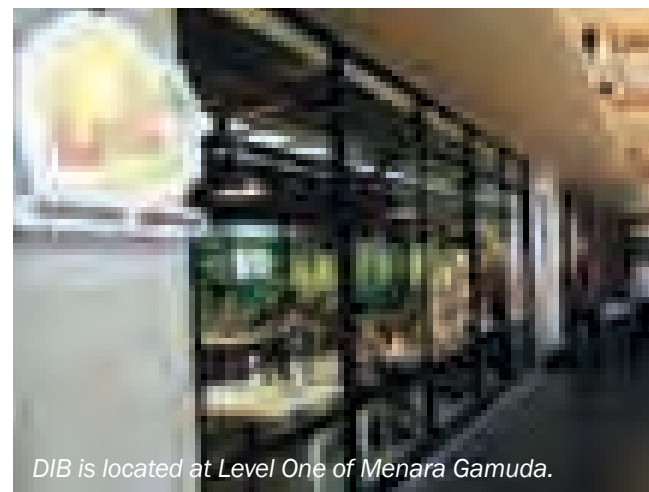
In providing career development and a learning platform for our DA employees, who are stationed within the Group’s various departments, we also take opportunity to instill our Gamuda Values (*please refer to section Sustainability – Workplace, page 160, for further details on Gamuda Values*) and impart relevant skill sets to enable them to carry out their functions efficiently.

Our 16 dedicated DA colleagues who are currently on board are coached by a professionally-trained and qualified support team, who work closely with local and overseas NGOs to keep abreast on the latest developments in training and supporting DA employees.

Plans are underway to increase our DA headcount to 30 by the year 2017.



DIB provides employment and learning opportunities for young deaf Malaysians.



DIB is located at Level One of Menara Gamuda.

Aloha! DIB Coffees of Hawaii

Inspired by the concept of providing sustainable employment and entrepreneurial opportunities for deaf Malaysians, we welcomed DIB Coffees of Hawaii (in short, DIB, which stands for Deaf-in-Business) to Menara Gamuda in 2012.

DIB is the first gourmet coffee chain in Malaysia operated fully by deaf personnel, guided and trained by hearing coaches. It is a unique and truly-Malaysian



DIB offers healthy meals and delicious Hawaiian coffee for patrons.

community business project created to attract talents from traditionally under-tapped demographics, and provide socio-economic support for fringe communities.

As a non-profit establishment, profits from DIB are utilised to open new outlets to provide more employment opportunities for deaf Malaysians, and possible business ownership for those who dare to dream.

DIB is well-frequented by Gamuda employees who enjoy original Hawaiian coffee and the restaurant's sumptuous menu.

DOING THINGS DIFFERENTLY

Gamuda's social equity measures reach not only its employees, but also those employed under its contractors. Recognising the needs of foreign workers, we started Malaysia's first Centralised Labour Quarters (CLQ), where foreign workers for the Klang Valley Mass Rapid Transit (KVMRT) project are placed in a gated-and-guarded accommodation complete with modern amenities for their safety and comfort.

Besides a place to stay, we safeguard the financial well-being of our foreign workers by ensuring the vendors and employment agents we work with - our stakeholders - abide by Gamuda's strict fair wages rule, and provide mandatory compensation and benefits to their workers.

This is our means of extending equitable treatment to all our project employees.

As a caring and responsible employer, we also ensure all our stakeholders take ownership of workers' skills and safety, but providing the relevant resources and training towards this end.

Among these is the "Safety Passport" programme - an industry-first initiative where all KVMRT workers are required to undergo and pass their Construction Skills Certification Scheme (CSCS) assessment before they are permitted to work at KVMRT worksites with no exception.

In doing so, we aim to ensure that each and every foreign worker employed for our projects return to their home countries safely upon completion of their work stay.

(For further information on Employees Welfare and Safety Programmes for MRT Workers, please refer to Sustainability - Workplace section, pages 165 and 169, respectively.)



Special-built CLQs in the KVMRT project provide a comfortable and safe living environment for foreign workers.



Gamudians busy building a new home for an indigenous family during the first EPIC build in October 2014.



SUSTAINABILITY

CREATING A BRIGHTER FUTURE FOR OUR COMMUNITY

- 154 Marketplace
- 160 Workplace
- 171 Environment
- 180 Community

MARKETPLACE

Over the years, Gamuda has not only become a leading infrastructure and property developer in Malaysia, we have also contributed to the development of the industry by training local talent, providing them with leading-edge skills; and elevating industry practices across the value chain.



The three-month Public Inspection for the KVMRT SSP Line garnered 90% support from 40,000 visitors.

In the process of undertaking large-scale infrastructure projects we have also helped to nurture a robust SME ecosystem that is playing a significant role in the nation's economic growth. We uphold integrity in all our engagements with stakeholders; and ensure we deliver products and services of the highest quality in order to enhance lives and to protect the natural environment for future generations.

PROJECT DELIVERY PARTNER (PDP) MODEL

Among our key contributions to the Malaysian construction industry has been to pioneer the Project Delivery Partner (PDP) model that has set a new benchmark for the delivery of large-scale and complex infrastructure projects of national interest. For the first time, with the concept of PDP, the Government/client is given the assurance that an entity (the PDP) will assume single-point accountability to deliver an entire project - from its conceptualisation to detailed feasibility studies, project design and technical input, procurement, project management, contractor management, assumption of risks, testing, commissioning and completion - on time and within budget with significant involvement and responsibility in

every stage of the project, working closely with all stakeholders, PDP is required to fill gaps in delivery by injecting resources, and expertise to move ahead.

The PDP concept model was introduced when, together with MMC Corporation Berhad (MMC), we were awarded the PDP of the Klang Valley Mass Rapid Transit Sungai Buloh-Kajang Line 1 (KVMRT SBK Line) in July 2011. The model is the culmination of four decades of comprehensive experience in various infrastructure and construction management across all engineering disciplines. Given the success of the PDP model in KVMRT SBK Line, it has become a best practice model replicated for the subsequent KVMRT Line (Sungai Buloh-Serdang-Putrajaya Line) (SSP Line), and other large-scale public infrastructure projects such as the Klang Valley LRT Line 3 and the Penang Transport Master Plan (PTMP).

STAKEHOLDER ENGAGEMENT

We do our best to ensure minimal disruption to the communities living in close proximity to our projects, and to keep residents abreast on current and future developments for transparency and to gain stakeholders' support. Ongoing engagement efforts with the communities along the KVMRT SBK Line is clear evidence of this.

As part of preparations for the KVMRT Sungai Buloh-Serdang-Putrajaya Line (SSP), various initiatives were carried out to gauge the public's perception and to create greater understanding.

From December 2014 until January 2015, more than 1,500 stakeholders including local communities, non-governmental organisations, businesses and government agencies were engaged in a perception survey on the project, which included 33 focus group discussions. In addition, from March until August 2015, 132 face-to-face discussions were organised with Members of Parliament, Ahli Dewan Undangan Negeri (ADUNs), local councillors, public relations department of local authorities and the general public.

A three-month Public Inspection (PI), which ended in August 2015, was organised at 26 locations along the KVMRT SSP Line alignment. During the period, a total of 10,530 responses were received from 40,000 visitors, 90% of which were positive. Comments from the remaining 10% were to do mainly with the location or alignment of the route and its future effects. In accordance with the Land Public Transport Commission's requirements, a Public Inspection Feedback Analysis Report was prepared as part of the Final Railway Scheme Submission.

WHAT IS A PROJECT DELIVERY PARTNER (PDP) ?

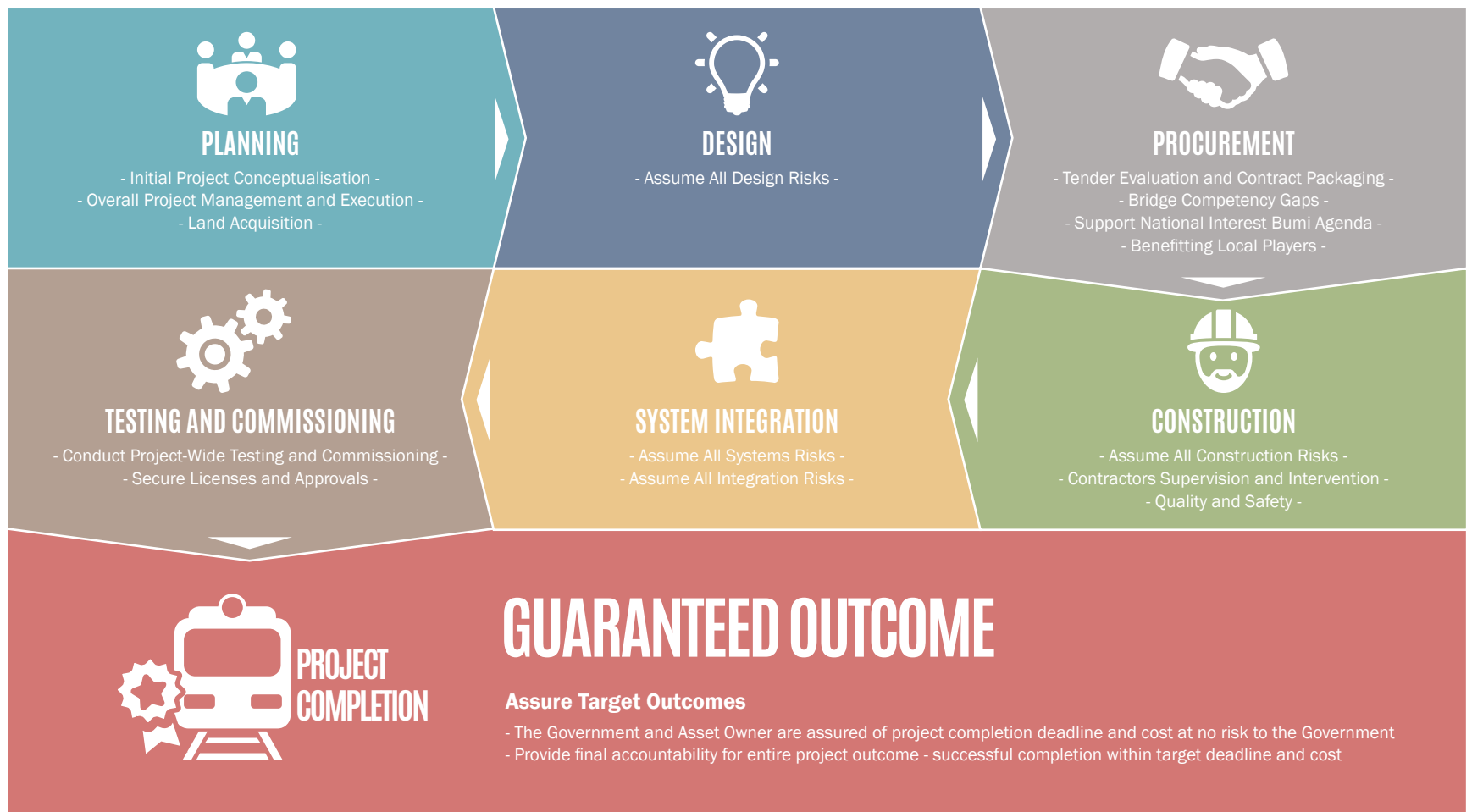
Constructing the MRT from point A to B is like lining up a row of dominoes in between these two points. Any problems at one location will result in the whole row of dominoes to fall - **“the knock-on effect”**.

THE PDP ENSURES THAT THIS DOES NOT HAPPEN BY:

1. Guaranteeing to the Government/Client a fully commissioned project delivered within the target cost and completion date;
2. Providing single-point accountability to the Government/Client; and
3. Managing all contractors and assuming all design, construction, integration and commissioning risks associated with the project.

The PDP is involved in all stages of the project, working closely with all relevant stakeholders, which includes the Government, the Project Owner, regulatory bodies / authorities, land owners and operators. Where there are gaps, the PDP will assume the roles by injecting resources; step in and even taking over to ensure delivery.

To achieve the three main objectives, the values and attributes of a PDP on a typical large-scale public infrastructure project like the KVMRT are shown in the illustration below:



To continue to educate the public, two MRT SSP Info Centres will be opened in January 2016, located along the SSP alignment.

Engagement with the local communities has enhanced our relationship with stakeholders and allowed the project team to gain insights on how to further improve our approach towards safety, traffic congestion, quality of work and the environment.

RESPONSIVE COMPLAINT MANAGEMENT SYSTEM (CMS)

Living the ethos of leading by example, our complaint management strategy is among the most responsive and effective among large-scale infrastructure projects in Malaysia. Affected stakeholders of the KVMRT are provided with 24-hour access to the MRT Hotline, where complaints resolution are governed by a Standard Operating Procedure (SOP) and resolution status are reviewed by the PDP and reported to MRT Corp on a monthly basis. Besides serving as a tool to gauge public satisfaction, CMS is also used to evaluate WPCs' quality of work, and their ability to identify and rectify potential safety, health and environmental risks at MRT worksites.

BUILDING LOCAL STRENGTH

Through the large-scale infrastructure projects we have undertaken, we have helped to nurture a robust SME ecosystem for the construction industry. An example of our contributions, from just the underground works package of the KVMRT project, we have provided RM4.3 billion worth of contracts to 480 SMEs that employ some 22,000 workers. Through the project, we are creating opportunities for these SMEs to invest in and own the latest equipment and machinery, while also promoting the growth of other local enterprises by giving preference to the procurement of local materials.

BENCHMARKING DELIVERY STANDARDS

In line with the Malaysian Government's aim to standardise the method of measurement for all civil engineering works in both the public and private spheres, Gamuda signed a Memorandum of Understanding (MoU) with the Construction Industry Development Board in 2015 to benchmark and improve project implementation via the adoption of a single method of measurement - the Malaysian Civil Engineering Standard Method of Measurement (MyCESMM) - to quantify civil engineering works.

The use of one standard measurement provides clarity in the preparation of Bill of Quantities, which leads to improved understanding of work items; enables pricing to be carried out more accurately and efficiently, and mitigates potential contractual claims and disputes. This ultimately leads to better cost effectiveness during the delivery process.

Moving forward, all project tenders submission and evaluation will be carried out in accordance with the standards outlined under the MyCESMM.

NURTURING A COMPETENT WORKFORCE

To support our project needs, as well as to fulfill the Government's vision of having a skilled high-income workforce, Gamuda invests significantly in training Malaysians for the construction industry. To enable holistic planning and implementation of all construction skills training channels across the Group, a new unit called the Construction Training Unit (CTU) was formed in May 2015.

Tunnelling works, especially, requires specialist skills and knowledge which we offer school leavers and diploma holders at our Tunnelling Training Academy (TTA), the first of its kind in the world. Set up in 2011, more than 500 tunnel/technical crew have been trained here and, by 2017, the academy targets to train 1,000 skilled workers.

For other training aspects especially Safety, Health and Environment of the KVMRT project, we have set up the KVMRT Training Centre. In addition, our talent development institutions include plant operation training and construction skills training at the Gamuda Plant Operator School (GPOS) and Construction Training Centre (CTC).

(For more detailed information on training programmes and facilities provided by the Group, please refer to the Talent Development section in this Annual Report.)

PRODUCT AND SERVICES STEWARDSHIP

We realise that our success is determined by the delivery of quality products, to build stakeholder and client satisfaction. We are therefore committed to achieving and maintaining excellence in all our projects and continuously set the bar higher in terms of product design and quality, which increasingly takes into consideration not only factors such as comfort, aesthetics and safety, but also the preservation of the natural environment. This assures the sustainability of our projects as well as that of the Group, and reflects our values as a socially responsible organisation.

Contractor Performance Assessment System (CONPAS)

For the engineering and construction division, we consistently employ CONPAS to evaluate the Work Package Contractors' (WPCs) standards in the delivery of the nation's largest public infrastructure project - the KVMRT. Conceptualised by the project owner, MRT Corporation Sdn Bhd (MRT Corp), and MMC-Gamuda as the PDP, the assessment is extensive yet simple to understand, comprehensive and fair.

The scoring system is based on progress; safety, health and environment (SHE); quality of work; project management; public engagement (stakeholder management, managing public complaints via the centralised Complaint Management System); and submission efficiency. A high CONPAS score denotes that the Work Package Contractor (WPC) is focused, committed, competent and resource-capable.

Construction Quality Assessment System (CONQUAS)

Our property division, Gamuda Land, is guided by its development philosophy called the "Four Pillars of Quality", namely: Quality Design, Community and Amenities, Healthy Lifestyle, and Safety and Security. Staying true to its core values, Gamuda Land adheres to world-class quality standards as provided by the internationally recognised assessment system CONQUAS. Concerted efforts to constantly improve the quality of our products have led us to achieve the highest CONQUAS score in Southeast Asia for landed properties, the distinction being bestowed on Bandar Botanic in 2012.

Moving forward, we aim to benchmark our property products against the Government-mooted Quality Assessment System in Construction (QLASSIC), an independent method of quantifying and evaluating quality in workmanship and construction based on approved standards. Our objective is to attain the highest construction standards while also respecting the environment. Towards this end, we have begun to incorporate eco-friendly elements in our designs and strive for all our projects to attain Green Building Index (GBI) certification.

To date, two of our developments - The Robertson and HighPark Suites - have been accorded provisional Gold Rating by GBI for features such as rainwater harvesting, maximised natural lighting and ventilation, as well as the provision of facilities for recycling. The Robertson is a mixed commercial development in the heart of Kuala Lumpur while HighPark Suites is a SOHO development in Kelana Jaya, Petaling Jaya.

INTRODUCING THE INDUSTRIALISED BUILDING SYSTEM (IBS)

In our continuous quest to elevate efficiency and professional standards in the construction industry, Gamuda is introducing a fully automated, robotic Industrialised Building System (IBS) in Malaysia to increase productivity and reduce dependency on manpower.

The system, developed in Germany and widely used in Europe, will be deployed in a factory occupying 27 acres in Sepang that has an annual capacity of 1,000,000 m², or approximately 2,000 units.

Among its key advantages over conventional production systems is the consistently high quality of products manufactured with low material wastage and low labour needs. It also more than doubles construction speed, safe and complies with recognised quality standards such as QLASSIC and CONQUAS.

ENGAGING LOCAL AND FOREIGN INVESTORS

We recognise that we have a responsibility to keep our shareholders and the investment community updated on our performance and plans moving forward. We are guided in our investor relations (IR) policy and programmes by our corporate governance framework and model practices as advocated by bodies such as the Malaysian Investor Relations Association (MIRA). To implement effective IR policies and programmes, we have a full-time IR unit, led by the Group Managing Director and/or the Senior Group General Manager-Investor Relations.

Among the activities organised by the unit are holding investor briefings immediately after releasing Gamuda's quarterly and annual results; participating in international and domestic investor conferences; taking part in marketing roadshows; hosting teleconferences; responding to email and telephone enquiries, catering to numerous meeting requests by investors and analysts, and organising trips for investors to visit our overseas and domestic project sites.

During the year, there was a high level of investor interest in visiting the MRT project sites, as well as in some of the major upcoming projects such as the KVMRT SSP Line and the Penang Transport Master Plan.

PROCUREMENT POLICY

Innovative Group Procurement Policies and Procedures (G3P)

The G3P was established to govern and standardise all procurement activities for equipment, supplies and services within the Group. Employees engaged in procurement, whether directly or indirectly, are required to adhere to the G3P, which serves the following purpose:

- To streamline and centralise Gamuda Group's Procurement Policies and Procedures
- To create standard procedures in all procurement practices and processes within Gamuda
- To ensure efficient, transparent and ethical procurement practices
- To achieve best value for money without compromising on quality, delivery or other price and non-price factors while taking into consideration all legal, financial, commercial and technical aspects
- To ensure all activities throughout the procurement value chain are conducted in an impartial, reliable and economic manner
- To ensure procurement activities are conducted effectively, and with the highest standard of integrity and professionalism

Procurement procedures that fall under the G3P include:

- Procurement of sub-contract works
- Procurement of equipment and material supplies
- Procurement of consultant services
- An approved vendor list

Gamuda Procurement Codes of Conduct (GPCC)

Employees of Gamuda are required to comply with the Gamuda Procurement Codes of Conduct (GPCC) at all times, in the best interest of the Group.

Code 1: Implementation and Enforceability

The Group's management is responsible for ensuring that G3P is uniformly implemented throughout the Company and its subsidiaries in relation to all projects. Disciplinary action, as clearly stated in the document, will be taken against any offence committed.

Code 2: Confidentiality

Confidentiality of information will be observed at all times. This encompasses technical information, particularly with regard to Gamuda projects, financial data, commercial data, strategies, manuals, professional documents, operating procedures and information related to tenders. All information provided by tendering companies, including technical and commercial analysis documents, will also be treated with the strictest confidentiality.

Code 3: Segregation of Duties

To the extent that it is applicable, no employee is allowed to be a member of more than one of the following committees:

- Tender Opening Committee (TOC)
- Technical Evaluation Committee (TEC)
- Financial Evaluation Committee (FEC)
- Legal Evaluation Committee (LEC)
- Commercial Evaluation Committee (CEC)

In certain circumstances, the TEC, FEC and/or LEC could be joined as one Technical-Financial-Legal Evaluation Committee (TFLEC). In such situations, the TFLEC will ensure a clear segregation of duties to prevent any conflict of interest and eliminate any possible risk of malpractice.

Code 4: Clear and Fair Contract

Employees engaged in procurement activities should be honest and impartial with regard to any tender or bid, including the provision of fair contractual terms and conditions. Additionally, the Group reserves the right to conduct an audit on any contractor or consultant to verify the contents of their tender applications.

Code 5: Conflict of Interest

Employees involved in procurement activities should avoid any form of conflict of interest, as these could adversely affect their actions and decisions.

Code 6: Declaration of Interest

All employees have a duty to declare and disclose to their respective senior management any material fact or relationship that could be reasonably presumed to cause and/or create a conflict of interest, failing which the respective senior management reserves the right to take disciplinary action against the employee.

Code 7: Free Competition

All procurement is to be conducted in accordance with free competition to ensure the best quality at lowest cost. This entails issuing competitive bids.

Code 8: Equal Treatment of Contractors

Employees are to treat all contractors and consultants equally, and to adhere to the following guidelines:

- To select contractors and/or consultants who meet requirements with regard to special skills, related experience, good track record, production capacity and sound financial capacity
- Not to select any bidder who has expressed no interest to bid or work with Gamuda
- Not to disclose the identity of bidders to each other
- To issue the same tender or bidding documents, including addendums and clarification, whether printed or in electronic form, to all contractors and/or consultants

Code 9: Contracts

All contractual commitments, expressed or implied, will be recorded in written documents that accurately reflect the outcomes of any award or negotiation, in line with the contractual terms and conditions as advised and agreed by Gamuda.

Code 10: Bribery and Corruption

Employees are forbidden to accept any form of bribery or corruption at any time, and especially during the procurement process. Any employee who is made an offer or receives an attempted bribe from any individual, contractor or consultant is to immediately lodge a report of the incident to his/her respective senior management including the Head of Internal Audit. Legal provisions with regard to bribery are stipulated under the Malaysian Anti-Corruption Commission Act 2009 (Act 694).

Code 11: Entertainment

Employees are not permitted to accept any offer for any kind of social entertainment or leisure trip sponsored by any individual, contractor, consultant, agent or proxy of the individual, contractor or consultant given with the intention to seek any benefit to the individual, contractor or consultant.

Code 12: Gratuities

Employees are not obliged to any individual, contractor or consultant in the course of procurement activities and will not participate in any transaction that will lead to personal gain. This includes the acceptance of gifts, benefits, compensation or consideration as an inducement or reward from any individual, agent or proxy of the contractor or consultant for doing or refraining from doing or to show favouritism or disapproval to any contractor or consultant.

Code 13: Reporting Irregular Business Dealings

Any employee who is aware of irregular business dealings between an employee and individual, contractor or consultant is to bring the matter directly to the attention of the respective senior management, including the Head of Internal Audit. This includes any bribery, act of cronyism, ownership of stakes (directly or indirectly) in an individual's, contractor's or consultant's company or any kind of inappropriate behaviour that runs counter to the G3P.

Code 14: Contact and Visits to Contractors or Potential Contractors

Unauthorised communication or engagement via e-mail, telephone or personal visits between an employee and contractor or consultant during the procurement process is not allowed, unless authorised by the Procurement Committee and approved by the Management Committee.

Code 15: Use of Property Belonging to Gamuda Group of Companies

No property owned by Gamuda is to be used to give any undue advantage to employees or contractors or consultants, either for personal use or benefit. This includes industrial tools, technical know-how, strategic information, technologies, business strategies and development projects.

GAMUDA TRADING

Our fair and prudent market practices are reflected by our independent trading entity, Gamuda Trading, which acts as a third party to introduce potential vendors and suppliers for the Group's projects and undertakings. Gamuda Trading ensures strict compliance with specified standards as stated in official agreements and contracts. It also pre-selects qualified vendors to be proposed to the Material Review Board (MRB) of Gamuda Land, and continuously reviews property development materials to minimise long-term impact to the environment.

WORKPLACE

One of the most pressing challenges facing corporations in today's increasingly globalised and competitive environment is being able to attract, groom and retain a new generation of competent and highly-skilled talent.

This is an area of intense focus at Gamuda, and one which we are managing via the provision of a inclusive, rewarding, progressive and collaborative work culture in which our employees are provided opportunities to grow their professional skills, develop a strong support network and are inspired to strive for excellence.

EMPLOYER WITH A HEART

Taking into account factors that are critical to employee satisfaction, we constantly engage with our staff, provide professional training and development avenues, and reward our people with attractive remuneration packages that include among the highest salaries in the industry and innovative compensation as well as benefits.

Firm in our belief in harnessing the strength of both gender, special attention is given to attract more women to join Gamuda, to infuse greater gender balance in what has traditionally been driven by a predominantly male workforce. We also believe in providing sustainable and gainful employment to differently-abled persons (DAs), and have established Project DA since 2013 under which we recruit and provide the necessary training and social support for young Malaysians with autism.

We place top priority on maintaining a safe and healthy workplace and are constantly reviewing our safety framework and policy to safeguard the well-being of not only our employees but also all those who work on our projects.

Today, as the Group is rapidly growing, so too are our human capital needs in terms of numbers as well as the level of skills and capabilities of our people. Efforts to recruit and sustainably train our employees have therefore intensified and focused on fulfilling the specific requirements of our business divisions.

In everything we do, we are governed and guided by our **Gamuda Values** that are the core of our philosophy. Our Gamuda values are:

1. **Take Personal Ownership**
2. **Walk the Talk**
3. **Adopt Open, Honest Communication**
4. **Demonstrate Real Teamwork**
5. **Develop our People**

Gamuda's integrated human capital development philosophy encompasses a **4R** approach to "**Recruit, Retain, Replenish and Renew**" talents.

RECRUIT

In FY2015, the Group's recruitment strategy was on filling key roles at the mid and upper management levels, while also bringing on board



Project DA provides sustainable gainful employment and continuous learning for young Malaysians with autism.

young talented and ambitious engineers to inject greater creativity and enhance the level of innovation within our technical functions. Further strengthening the diversity of our workforce, the Group placed emphasis on hiring more women and Bumipturas. With each recruit, we took into consideration the potential of the new hire to enhance our talent pipeline.

Our recruitment initiatives leverage on popular employment channels used by job seekers, inclusive of LinkedIn, JobStreet, newspaper advertisements, career fairs and networking events such as Graduan. We also engage actively in an employee referral programme as existing employees understand our work culture and needs, and therefore are well suited to recommend candidates for vacancies. In addition, we conduct career talks at institutions of higher learning and work with TalentCorp



As part of the Group's recruitment initiative, Gamuda representatives organised exclusive engagement sessions with engineering students at some of the UK's top universities in March 2015.



GGP talents enjoy healthy work-life balance through Gamuda Sports Club activities while undergoing their career development programme in Gamuda.

Malaysia on initiatives such as the Gamuda Graduate Programme (GGP) and Skim Latihan 1Malaysia (SL1M-Gamuda), which also serve as pipelines for the identification and intake of new talent.

- **Gamuda Graduate Programme (GGP)**

Under the Gamuda Graduate Programme (GGP), we take on fresh graduates and give them on-the-job training in different functions within the Group over a period of 2+1 years. This enables the young graduates to develop their respective competencies as well as leadership skills. Participants who complete the programme are entered into the High Potential Employee (HPE) talent pool, where they will continue to receive focused training, mentoring and guidance to accelerate their career development within the Group.

- **Gamuda Scholarship**

Since 1996, the Group presents the prestigious Gamuda Scholarships annually to outstanding Malaysian students who aspire to further their education at the tertiary level. More than providing financial assistance, the programme ensures our scholars gain relevant skills for the workplace through training and development workshops, buddy programme and networking events. Upon graduation, Gamuda scholars are given positions in the Group and are guided through a structured career progression plan.

Gamuda Scholarship is one of the most sought-after Scholarships in the country. This year, out of a total of 870 applications, 17 recipients were awarded, valued at RM4.4 million, the highest in Gamuda Scholarship's history. Shortlisted candidates were required to undergo a competitive selection process which included full-day workshops and assessments, followed by interviews with independent professionals and past scholars to ascertain their aptitude, social intelligence and leadership qualities - in addition to a strong academic track record.

The scholarship has a significant impact on the lives of the recipients. It enables deserving students to live their academic dreams, and imparts a sense of ownership and security in the knowledge of ready employment upon completion of studies. Gamuda scholars are given every opportunity to make rapid progress in their careers with the career development support available.

WORKPLACE

In line with the Group's efforts to promote gender equality at work, eight of 17 new Gamuda scholars are young women embarking on programmes in engineering (civil, mechanical and electrical and electronics), building surveying, quantity surveying, estate management and accountancy.

Over the last 20 years, Gamuda has allocated about RM30 million worth of scholarships to 300 recipients.

- **Skim Latihan 1Malaysia (SL1M-Gamuda)**

Gamuda is an active participating organisation in the Government's Skim Latihan 1Malaysia (SL1M) since 2012 to re-skill and upskill Malaysian graduates, to improve their employability. SL1M-Gamuda participants receive a monthly allowance and will be assigned to various departments to gain relevant skills for a period of one month, followed by another six-month OTJ learning opportunity. Upon completion of training, SL1M-Gamuda trainees who are deemed suitable are taken on board on a full-time basis. To date, Gamuda has trained a total of 253 graduates in 12 batches. Of the number, 65 trainees have been absorbed into the Group, working on various projects.

- **Professional Hires**

Other than fresh graduates, Gamuda is proactively recruiting professionals who fulfil the relevant job criteria to join the Gamuda family. Such recruitment takes place via several communication channels such as online job portals, graduate recruitment roadshows, Gamuda corporate website, and third-party talent agencies. Direct recruits help us fulfil our immediate business needs and expansion, while also serves to further strengthen our human capital pool.

- **Project Differently-Abled (DA)**

Gamuda's Project DA began from a passion to extend our positive reach beyond our projects and from our belief that individuals with different abilities are an untapped resource in Malaysia's workforce. It is among the first of its kind in the industry to provide a sustainable employment pathway and improve the quality of life of young Malaysian adults with autism.

Our dedicated DA support team works with local and international NGOs to keep abreast on the latest developments in training and supporting our DA colleagues.

Today, we have a total of 16 DA colleagues on board serving the Group in various functions. The Group has set an aim to increase our DA employees to 30 by the year 2017.



Gamuda bags the Graduan Brand Awards 2014 for Construction and Property Sector at the recent Graduan Aspire Career & Postgraduate Fair 2015 held on 9-10 May at the KL Convention Centre.

Gamuda is an active participating organisation in the Government's Skim Latihan 1Malaysia (SL1M) since 2012 to re-skill and upskill Malaysian graduates.



Gamuda Group Managing Director Dato' Lin Yun Ling (seated right) and Gamuda Engineering Managing Director Ubull Din Om (seated left) addressing senior management during townhall meeting.

TalentCorp Collaborations

- **Scholarship Talent Attraction & Retention (STAR) Programme**
This initiative allows Public Service Department (JPA) scholars who have graduated from their studies to serve their Government bond in the private sector. Since then, we have recruited 17 JPA fresh graduates to join the Group under the GGP Programme.
- **JPA-Management Apprentice Programme (MAP)**
As an active employer and partner of the JPA-MAP Programme, we accepted our first batch of JPA fresh graduates from TalentCorp in March 2015 who then went on a three-month OTJ training under the Group's projects. Upon completion of the programme, 9 of the 10 JPA scholars were offered employment in Gamuda.
- **Returning Expert Programme (REP)**
Leveraging on the vast experience and skills of Malaysian professionals abroad, the Group has to-date hired four dedicated professionals through this programme. They are actively exposed to large-scale and iconic projects undertaken by the Group and have been playing significant roles in the Group's daily operations.

(For detailed information on training programmes and facilities provided by the Group, please refer to the Talent Development section, page 142, of this Annual Report.)

RETAIN

At Gamuda, we value the contributions of each employee and strive to create an environment that is most conducive to optimum performance. This entails engaging our employees so they feel a sense of belonging to the organisation; motivating them to take ownership of their roles and responsibilities; respecting the need for balanced work-life integration; and providing for our employees' well-being.

A result of conscious efforts to retain our people, Gamuda enjoys one of the lowest attrition rates in the industry, at less than 10% per annum. In 2014, the Group became a finalist in the Malaysia's 100 Leading Graduate Employers Award for the Property and Construction sector.

Our success as a responsible and caring employer stems from constant efforts to create a harmonious work culture premised on a simple word: Community.

This represents our core employee value proposition which we hold true in all our endeavours.

Employee Engagement

Gamuda firmly believes work requires two-way communication, and constant engagement is key to showing of ideas and updates, while reinforcing camaraderie among Gamudians.

Senior management regularly meets with employees for one-on-one sessions as well as at townhall dialogues during which key issues are discussed. During the year, five general townhall sessions were held - in February, April, May, July and August - of which the focus was on employees' career development plans, performance management and Gamuda's vision moving forward.

Group and Divisions	Townhalls and Discussions	Date
Gamuda Group	General	30/01/2015
	Senior Manager	23/01/2015
	Growth Strategies	22/05/2015
	Ladies Meeting	16/06/2015
Gamuda Engineering	Senior Management	6/02/2015
	All-rounder	9/04/2015
	Career planning	8/05/2015
	Construction Core Team	5/06/2015
	Dialogue with Dato' Lin	1/07/2015
Gamuda Land	Townhall meeting	29/10/2014
	Townhall meeting	26/02/2015



We belong to...

- a caring;
- a collaborative;
- an inclusive; and
- a rewarding;
- an empowering;
- an enriching
- a progressive;

COMMUNITY

WORKPLACE

All Gamudians also get together at Gamuda's Open Houses to celebrate festive events such as Hari Raya Aidilfitri and Chinese New Year (CNY). This year, to encourage greater individual participation during Raya celebrations, we held a contest for the best office décor. During the CNY Open House, a photo booth was installed at the headquarters and a fun photo contest was held to enhance employee engagement.

A variety of outdoor and social activities organised by the Gamuda Sports Club serves to provide opportunities for Gamudians to interact and network among each other (see "Gamuda Sports Club" below). Community welfare programmes, such as visits to old folks' homes and orphanages, further reinforce a sense of unity among employees across different levels and business units.

Further facilitating open communication across the organisation, we have implemented a Group-wide intranet, MyGamuda, which serves as a news and social network platform to connect employees on the basis of common and professional interests while also keeping Gamudians updated on the latest developments. The portal is visited by an average of more than 5,000 Gamudians a month and is a one-stop resource centre for the latest happenings.

Competitive Remuneration and Attractive Benefits

Gamuda has made a conscious effort to offer one of the most competitive remuneration and compensation packages in the construction industry. Employees occupying top construction related and specialised roles receive top quartile remuneration benefits while those providing general and support skills, as well as entry level fresh graduates, are offered among the highest salaries benchmarked within the industry.

Basic salaries are complemented by a range of pro-health, relevant, flexible and innovative benefits designed to meet a wide spectrum of needs among employees. At the same time, the benefits framework serves to promote a more egalitarian workplace with reduced gaps between levels.

During the financial year, the Group increased the quantum of compensation paid to employees working outside normal office hours, ie during weekends and public holidays. We also provided financial relief for employees affected by the floods in the East Coast in early 2015.



Hundreds flocked to catch the excitement of the annual acrobatic lion dance during CNY Open House at Menara Gamuda.



Group Managing Director Dato' Lin Yun Ling (Standing; third from left) shares a light moment with fellow Gamudians at the annual Gamuda Hari Raya Open House.



All KVMRT foreign workers are housed in gated and secured CLQs to ensure their safety and well-being.



KVMRT foreign workers at the CLQ enjoying their time off playing sports.

Work-Life Integration

We realise that employees have personal needs and obligations which may sometimes conflict with the demands of work. Cognisant of the need to balance work and personal lives, Gamuda offers a range of Flexi-Benefits designed for optimal work-life integration, and personal effectiveness, which in turns inspires our people to contribute optimally to Gamuda.

- **Flexi-Wellness**

This scheme encourages employees to adopt a pro-health approach towards holistic living, by allowing Gamudians to claim for annual

medical entitlement, as well as to enrol in activities that promote physical, spiritual and emotional wellness. These include gym, swimming and martial arts classes, golf lessons, yoga and meditation, as well as music or art lessons, among others.

- **Flexi Work Arrangement (FWA)**

FWA grants confirmed employees who have served a minimum of two years the option of not only adopting a staggered working hour structure, but also being flexible about where they work and the total number of hours worked. Employees opting for FWA are required to discuss their options with respective line managers. Following the success of a pilot programme in the Group Human Resources Department, Gamuda extended the option for staggered work hours to all employees in FY2015.

- **Flexible Retirement Plans**

Although the national official retirement age is 60, in line with the Minimum Retirement Age Act 2012, Gamuda provides early retirement at the ages of 50 and 55. As a gesture of appreciation to our retiring employees, Gamuda offers tax-free retirement gratuities based on the number of years served.

Employees Welfare

To encourage continuous and life-long learning among Gamudians, financial assistance schemes - encompassing study loans and non-paid leave - are available for employees seeking to obtain diplomas, first degrees or other forms of qualification that would enhance their careers.

In enabling easy home ownership among Gamudians for properties built by Gamuda Land, employees enjoy Staff Purchase Scheme rebates and a waiver in service charges, as applicable.

Additionally, employees are given a 50% rebate on their monthly toll expenses incurred on the Damansara-Puchong Highway (LDP), Shah Alam Expressway (SAE), Western Kuala Lumpur Traffic Dispersal Scheme (SPRINT Expressway) and the Stormwater Management and Road Tunnel (SMART).

Gamuda's care for the well-being not only reaches its own employees, but extends to employees who are employed by our contractors too. We created an industry's first by building four Centralised Labour Quarters (CLQ) able to accommodate a combined capacity of 7,500 KVMRT SBK Line workers.

Recognising that most of these workers are from countries like Indonesia, Bangladesh, Myanmar, India, Nepal, Pakistan and Vietnam, we go the extra mile to ensure their safety and comfort, providing them with a conducive living environment where their physical and social needs are met.

Besides comfortable accommodation, the CLQs are installed with proper washrooms, laundry facilities, sports courts, medical and first aid facilities, a television room, mini-market, cafeteria, several mini-market, cafeteria, several mini-kitchens and a *surau* (prayer hall). Construction cost for all four CLQs in Sg. Buloh, Cochrane, Cheras and Kajang is RM100 million.

We believe these living quarters impart a sense of security and belonging among workers, and is a gesture of appreciation for their work. This, in turn, creates a positive attitude towards their jobs and plays a crucial role in the successful completion of the project.

WORKPLACE

- **Gamuda Long Service Awards**

Gamuda recognises that we would not have achieved our successes today without the sacrifice and contributions from our highly dedicated employees throughout the decades. The annually held Gamuda Awards Night is an occasion where loyal employees who have served Gamuda for at least a decade are honoured with the Gamuda Long Service Awards. While recognising our long-serving staff, the awards serves to inspire employees to stay motivated, and to continue to grow both professionally and personally with the Group.

A strong indication of employees satisfaction and loyalty, an average of more than 100 Gamudians are conferred the Gamuda Long Service Awards every year, with some having served the Group for up to 35 years.

- **Gamuda Sports Club**

The Gamuda Sports Club promotes a fun and holistic lifestyle while offering avenues for networking and relationship building among employees across all levels and divisions. All Gamudians are automatically members of the club and have a choice of various sports to participate in, from badminton, futsal and bowling to paintball, golf and basketball. The club also has a running group that trains for marathons.

In addition to sporting activities, the club organises exciting annual trips and social activities to all parts of the country. This year a total of 229 employees ventured to Mulu, Kota Kinabalu, Gopeng and Taman Negara under the auspices of the club.

Some of our social and welfare activities are focused on giving back to society which include initiatives such as visiting old folks' homes, serving free food to the urban poor at the Pertiwi Soup kitchen and blood donation. Activities such as these help to promote a sense of comradeship and team spirit among Gamudians.




With courage and determination, Gamudians successfully reached the summit of Mount Mulu in Sarawak.

Gamuda recognises that we would not have achieved our successes today without the sacrifice and contributions from our highly dedicated employees throughout the decades.



The Gamuda Sports Club organises frequent badminton tournaments for all participating members.



Gamuda's talent development strategy encompasses an approach that encourages and supports women participation in the workforce.

To promote a healthy lifestyle, a wide selection of sports activities is available for employees organised by the Gamuda Sports Club.

REPLENISH

We believe in cultivating a diverse workplace in which different perspectives are positively encouraged to add to our rich vibrant work culture. Towards this end, we are an equal opportunity employer, embracing the unique contributions and fulfilling the needs of a diverse set of employees.

• **Women@Work**


Gamuda's talent growth strategy encompasses an approach that encourages and supports women participation in the workforce. We provide equal opportunities in a supportive environment where women are empowered to reach their full potential. As at end July 2015, women make up 35% of Gamuda and its subsidiaries' workforce, up from 32% recorded over the previous year.

Testament to our commitment, we appreciate that working mothers face additional commitment of having to care for their children, especially those who are still young.

Towards this end, we provide facilities and childcare support to ease pressure on their time and finances. The women-centric benefits package offered to our working mothers include:

- Childcare subsidies - RM120 is provided to cover the cost of childcare services.
- Childcare leave - Mothers are given up to 10 days of paid leave per year to care for children who are hospitalised.
- Extended maternity leave - Female employees enjoy 90 days of maternity leave and can choose between 60 days (full pay) + 30 days (half pay) with full rest; or 90 days (full pay) with a flexi work arrangement for the last 30 days.
- Support facilities - As of end 2014, we provide stork parking facility for expecting mothers in the office car park, a nursing room and crèche for young children at our headquarters.
- Others - We also provide support for pre-post natal expenses; vaccination for young children; and family hospitalisation insurance on a co-sharing basis.

Taking our support for working mothers further, as of FY2015 we have begun to identify women with high potential in the Group and tailor-make career plans to help them advance at work.



Gamuda employees can now enjoy the convenience of a crèche in Menara Gamuda.

WORKPLACE

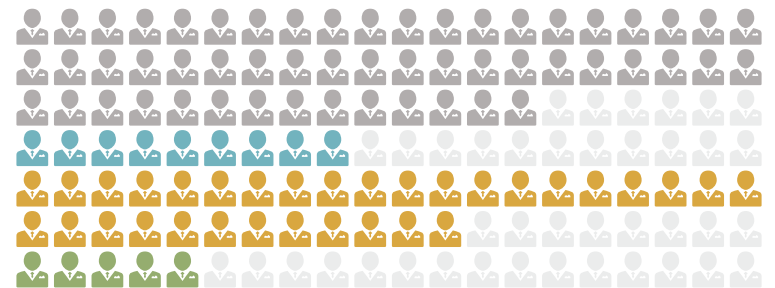
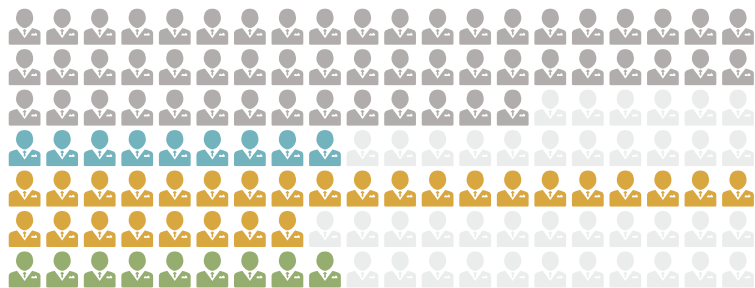
GROUP STAFF COMPOSITION AND DEMOGRAPHICS (YEAR 2014-2015)*

Our diversity and inclusiveness programme is an important part of our social equity agenda.

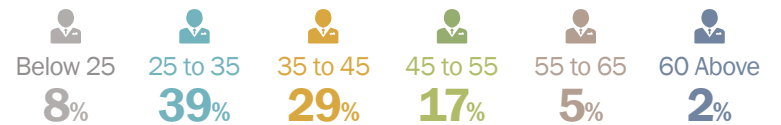
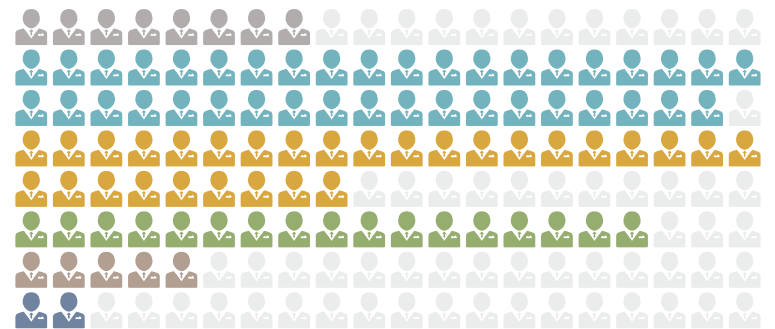
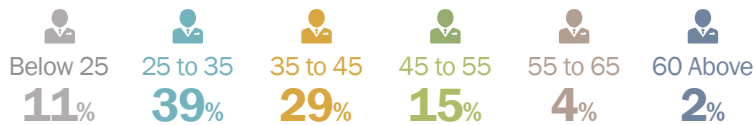
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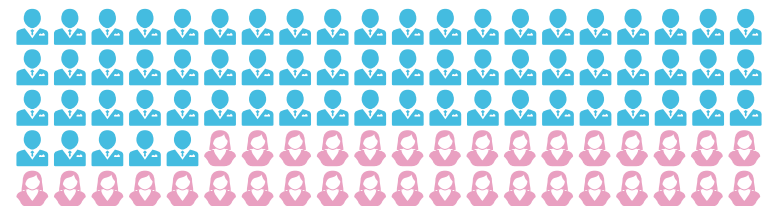
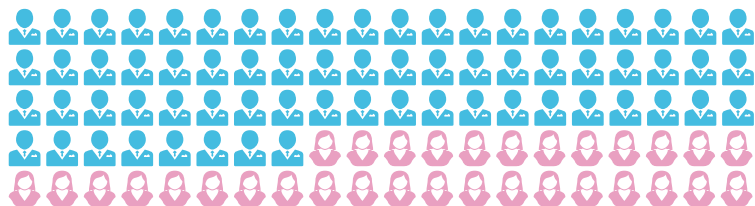
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AGE



GENDER



* Information refers to Gamuda Group and its subsidiaries, excluding associate companies.

RENEW

By “renew”, we are committed to creating a positive environment in which all employees are motivated to enhance their knowledge, capabilities and skills. We believe that employees are motivated by prospects of advancing their careers and assuming roles of increasing responsibility. For our part, Gamuda is in a unique position to allow for such career progression given the breadth and depth of our business operations.

The Group employs a three-pronged development strategy consisting of 70% OTJ training, 20% mentoring and guided learning, and 10% formal training.

All employees are required to plan their career development with their respective supervisors or managers. Regular meetings are held to discuss their strengths and aspirations, identify career goals and chart pathways towards these.

In 2015, we established a Management Development Centre (MDC) to oversee the career development of employees across the Group.

MDC now manages all our training and development programmes encompassing OTJ training, coaching, mentoring and formal training to assist our employees in realising their full potential.

A new centre was also established during the financial year - the Construction Training Unit - to oversee all skill training facilities under the Group.

(For more details on our training and development programmes, please refer to our Talent Development section.)

SAFETY AND HEALTH AT WORK

The safety of our employees, as well as those of contractors, is given utmost importance at Gamuda. One of our first missions was to put in place a robust health and safety framework,

resulting in the Group being certified in the OHSAS 18001 and MS 1722 by SIRIM in January 2008. Since then, we have continuously reviewed our Quality, Safety, Health and Environmental (QSHE) Management System, and updated it regularly to ensure we maintain the highest standards in the industry. Annual internal audits as well as audits by SIRIM are conducted to gauge the effectiveness of the Management System and explore opportunities for continual improvement.

While the Group’s QSHE department is tasked with managing all QSHE matters and ensuring that relevant processes and systems are adhered to, we believe safety is everyone’s responsibility. Accordingly, we invest considerably to instil a safety-conscious environment in which all employees and contractors’ workers are empowered with the knowledge and skills to ensure their own safety, as well as the safety of others, at all times.

The KVMRT Training Centre, which provides comprehensive training for all workers involved in the KVMRT project, places special emphasis on instilling a strong awareness of safety processes and procedures and develop safety competency, across all working levels in the projects.

In addition to increasing awareness of safety and health, we reward employees for outstanding behaviour in the promotion or maintenance of health and safety.

During the year, a new programme was introduced at Gamuda’s headquarters to further strengthen its QSHE culture. This was the 5S - Towards Quality and Productivity system.

- **QSHE Knowledge Sharing at Gamuda HQ**

We carry out a QSHE Induction programme for all recruits at the headquarters to familiarise our new colleagues with the requirements of the QSHE Management System, which reinforces the idea that every individual has a role to play to ensure their safety as well as that of others in the group.

The induction programme also provides guidance on how employees may access information on safety risks and mitigation measures from our vast repository of QSHE knowledge in our e-Library.

The e-Library serves as an online database of documents produced by our talents from past and present projects - ranging from method statements and inspection test plans to work procedures, job safety analysis, environmental impact assessments, lessons learnt and training materials. It also stores other useful reference documents on standards (BS, ASTM, ISO, etc), legal and other requirements (EQA, FMA, etc), and Safety, Health and Environmental Guidelines.

A newsletter called QSHE Messenger, is produced twice a year to share information on QSHE implementation, continual improvement and best practices with all staff via MyGamuda (Gamuda’s online news and resource portal).

Other knowledge sharing well-being focused initiatives undertaken by the Group include events such as the annual Gamuda Health Day, Gamuda Environment day and the Gamuda Wellness Month which enjoyed high participation rate among Gamudians.

- **Safety Programmes for MRT Workers**

Various training and internationally benchmarked safety programmes are undertaken to reinforce safety awareness and behaviour among all managers and contractors’ workers particularly at project sites. During the financial year, they included the following:

- KVMRT Safety Passport will be implemented in the SSP Line where Construction Skills Certification Scheme (CSCS) is targeted at Professionals and Managers. The UK Assessment scheme will be part of the safety passport requirements of the project. The scheme ensures a high level of SHE awareness

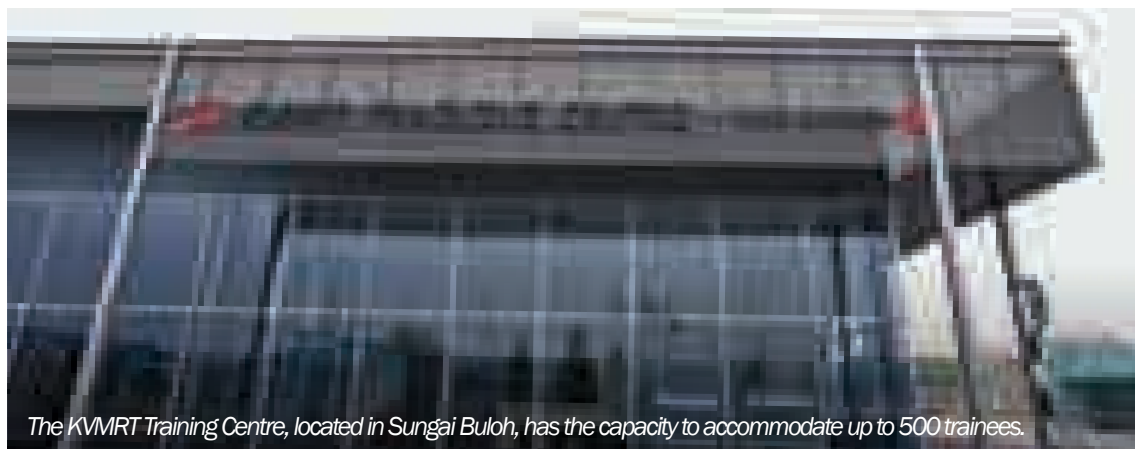
WORKPLACE

among managerial and supervisory staff, and build competency in construction safety management to significantly minimise risk of site accidents.

- Workers' Competency Training - an essential part of construction workers' training programme.
- Electrical Isolation Training - a programme that demonstrates proper safety procedures in energising and transferring electrical power supply from TNB substations to Distribution Control Room (DCR) buildings, particularly at project worksites.
- Lifting Operations Training- a programme initiated to develop on a pool of competent trainers on heavy lifting operations who will well equipped to subsequently train other staff, contractors and vendors on specific roles related to lifting activities.
- Scaffolding and Temporary Works Training - a programme that aims to enhance trainers' knowledge in conducting on-site temporary works and scaffolding inspection.
- Working at Height Campaign - a campaign developed to inculcate a safety mindset and build safety awareness among construction staff who work at height.

Safety and Health Performance

As a result of concerted efforts to continuously enhance our safety scorecard, Gamuda, together with our partner MMC, received two awards during the financial year under review. In April 2015, we won the British Safety Council's International Safety Award for our commitment to Safety and Health. This was followed, in August 2015, by a Five Star Rating for Safety and Health Best Practises from the Department of Safety and Health (DOSH) Malaysia for the Tun Razak Exchange MRT Station.



The KVMRT Training Centre, located in Sungai Buloh, has the capacity to accommodate up to 500 trainees.

Continual Improvement

We acknowledge that maintaining a high level of safety performance in large-scale and complex projects such as the KVMRT is a continuous process, requiring the constant implementation of corrective and preventive measures to reduce the risk of unwanted incidents. Based on lessons learnt from past and on-going projects, results from internal and external audits, and monitoring and measurement activities, the following actions have been taken towards further enhancing our QSHE scorecard:

- Established a KVMRT Training Centre and SHE Display Area to deliver training and education packages to suit the needs of the KVMRT construction projects and to enhance QSHE performance in the construction industry.
- Signed a Memorandum of Understanding (MoU) with CIDB Holdings, Mass Rapid Transit Corporation (MRTC) and National Institute of Occupational Safety and Health (NIOSH) to enhance the skills and competencies of workers on the KVMRT project and to develop new Occupational Safety and Health (OSH) standards relevant to the project.
- Developed a Bill of Quantities on safety, health and the environment (SHE) where

requirements have been clearly defined and pre-priced in project tenders. Works Package Contractors (WPCs) will be required to base their tender quotations according to specified job requirements, with a minimum budget imposed for SHE.

- Revised the General Specifications and Particular Specifications to introduce a more detailed and accountable SHE requirements.
- Increased the number of certified SHE personnel at worksites to monitor WPCs' performance. This includes the deployment of Safety Superintendents to oversee high-risk construction activities along KVMRT SBK Line.
- Introduced a Reward and Penalty Scheme to encourage a behavioural shift among WPCs on SHE matters.
- Continual review of work processes to deliver better effectiveness in meeting project objectives and targets.
- Identified value-add improvements to work processes during internal QSHE audits, in addition to our focus on full QSHE Compliance.