



SUSTAINABILITY STATEMENT

Incorporating sustainable best practices throughout our organization remains a priority at Mudajaya Group Berhad (Mudajaya). As a home-grown public listed company that is involved in strategic sectors of the Malaysian economy – construction, property, power as well as trading & manufacturing – we at Mudajaya understands that it is our responsibility to ensure that sustainability remains front-and-center of our aim to deliver tangible value creation for our shareholders and stakeholders while facilitating our group's efforts towards effective nation building.

In tandem with our commitment, the tenets of sustainable best practices have been a key driver to our corporate strategy and business operations. We are also mindful to the fact that being truly sustainable is also about embedding this philosophy into the hearts and minds of our employees and business partners.

Moreover, as Mudajaya has business operations in both the domestic and international markets, we are cognizant of the threat pose by climate change. In view of this, we have and will continue to put in place mitigation efforts to minimize our operation's carbon footprint while embracing the recommendations put forth by the Task Force on Climate-Related Financial Disclosures (TCFD).

Mudajaya's overall sustainability strategy has been developed based on Economic, Environmental and Social (EES) risks and opportunities related to our entire value chain, core business activities, overseas presence; and in taking into consideration the values and concerns of our local and international stakeholders.

As a sustainability-oriented organisation, Mudajaya is also committed towards embracing high levels of corporate governance. Our strategy and focus in this area are detailed in the stand-alone Corporate Governance Report that accompanies this Annual Report.

SUSTAINABILITY STATEMENT

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SUSTAINABILITY GOVERNANCE

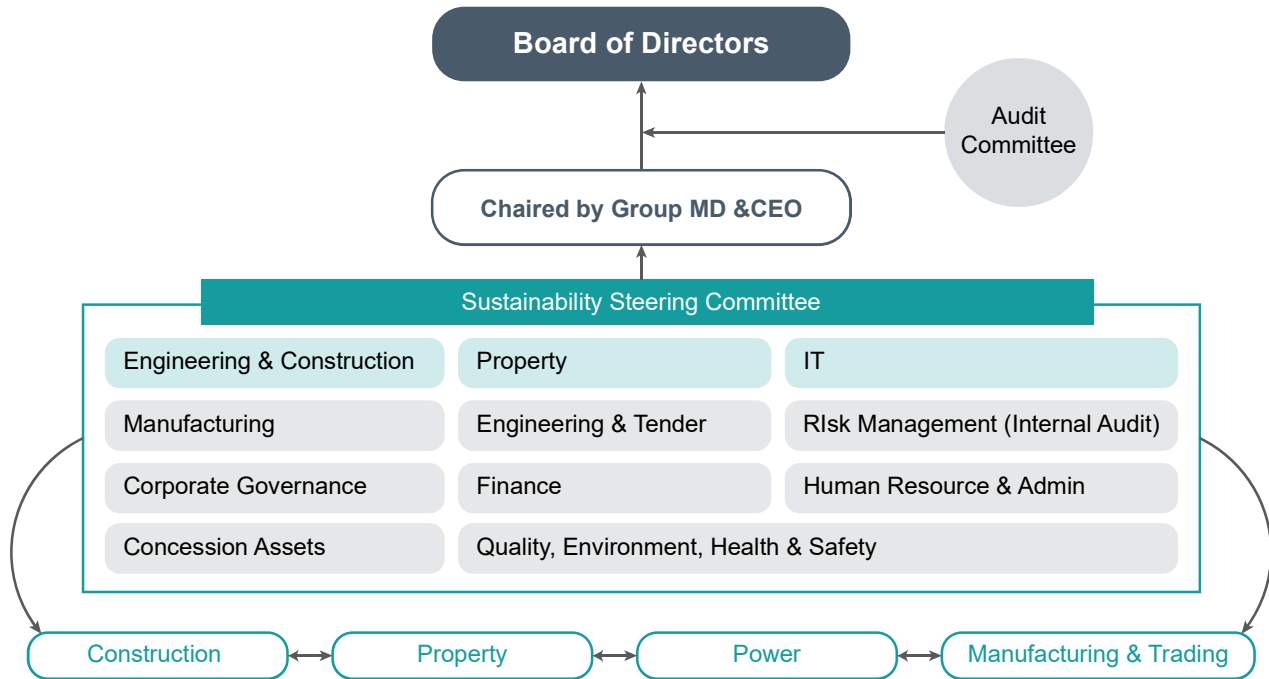
Mudajaya has a Sustainability Governance Structure that clearly defines the roles and responsibilities of those within our organisation who will be facilitating the development and implementation of sustainable policies and procedures.

The Board of Directors of Mudajaya takes on a leadership role when it comes to sustainability matters. The Board is to approve the Group’s sustainability strategy and has oversight on all sustainability matters including reviewing and approving the Group’s Sustainability Road Map (SRM) and empowering the Group Managing Director (MD) & Chief Executive Officer (CEO) to ensure its successful implementation.

The Group MD & CEO is tasked to drive the sustainability strategy from an executive level, ensuring that sustainability initiatives highlighted in the SRM are carried out in accordance to their respective objectives and timeframe.

The Group MD & CEO also chairs the Sustainability Steering Committee (“SSC”), which is responsible for carrying out sustainability programmes and assessing the results of these initiatives. On a day-to-day operational perspective, the SSC is supported by selected executives across departments to implement sustainability initiatives and report progress to the SSC and the Board.

Mudajaya’s Sustainability Governance Structure



SUSTAINABILITY STATEMENT

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REPORTING SCOPE AND GUIDELINES

This Sustainability Statement is inspired by the United Nation’s Sustainable Development Goals (UNSDG) and is presented in accordance with the Sustainability Reporting Guide 3rd Edition issued by Bursa Malaysia Securities Berhad (“Bursa Malaysia”).

This Statement covers Mudajaya’s sustainability disclosure for its operations here in Malaysia and abroad for the period of 1 January to 31 December 2022.

In this Statement, we hope to share with you our overall approach to sustainability, taking into account EES risks and opportunities, while outlining new initiatives carried out across our operations during the year under review. These initiatives are categorised into the four key pillars, namely Economic (Marketplace), Environment, Social (Workplace) and Social (Community).











Supporting United Nations Sustainable Development Goals



SUSTAINABILITY STATEMENT







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STAKEHOLDERS ENGAGEMENT

Stakeholders	Mode of engagement	Frequency	Key focus area	Outcomes/Targets	SDGs
Customers & partners	<ul style="list-style-type: none"> ■ Meeting ■ Training ■ Email ■ Customer survey ■ Engagement activities ■ Tender 	<ul style="list-style-type: none"> ■ Quarterly ■ As needed 	<ul style="list-style-type: none"> ■ Service quality ■ Product safety ■ Product innovation ■ Renewable energy ■ Waste management ■ Anti-bribery & Corruption 	<ul style="list-style-type: none"> ■ To comply with ISO 9001:2015 and maintain Quality Management System (“QMS”) Certification. ■ To comply with Anti-Bribery Management System (“ABMS”) requirement under ISO 37001 : 2016. ■ To encourage adoption of renewable energy via Corporate Green Power Programme. ■ Green technology in construction – to reduce CO2 emission. ■ Pre-fabrication technologies/IBS. ■ Efficient concrete usage for building components. 	     
Employees	<ul style="list-style-type: none"> ● Townhalls ● Management-Staff Reviewed ● Appraisals ● Internal Employee Gatherings/ Events ● Training programmes ● Employee Survey 	<ul style="list-style-type: none"> ● Quarterly ● Monthly ● Yearly ● Monthly ● Yearly 	<ul style="list-style-type: none"> ● Career development and training opportunity ● Occupational health and safety ● Work-life balance ● Employment equality ● Whistle blowing policy/ procedures 	<ul style="list-style-type: none"> ● Ensuring compliance with laws working hours and wages. ● Retain more female employees in the workforce by offering options to women to raise their family amid career development such as extended maternity leave and Flexi Work Arrangement to accommodate to the needs of working mothers. ● To provide & maintain safe, hygienic and clean accommodation for our workers. ● To equip our staffs with the latest relevant technologies via trainings. 	   





SUSTAINABILITY STATEMENT

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Stakeholders	Mode of engagement	Frequency	Key focus area	Outcomes/Targets	SDGs
Regulators & policy makers	<ul style="list-style-type: none"> ❖ Seminars/ Webinar ❖ Meetings ❖ Reporting 	<ul style="list-style-type: none"> ❖ As needed 	<ul style="list-style-type: none"> ❖ Transparency ❖ Accountability ❖ Anti-bribery & Corruption ❖ Group policy aligned with resilient, sustainable, safe, good health & well-being, reduce inequalities 	<ul style="list-style-type: none"> ❖ Establishment of Good Corporate Governance and whistleblowing Policy – proper documentation in place. ❖ Compliance with Anti-Bribery Management System (“ABMS”) requirement under ISO 37001 : 2016. ❖ Comply with the Workers’ Minimum Standards of Housing and Amenities Act 1990 (Act 446). ❖ Support government affordable housing scheme for B40 & M40 group. 	   
Suppliers & Subcontractors	<ul style="list-style-type: none"> ➢ Performance Reviews ➢ Procurement Processes ➢ Tender 	<ul style="list-style-type: none"> ➢ Half yearly ➢ Half yearly ➢ As needed 	<ul style="list-style-type: none"> ➢ Anti-bribery & Corruption ➢ Supplier evaluation ➢ Support small and medium-sized suppliers ➢ Align to Government’s policy to acquire products and services locally first for all our projects and developments 	<ul style="list-style-type: none"> ➢ Clear procurement policies and practices with approved SOPs that are in compliance with ISO standards. ➢ % of local suppliers/ procurement. ➢ % of construction materials sourced locally. 	 

SUSTAINABILITY STATEMENT

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Stakeholders	Mode of engagement	Frequency	Key focus area	Outcomes/Targets	SDGs
Communities	<ul style="list-style-type: none"> ✓ Events & Participation Co-organised 	<ul style="list-style-type: none"> ✓ Throughout the year 	<ul style="list-style-type: none"> ✓ Community development and support ✓ Quality, safety, health and environment 	<ul style="list-style-type: none"> ✓ Recycling bins placed at project sites and Menara Mudajaya. All the recyclables, such as papers, glass, metals, plastics to be sent to recycling agencies. ✓ Partnership with organisations, who use waste streams as input -waste management. ✓ Engaging with others to provide scholarship. ✓ Introduction of Urban farming – Menara Mudajaya & Batu Kawah New Township partnership with NGOs. 	  
Shareholders & Investors & Bankers	<ul style="list-style-type: none"> 0 Financial Results Announcements 0 Annual General Meeting 0 Extraordinary General Meeting 0 Corporate website – Investor Relations 	<ul style="list-style-type: none"> 0 Quarterly 0 Annually 0 As needed 	<ul style="list-style-type: none"> 0 Financial and operational performance 0 Group Prospects 0 Sustainability performance 0 Corporate strategy 	<ul style="list-style-type: none"> 0 Quarter financial results & annual report is compliance with Bursa Malaysia’s Main Market Listing requirement. 0 Corporate exercise is compliance with Securities Commission’s requirements. 0 Compliance with Sustainability Guidance by Bursa Malaysia. 0 Shariah-compliant. 0 Constituents in the FTSE4Good Bursa Malaysia Index. 	

SUSTAINABILITY STATEMENT

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SUSTAINABILITY ROAD MAP (2022 – 2025)

In order to synchronize our sustainability strategy with key initiatives that will help us achieve our goals in a more structured and measurable manner, the Group has put in place a three-year Sustainability Road Map (SRM). The SRM specifically outlines the strategic sustainability objectives of the group, encompassing key elements our materiality matters, and provides actionable deliverables and deadlines to achieve these objectives in the immediate to medium term.

Following the stakeholder engagement exercise, we then proceed to identify and prioritise our material issues. While the prioritisation of these risks and opportunities is an ongoing process, the materiality matrix (refer to stakeholder engagement & materiality section), we have developed provides the critical foundation towards developing our Sustainability Road Map that is updated on a three-year cycle.

The SRM 2023 – 2025 established by Mudajaya underscores our sustainability goals and key deliverables that are categorized in to the four areas of Marketplace (Economic), Environment, Workplace (Social) and Community (Social).

SUSTAINABILITY ROADMAP



MARKETPLACE

Stakeholder engagement and feedback mechanisms

Grievance management platforms

Quality and service enhancing strategies

WORKPLACE

Policies that foster openness, learning, inclusiveness and development

Programmes that enhance productivity, performance and innovativeness

Measures to enrich employees experience, safety & growth

ENVIRONMENT

Carbon footprint assessments and targets

Water footprint assessments and targets

Waste management gameplan

COMMUNITY



Investment strategies to sustain community development

Campaigns to address material topics

Community feedback processes to capture impact



SUSTAINABILITY STATEMENT

(CONTINUED)

Pillar	SDG	Objectives	Action plan	Targets/Measurements
Economic	 <p>Decent work and economic growth</p>	<p>Promote economy generation through development of projects that are local labour-intensive</p> <p>Promote local economy through support on local procurement</p> <p>Sustainable urbanisation</p>	<p>Less dependency on unskilled foreign labour force</p> <p>Support small and medium-sized suppliers</p> <p>Align to Government's policy to acquire products and services locally first for all our projects and developments</p> <p>Construction of infrastructure and help in the rural development</p>	<ul style="list-style-type: none"> ✓ % of foreign workers / total workers in each project. ✓ Pre-fabrication technologies/IBS – to reduce dependency on labour force ✓ % of local suppliers/procurement. ✓ % of construction materials sourced locally. ✓ Participate actively in East Malaysia.
Economic	 <p>Reduce inequalities</p>	<p>Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.</p>	<p>Ensure equal opportunity and reduce inequalities by providing a diverse work culture that promotes better hiring and retention of talent.</p> <p>Uphold recruitment policies which strongly emphasise on diversity in talent acquisition and development.</p> <p>Do not practise any form of discrimination; we welcome all social groups regardless of racial or ethnic origin, age, gender, marital status or disability.</p>	<ul style="list-style-type: none"> ✓ % of employee by gender, ethnicity, age group.



SUSTAINABILITY STATEMENT

(CONTINUED)

Pillar	SDG	Objectives	Action plan	Targets/Measurements
Economic	 <p>Peace, Justice and Strong Institutions</p>	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	<p>Maintain highest standards of ethical business conduct across the Group operation.</p> <p>Promoting corruption and bribery free culture.</p> <p>To prevent violence in our workplace.</p>	<ul style="list-style-type: none"> ✓ First construction company in Malaysia certified for ISO 37001: 2016 Anti-Bribery Management System with accreditation from UKAS. ✓ To maintain zero bribery and corruption incidents across Mudajaya's business operation. ✓ To be constituent of FTSE4Good Bursa Malaysia Index in next 2-3 years. ✓ A formal induction and orientation programmes for all new hires to equip them with awareness on code of conduct, company policies and grievance guidance. ✓ A proper channel for whistleblowing.
Environment	 <p>Affordable and clean energy</p>	Ensure access to affordable, reliable, sustainable and modern energy for the nation.	Implement and promote renewable energy at townships and developments	<p>Renewable energy projects:</p> <ul style="list-style-type: none"> ✓ 49MW solar photovoltaic plant in Sungai Siput ✓ 10MW solar photovoltaic plant in Gebeng ✓ Rooftop solar panel on Menara Mudajaya. ✓ LRT3 GS01 using solar powered spot lighting and electrical appliances for all guard posts.





SUSTAINABILITY STATEMENT

(CONTINUED)

Pillar	SDG	Objectives	Action plan	Targets/Measurements
Environment	 <p>Responsible consumption and production</p>	Ensure sustainable consumption and production patterns.	<p>Promoting Integrate water recycling system, an improved water management approach through on-site treatment plant.</p> <p>Minimise the use of natural resources and the emissions of waste and pollutants over the life cycle of the service or product.</p> <p>Reduce construction waste via reuse, recycle and re-engineering.</p> <p>Implement Energy Saving Drives and Water Conservation Programme in HQ and Site Offices.</p>	<ul style="list-style-type: none"> ✓ To reuse and recycle water in the construction sites. ✓ Rainwater harvesting in Menara Mudajaya. <p><u>Lower material waste in construction site</u></p> <ul style="list-style-type: none"> ✓ Pre-fabrication technologies/IBS. ✓ Efficient concrete usage for building components. <p><u>Compost materials waste</u></p> <ul style="list-style-type: none"> ✓ Partnership with organisations, who use waste streams as input. ✓ Reuse construction waste as landscape element. ✓ Unused short bars and tendon in precast manufacturing sites to be recycled. ✓ Recycling bins placed at project sites and Menara Mudajaya. All the recyclables, such as papers, glass, metals, plastics to be sent to recycling agencies. ✓ To achieve % waste diversion from landfill. ✓ To reduce water consumption by % (HQ / Site). ✓ To reduce energy consumption by % for monthly electricity usage (HQ / Site).
Environment	 <p>Climate action</p>	To combat climate change and its impacts	Promote national carbon reduction targets and policies through various technological implementation and initiatives such as conservation and carbon offset programme	<ul style="list-style-type: none"> ✓ Air-conditioning system is designed with indoor temperature between 23°C to 26°C. ✓ Electric vehicle charging stations located at Menara Mudajaya car park


SUSTAINABILITY STATEMENT

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Pillar	SDG	Objectives	Action plan	Targets/Measurements
Environment	 <p>15 LIFE ON LAND</p> <p>Life on land</p>	Protect, restore and promote sustainable use of terrestrial ecosystems	Promote and educate the conservation of environment	<ul style="list-style-type: none"> ✓ Tree planting in our township. ✓ Water retention pond in construction site.
Social	 <p>3 GOOD HEALTH AND WELL-BEING</p> <p>Good health and well-being</p>	Ensure healthy lives and promote well-being for all at all ages.	<p>Recognise the 8 core conventions under International Labour Law</p> <p>Comply with the Workers' Minimum Standards of Housing and Amenities Act 1990 (Act 446)</p> <p>Launch and implement safety and health programme.</p> <p>Adopt industry good practices across our project sites.</p>	<ul style="list-style-type: none"> ✓ Ensuring compliance with laws working hours and wages. ✓ To provide & maintain safe, hygienic and clean accommodation for our workers. ✓ To maintain zero fatality for all projects. ✓ To keep track and reduce loss time injury frequency rate ("LTIFR") less than 1.0 for all projects. <p>[Calculation Formula : LTIFR = (Nos. Of LTI x 1,000,000) / Total man-hours worked]</p> <ul style="list-style-type: none"> ✓ To achieve 5 STAR rating for SHASSIC Assessment. ✓ To maintain a good ventilation system in our workplace and workers accommodation.
Social	 <p>4 QUALITY EDUCATION</p> <p>Quality education</p>	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<p>Promoting work-related trainings.</p> <p>Promoting community investments and development.</p>	<ul style="list-style-type: none"> ✓ Number of training hours on safety and health, upskilling and reskilling. ✓ Engaging with others to provide scholarship.
Social	 <p>5 GENDER EQUALITY</p> <p>Gender equity</p>	Achieve gender equality and empower all women and girls	Increase female participation in our workforce	<ul style="list-style-type: none"> ✓ Retain more female employees in the workforce by offering options to women to raise their family amid career development such as extended maternity leave and Flexi Work Arrangement to accommodate to the needs of working mothers. ✓ Number of women on board.

SUSTAINABILITY STATEMENT

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Pillar	SDG	Objectives	Action plan	Targets/Measurements
Social	 <p>Sustainable Cities and Communities</p>	Make cities and human settlements inclusive, safe, resilient and sustainable.	Reduce carbon emissions in our Township and buildings. Support government affordable housing scheme for B40 & M40 group	✓ Batu Kawah New Township & 10 DH - Green Township with lush greeneries. ✓ 100% smoking free zone in Menara Mudajaya. A designated smoking area is located opposite the building. ✓ Introduce Rent-to-Own scheme and promote sale packages under the Home Ownership campaign (HOC) to assist the public to own a home.

MARKETPLACE

As a progressive organization, Mudajaya has remained steadfast in cultivating and promoting corporate best practices not only internally but also externally. In addition to our own employees, we continue to educate and encourage our suppliers, vendors and business partners to understand and be supportive of the need to enhance our value chain collectively in order to set the benchmark in ethical and professional conduct within our marketplace.

Regulatory Compliance



Mudajaya has put in place a series of comprehensive Standard Operating Procedures (SOP) and robust policies that are aimed to ensure our operations comply with all applicable laws and regulations. We are pleased to note that

Mudajaya and its subsidiary companies have not been penalised for breach of regulations during the year under review.

As a Group, we also pay close attention towards complying with recognised international standards and accreditation in order to benchmark our operations against best business practices. To date, our accreditations include ISO 37001:2016 certification for our Anti-Bribery Management System (ABMS); ISO 45001:2018 certification for occupational health, safety and environment management practices; and ISO 14001:2015 certification for our environmental management system, which surpasses international environmental standards.

Whistle Blowing Policy

We have put in place a comprehensive whistle blowing policy that will enable our employees as well as our stakeholders to raise concerns in relation to any wrongdoing.

This policy also includes safeguards to ensure whistleblowers are free from any forms of reprisal. Whistleblowers are encouraged to bring up concerns directly to the Independent Non-Executive Deputy Chairman of Mudajaya, or alternatively to the Integrity Unit of Mudajaya.

Anti-Bribery Policy

Mudajaya has imposed its ABMS requirements on all suppliers via its Anti-Corruption Obligation. Anti-bribery commitments are also obtained from suppliers who pose more than a low bribery risk via signing of Vendor Letter of Declaration by the respective suppliers during pre-qualification stage and subsequently on an annual basis for active suppliers. This is to ensure their commitment not to be involved with any act of corruption under the Malaysian Anti-Corruption Commission Act 2009.

The policy is mandatory and applies to all staff, business associates and third parties who are performing works or services on behalf of the Group. The penalties for violating these laws can be severe and any violation may result in disciplinary action including dismissal, fines and imprisonment.

SUSTAINABILITY STATEMENT

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Supplier Code of Conduct



When it comes to external parties including our vendors, suppliers and business partners, we have also put in place a Supplier Code of Conduct that they have to comply with in order to conduct business with Mudajaya.

This Code of Conduct has been tailored to inspire our suppliers to inculcate sustainability and best practices in their respective operations. At the same time, it also ensures that they are treated equally and fairly, free from exploitation, through a progressive procurement and supplier assessment system embedded in the Supplier Code of Conduct.

It has been a standing policy in Mudajaya that our suppliers' performance is reviewed every six (6) months (including ABMS Compliance) in order to maintain quality of service, ensuring compliance to our policies and safeguarding delivery on contractual obligations.

Supporting Local Communities



Mudajaya continues to cultivate and support our extensive network of contractors, suppliers and vendors in areas where we operate in. By buying local, we can benefit from logistic cost savings and build positive rapport among surrounding communities while strengthening local economies through job creation and investments.

Breakdown of locally sourced products and services by project:

Pengerang	> 80%
MRTv207	>70%
LRT3	>100%
SUKE	> 75%

ENVIRONMENT

Climate change action and solution has become a key focal point for governments, regulators and businesses across the world. We at Mudajaya aims to be part of the solution by identifying key areas within our value chain where we can put in place measures, processes and innovations that can mitigate our operational footprint while also improving efficiencies and cost savings. In addition, our power generation segment is primarily involved in renewable energy, hence providing 'greener' solutions while meeting the energy needs of growing communities.

Managing GHG Emissions



Reflecting our expertise in renewable energy, our headquarters at Menara Mudajaya features state-of-the-art solar panels that are expected to reduce CO2 emissions by approximately 5 tonnes per year. Based on the efficiencies and cost savings achieved through these solar panels, the property segment is planning to install solar panels in SkyVilla Condominium, which is located in the new township of Batu Kawah.

In order to reduce our carbon footprint pro-actively, we continue to maintain an effective tree preservation programme by integrating green areas in project designs and land development plans. We are also committed towards our tree preservation policy, which ensures that trees growing on original project sites are preserved whenever possible.

SUSTAINABILITY STATEMENT

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Mudajaya’s commitment towards driving affordable and clean energy initiatives have been recognised by reputable local and international bodies. In 2022, we received a Sustainable Development Award for Affordable and Clean Energy from the Junior Chamber International Malaysia (JCI Malaysia) for our development of the 49MW large scale solar photovoltaic facility in Perak.

Waste and Effluent Management



Mudajaya is collaborating with the Ikano Power Centre recycling team, to put in place recycle bins in Menara Mudajaya. These recycle bins, which are currently located on the Ground Floor Lobby and Car Park area as well as the B1 car park, will make it easier for our employees and tenants to drop off recyclable items.



In an effort to control erosion and sedimentation, our construction segment built six silt detention pond at the LRT3 site capable of removing particles such as silt, clay and sand from rainwater before the water flows into the river. The treated water from the silt detention pond is then used to clean vehicles leaving the site, while the stockpile of silt and sandbag are reused for flood mitigation fencing along the river bank close to the site.

The LRT3 construction site also features an Active Treatment System (ATS) to trap and filter particles from water. Treated water will only be released into the river if it meets the Department of Environment standards.

When it comes to waste management, a purposed-built scheduled waste storage area close to the LRT3 was erected to manage and store waste as well as used oil from vehicles and machineries. Empty containers will also be categorised, labelled and stored within this area. A dedicated licensed contractor has been appointed to manage waste and unused material.



Water Management and Conservatism



In addition to the solar panels installed in Menara Mudajaya, our headquarters also features an advanced rainwater harvesting system that allows us to conserve fresh water usage and generate cost savings. In 2021, we successfully collected an average of approximately 11,000 liters of rainwater per day, which translates into a cost saving of over RM9,000 per year. The success of this system has encouraged us to install the same system at SkyVilla Condominium in the foreseeable future.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Climate-related risk and opportunity assessment

PHYSICAL RISKS	Risk/Opportunity Impact
Acute	<ul style="list-style-type: none"> Flood - property damage/loss. Disruptions to business operations.
Chronic	<ul style="list-style-type: none"> Rising temperatures/extreme weather – increase health risks to our employees.

SUSTAINABILITY STATEMENT

(CONTINUED)

TRANSITION RISKS	Risk/Opportunity Impact
Policy and legal	<ul style="list-style-type: none"> ❖ Policy and regulatory changes - GHG emission reduction policies including carbon taxation. ❖ Legal liabilities – sanction from the pollution
Technology	<ul style="list-style-type: none"> ❖ Obsolescence of the higher emission technologies, replaced with new low-carbon technologies.
Market	<ul style="list-style-type: none"> ❖ Actual project costs exceeding the project budget – increase in scope due to low carbon compliance, increase in material costs (materials that higher carbon consumption). ❖ Assets impairment – decline in the demand for products that emit greenhouse gas.
Reputation	<ul style="list-style-type: none"> ❖ Negative stakeholder perception, concern or feedback on carbon intensive factors.

OPPORTUNITIES	Risk/Opportunity Impact
Resources efficiency	<ul style="list-style-type: none"> ✓ Adopting IBS system in the construction – improve productivity, enhance quality and upskilling of local workforce.
Products and services	<ul style="list-style-type: none"> ✓ Low emissions in construction materials and precast manufacturing – better competitive position to reflect shifting consumer preferences.
Resilience	<ul style="list-style-type: none"> ✓ Sustainable construction approach – reduction of construction waste to landfill, reduction in non-renewable energy use and sustainable supply chain.
Energy source	<ul style="list-style-type: none"> ✓ Promoting CO2 emission saving from renewable solar energy. ✓ Increase in water recycled from rainwater harvesting system.
Market valuation	<ul style="list-style-type: none"> ✓ Increase in capital availability as more investors favors low-emissions producers. ✓ Increase in properties value – increasing tenants/property buyers attractiveness with CO2 avoidance facilities, such as recycling bins, solar panels and trees planting in the township.

Metrics and targets disclosure review

Environmental	
Risks	5- years targets
Acute, Chronic Market	All on-going construction sites and property sites are ISO 14001: 2015 (Environmental Management Systems) compliant.
	Smoking-free in Menara Mudajaya and all the construction sites.
	At least 20% of electricity from renewable energy sources.
	100 Gwh of clean and renewable energy produced and eliminate over 55,000 metric ton of CO2 per annum.
	Rainwater harvesting system in Menara Mudajaya to collect average 10,000 litres of rainwater per day.
	To collect recyclables > 5kg per day in Menara Mudajaya.
	At least 10 acres land in Batu Kawah New Township planting more than 20 species of trees

SUSTAINABILITY STATEMENT

(CONTINUED)

Social

Risks	5- years targets
Policy and legal Market, Technology, Reputation	All the suppliers must comply with all relevant laws, regulations and standards including human rights protection and child labour.
	Zero tolerance for discrimination, harassment, violence
	Zero tolerance for/towards avoidable incidents of fatalities for our employees
	To reach 40 learning and development hours of per employee
	To achieve 5 Star rating for CIDB’s Safety and Health Assessment System in Construction (SHASSIC) assessment in all the construction projects.

Governance

Risks	5- years targets
Policy and legal	Zero tolerance for bribery and corruption.
	At least 20% of our Board of Directors are women.

SOCIAL (WORKPLACE)

As an organisation, we are committed towards attracting, developing and retaining talent who has both the aptitude and attitude to excel in his or her job. We also invest in creating a conducive and safe working environment based on human resources best practices while taking into account new work processes that stem from the global pandemic.

Diversity and Inclusion



There is strength in diversity and as such Mudajaya has always been focused on ensuring that our talent recruitment process helps create and maintain a diverse and inclusive workforce, where people from different backgrounds and culture can work harmoniously together and contribute to the growth and success of our group.

We have also put in place robust policies to reaffirm our stance against any form of discrimination be it from a race, age, gender, sexual orientation, marital status or disability, perspective.

In terms of racial background for our Malaysian operations, the majority remains those who are of ethnic-Malay (51%), followed by ethnic-Chinese at 22% and Indians at 11% and others at 16%. In terms of gender, the male employees make up 62% while female accounts for 38%.

Occupational Health and Safety



Mudajaya continues to invest in efforts to safeguard our employees’ welfare and safety through scheduled training, improved facilities and progressive policies.

For our employees who work at our project sites, we provide quality and well-planned workers’ accommodations that are in compliance with the Employees’ Minimum Standards of Housing, Accommodations and Amenities Act 1990.

We also pay close attention on ensuring a safe and healthy Centralised Labour Quarters (CLQs) for the MRTv207 & LRT3 project sites. The CLQs are inspected by Jabatan Tenaga Kerja annually.



SUSTAINABILITY STATEMENT

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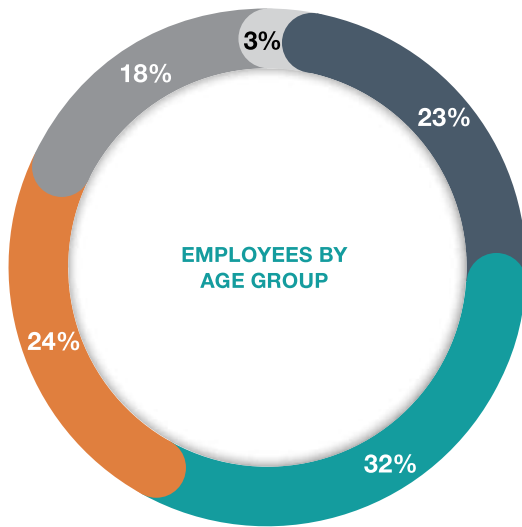
In addition, Mudajaya has out in place a Health, Safety and Environmental Policy to protect our employees from daily operational hazards while preserving the environment. Via this policy, personnel and contractors who perform tasks with significant environmental and occupational health and safety risk are required to undergo adequate training as we work to reduce injuries and workplace accidents in accordance to our ISO 45001 certification. As of 31 December 2022, we recorded a loss time injury frequency rate ("LTIFR") of less than 1 for each project and have successfully achieved a 5 Star rating for CIDB's SHASSIC assessment.

Training and Career Development



Developing our employees' skill-set is a critical strategy to achieve Mudajaya's corporate goals and grow shareholders' value. Throughout the year, we have continuously strived to provide our employees at all levels with the right tools, knowledge and on-the-job training to enable them to carry out their respective task effectively and efficiently.

In 2022, We conducted a total of 167 training programmes and clocked approximately 1,530 hours training for our employees.



- 20-30 YEARS
- 31-40 YEARS
- 41-50 YEARS
- 51-60 YEARS
- >60 YEARS

OUR WORKFORCE IN 2022

NO. OF NEW HIRES



EXECUTIVE

50



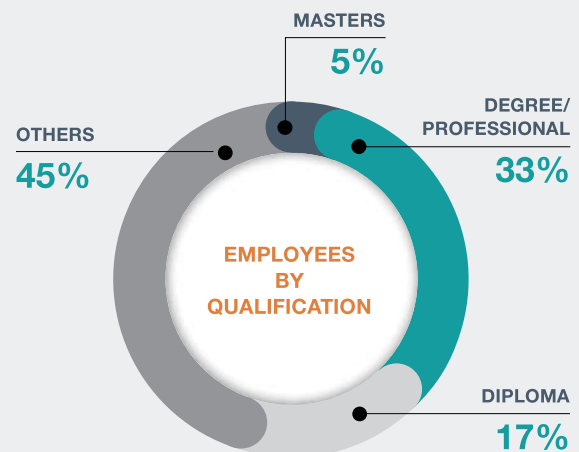
MANAGERIAL

11



NON-EXECUTIVE

49



SUSTAINABILITY STATEMENT

(CONTINUED)

SOCIAL (WORKPLACE)



Mudajaya encourages its employees to involve in various sports activities to maintain a healthy lifestyle.

SOCIAL (COMMUNITY)

As a socially responsible corporate citizen, Mudajaya has and will continue to enrich the lives of people in and around the areas where we operate.

Tree planting at FRIM of KLBC-sponsored trees

On 26 November 2022, our staffs who represented the Group participated the tree planting sponsored by Kuala Lumpur Business Club as part of our sustainability contribution at Forest Research Institute Malaysia. The volunteers are thankful in joining this 40-minute event despite the challenges of a hilly, steep and slippery terrain.

Computers for Schools

On 7 January 2023, our Group donated a total of 11 computers to two schools in Perak, namely SJKC Hwa Nan, Bagan Datuk and SJKT Ladang Kelapa Bali, Slim River in a bid to close the technology divide between urban and rural schools. More than 20 pupils of the school will now be able to access real time information on the Internet as well as learn to work on key software and programmes with these new computers.

