



Malaysian Resources Corporation Berhad



**Communication on Progress 2021 (CoP 2021)**

From 11<sup>th</sup> November 2020 to 11<sup>th</sup> November 2021

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## Overview

### Group Managing Director's Statement of Continued Support

#### ***A letter to our stakeholders***

Amidst the challenges of the COVID-19 pandemic, we reaffirm our support of the Ten Principles of the United Nations Global Compact (UNGC) in the areas of human rights, labour, environment and anti-corruption. Our focus this year has been on safeguarding the safety and well-being of our employees against the pandemic and addressing issues on climate change, while making sure that we adhere to the best-in-class sustainability practices.

As part of our first annual Communication on Progress (COP), we showcase the initiatives launched to support our people to strive in this challenging environment, as well as the measures adopted to address Climate Change. We also describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. We commit to sharing this information with our stakeholders using our primary channels of communication.

We are proud of the Group's progress in its sustainability journey and are grateful to our people for their continuous support and effort. We seek to continue to raise the bar for what we can accomplish in line with our mission of "Setting the Standard".

Sincerely,



Mohd Imran bin Mohamad Salim  
Group Managing Director

### Highlights: Recent awards & certifications

- FTSE4Good Index inclusion: Rating increase from 2.3 to 2.7
- Minority Shareholders Watch Group-ASEAN Corporate Governance Industry Excellence Award 2020 for the Property Sector
- Gold Award in the Australasian Reporting Awards 2021; last won in 2019, 3rd Gold Award won
- Malaysia's 100 Leading Graduate Employers 2020 Awards: 2nd Runner-up for the category Property Construction & Development
- The Star Property Awards 2020: All-Stars Award- Best Overall Champions

## MRCB's Actions

### PEOPLE

#### **Human Rights**

*Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.*

*Principle 2: Business should make sure they are not complicit in human rights abuses.*

#### **Labour**

*Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;*

*Principle 4: the elimination of all forms of forced and compulsory labour;*

*Principle 5: the effective abolition of child labour; and*

*Principle 6: the elimination of discrimination in respect of employment and occupation.*

MRCB embraces the basic values of dignity, responsibility, equality, inclusivity, respect, integrity, and transparency throughout our relations with stakeholders, employees, business partners and the community. In our human rights statement, we have outlined our commitment to developing a working culture which is aligned to and supports internationally recognised human rights principles and seeks to avoid complicity in human rights abuses. We seek to improve our human rights performance by aligning our working culture to internationally recognised human rights principles contained within the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the ILO Core Conventions on Labour Standards.

Forced and compulsory labour practices are explicitly forbidden within MRCB in line with our policies. Human Resources personnel ensure that slave labour or labour from penal institutions are not used. In addition, our policies address child labour and are consistent with the UN Global Compact and ILO Convention 138. There is no child labour within our company. We are committed to providing safe and healthy workplaces and operating in a manner that protects human health and environmental quality in our communities. The compensation and benefits provided by MRCB are designed to enable our employees to meet their basic needs and provide the opportunity to improve their skills and capabilities for raising their social and economic opportunities.

In addition, we embarked on the PEKA programme which stands for 'Peluang Kedua Anda' in 2019 providing employment opportunities for selected offenders who are at the tail end of their prison sentence. The objectives of the programme were to provide these sidelined groups an opportunity of employment and education to enable them to be self-sufficient, while also regaining trust and contributing to society. An additional intended outcome is to reduce dependency on foreign labour at our construction sites. All in all, 45 out of 156 participants secured employment with MRCB in 2020. Based on our analysis, it was estimated that the Social Return on Investment (SROI) was RM56.20 for every RM1 invested.

## Caring for Our People

### **MRCB Wellness Program**

In 2020 and 2021, the impacts of COVID-19 were felt globally. Together with social and political uncertainties impacting Malaysia, it was important to the Group that MRCB employees felt supported to thrive during this challenging period. Comprehensive actions were taken to safeguard the wellbeing of employees and ensure that they maintained their productivity. Several virtual employee engagement programs were conducted throughout the year. In the second quarter of the year, the Group launched a 6-month wellness program starting with providing one-on-one virtual counselling sessions with licensed and professional clinical psychologists. Employees were able to book sessions with 12 professional psychologists specializing in multiple areas and had access to a 24-7 phone call assistance. The comprehensive and personalized employee assistance programme were aimed at improving the employees' physical and mental health. Personalized coaching as well as educational articles and videos were offered to all employees through selected social media platforms such as LinkedIn to ensure a continuous growth and learning culture within our organisation.

### **Employee Vaccination Program**

In support of the nation's goal to reach herd immunity against COVID-19, MRCB in collaboration with the Ministry of Federal Territories successfully organized the MyMedic@Wilayah Mobile Vaccine 2021 and provided free vaccinations to 1,000 MRCB employees. The first dose was administered in June 2021, followed by the second dose in July 2021 at Kuala Lumpur Sentral Station with strict Standard Operating Procedures (SOPs) in place. From this initiative, 63% of the employees were fully vaccinated and as of end of 3<sup>rd</sup> quarter, 99% of our employees have been fully vaccinated.

### **Work From Office (WFO) Standard Operating Procedures (SOPs)**

Starting 6<sup>th</sup> September 2021, 30% of the workforce were allowed to resume working from the office (WFO) following two-week rotations within each department. Only employees who had been fully vaccinated were allowed to enter the workplace whilst adhering to strict SOPs. MRCB conducted compulsory Rapid Test Kit (RTK) testing for all staff every 2 weeks before employees were allowed to enter the office in order to ensure that the workplace was safe for all staff. Proper guidelines were established, and strict actions were taken to ensure the workplace is "Covid-free", including temperature checking at all entry points.

### **MRCB International Woman's Day**

The Group held its virtual MRCB International Women's Day on 8<sup>th</sup> March 2021 to celebrate womens' achievements and raise awareness on the importance of gender parity. The theme of the event was 'Choose to Challenge and Dare to Change' which consisted of a talk by Heliza and Hazwani Helmi, local celebrities turned humanitarian activists. Our employees were encouraged to share their own inspirational stories on LinkedIn.

## Investing in Our People

### E-learning is a New Way Forward

The current pandemic has contributed to the revolution in learning and development from traditional classroom training to virtual self-directed learning using e-learning platforms. The MRCB Learning and Development Centre (LDC) leveraged on the e-Latih platform to further develop the knowledge of employees, providing free access to more than 300 courses across various topics. Currently the LDC has 2 different platforms to promote self-paced learning and provide flexibility.

- i) e-LDC: in-house developed modules designed by experienced employees or subject matter experts
- ii) e-Latih: external modules on several topics including personal development, project management, marketing & innovation, leadership, programming, languages, and many others.

As of Q2 2021, we recorded an average of 6.4 training hours per employee.

### UNGC Academy Platform

As part of the Group's efforts to increase the employees' understanding and awareness on sustainability and its Economic, Social and Governance (ESG) pillars, we launched the UNGC Academy platform at MRCB. The courses available on this platform provide practical guidance for employees to assess, adapt and learn how to embed sustainable business practices aligned to the 2030 Agenda. Since its launch in July 2021, 388 staffs had completed the basic UNGC course. Moving forward, the courses that will be featured are *How to Set Ambitious Corporate Targets and Accelerate Integration of the 17 SDGs* and *How to Align Your Business Strategy with the Global Goals*. This will be a continuous effort to create a sustainable work culture and operation.

### MRCB People Transformation Accelerator Programme (PTAP)

MRCB is embarking on a people transformation initiative to equip employees to inspire actions in driving the transformation strategy. The MRCB People Transformation Accelerator Programme is a collaboration with General Assembly (GA) Malaysia, a global leader in talent development. The purpose of the People Transformation Accelerator Programme (PTAP) is to align our behaviours, efforts, and purpose to accelerate and sustain the change we envision. It is important that every employee fully understands how their roles and actions contribute to the success of MRCB.

The programme kicked-off in April 2021 with Diagnostic Interviews with key stakeholders, a Focus Group with selected employees and an organisation-wide survey to identify the skills and behaviours required to support MRCB's transformation and strengthen organisational health. The second phase of the programme continued with the PTAP Workshop to develop the skills and behaviours of our employees. A pilot workshop was conducted in July 2021 to the first 40 participants consisting of Heads of Departments and Managers from different parts of the organisation. A total of 9 workshops had been conducted by the end of the 3<sup>rd</sup> quarter 2021 for the remaining 400 employees. The PTAP will be rolled out to the rest of the employees within the organisation via e-learning and a train the trainer programme.

## Caring for the Community

### Societal response to COVID-19

In March 2020, Yayasan MRCB pledged RM 500,000 to GLC/GLIC Disaster Response Network (GDRN) to provide support to Ministry of Health (MOH) and the nation's fight against Covid-19 pandemic. Along with other members Yayasan Hasanah, TM Group, Maybank, Yayasan Sime Darby, Malaysia Airlines Group, Pharmaniaga, Celcom, Yayasan Petronas and other companies. As reported on 6<sup>th</sup> September 2021, the total contribution amounted to RM 46 million. In 2020, our organization's contribution amounted to RM 1.5 million.

In 2021, our sponsorship and donations from MRCB Group and Yayasan MRCB amounted to more than RM 5 million. Our contributions were in the form of sponsorships, personal protective equipments (PPEs), and food aid to the B40 communities, students, orphanages, indigenous and refugees' families, the handicapped and several organizations such as the National Disaster Management Agency (NADMA), public hospitals, universities, Retired Senior Police Officers Association Malaysia (RESPA), and many more. We also donated 3000 laptops to B40 students nationwide through the *Tabung CERDIK* initiative.

In addition, several food aid distributions were conducted across different states in Malaysia namely Selangor, Penang, Kelantan and Sabah. Yayasan MRCB continued to help during the pandemic by delivering food packs to the frontliners and volunteers at hospitals and several Vaccine Administration Centres (*Pusat Pemberian Vaksin, PPV*);

- i) Intensive Care Unit (ICU) ward of Hospital Sungai Buloh, Selangor
- ii) PPV IDCC Shah Alam, Selangor
- iii) PPV Sunway Convention Centre
- iv) PPV Petronas World Trade Centre (PWTC) Kuala Lumpur
- v) PPV Kompleks Sukan Desa Tasik, Bandar Tun Razak, KL
- vi) Sungai Long Medical Centre, Kajang, Selangor

### Graduate Employability Program

The MRCB Graduate Employability Program (GEP) is an initiative developed for young graduates from various universities locally and internationally with the aim to enhance marketability and employability of Malaysian graduates. The GEP consists of 8-months to 1-year training with monthly pay provided. These trainees undergo and experience a real working environment that will improve their skills and capabilities. This year, 19 fresh graduates have been accepted into MRCB's GEP.

## Capacity Building and Partnership with External Stakeholders

### CEO Action Network

CEO Action Network (CAN) is a peer-to-peer informal network of CEOs and Board members focused on sustainability advocacy, capacity building, action and performance. CAN represents over 20 critical sectors and involves several established companies such as Petronas, Ricoh, Westports, Nestle, Telekom and many others. It consists of a working group with two workstreams on Policy Advocacy and Awareness, and Capacity Building. MRCB is part of the capacity building workstream. CAN members have been actively conducting sharing sessions, discussing on labour practices, climate change, energy management, waste & water. We also exchange industry best practices and share proven strategies and ideas with CAN participants. We are committed to engage with various stakeholders including our supply chain, regulators

and policy makers, government, as well as our peers across various sectors to forge partnerships that are committed to responsible business practices and sustainable development. Further to creating a platform for engagement between key stakeholders on increasing Climate Action, the intended outcome is also to produce a report of private sector inputs for government consideration in preparation for the 26<sup>th</sup> United Nations annual climate change conference (COP26) in November 2021.

## ENVIRONMENT

*Principle 7: Businesses should support a precautionary approach to environmental challenges;*  
*Principle 8: undertake initiatives to promote greater environmental responsibility; and*  
*Principle 9: encourage the development and diffusion of environmentally friendly technologies.*

Sustainability is an integral part of our vision and values. In accordance with our Quality, Environmental, Safety and Health (QESH) Policy, we are committed to providing safe and healthy workplaces and operate in a manner that protects human health and environmental quality in our communities. To protect our communities and the environment, we set the same high standards for our environmental performance at all our operations sites. Our environmental efforts are conducted with the following objectives in mind:

- Supporting our company's growth and exceeding our customers' increasing expectations for more sustainable products and services i.e. building green infrastructure.
- Improving our operational efficiency, including lowering costs and reducing the environmental footprint of our operations and supply chain.
- Expanding engagement with our stakeholders on environmental issues.

MRCB adopts Green Building Certification criteria for projects that require the construction of green buildings. The four green building rating systems adopted are Malaysia's Green Building Index (GBI), Malaysia's Green Real Estate (GreenRE), Malaysian Carbon Reduction and Environmental Sustainability Tool (MyCrest), and US Green Building Council's Leadership in Energy and Environmental Design (LEED).

Furthermore, we have developed a Biodiversity Statement acknowledging and committing to the Ramsar Convention and the five principles stipulated in Malaysia's National Policy on Biological Diversity, where applicable to our business operations. In addition, Climate Change materiality is high in our matrix. Currently, we have identified and embedded our climate risks into the Group's Key Enterprise Risk Management system and are in the process of exploring climate mitigation and adaptation strategies, as well as focus on capability building workshops to build awareness on the implications of climate change.

### Carbon Reduction Initiatives

In 2020, the Group's carbon emission was measured in accordance with the Greenhouse Gas (GHG) Protocol. Scope 1 emissions were calculated from the fuel consumption at MRCB's project sites around Klang valley area and the petrol consumption of owned vehicles. Scope 2 refers to the indirect emissions from purchased electricity of MRCB's headquarters, building and infrastructure project sites, facilities management and parking facilities. Based on the 2020 data, Scope 1 and Scope 2 represented 15% and 85% of our total emissions, respectively. The major contributor is from the facilities management and parking sector. Since the year 2020 was the first year the Group's carbon emission was reported, it was set

as the baseline year for developing a 1% intensity reduction target, with the aim of having much more ambition intensity reduction targets thereafter. The reduction initiatives are tabled below.

Business Sector	Description of Initiatives
Headquarter	<ul style="list-style-type: none"> <li>Light switches will be properly labelled to encourage usage of lighting only on required area</li> <li>Increase awareness among employees on how they can contribute by blasting more electronic digital marketing (EDMs)</li> </ul>
Facilities Management and Parking sector	<ul style="list-style-type: none"> <li>Replacing existing florescent lights to LED lightings</li> <li>Reducing chiller running hour</li> </ul>
Environment, Construction & Engineering sector (MRCB Builders)	<ul style="list-style-type: none"> <li>Developing energy awareness program to encourage turning off light when not in use, setting the air-conditioner at 24°C as per energy code of practice and turning off generators during break time</li> </ul>

### Adoption of TCFD

The Group is starting its adoption of the Task Force of Climate-related Financial Disclosure (TCFD), focusing on four key areas; climate strategy, governance, risks, and metrics and targets. For instance, the Group has embarked on the following initiatives to address the risks and opportunities of climate change:

- Adopted a suitable methodology to measure its carbon footprint and established a baseline target for carbon reduction
- Embedded low carbon and sustainability considerations in the design and construction of buildings and infrastructure. MRCB adopts green building criteria across several tools such as GBI, GreenRE, MyCrest and LEED.

Concurrently, we are in the process of identifying gaps in the TCFD requirements.

## GOVERNANCE

### Anti-Corruption

*Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.*

Risk intelligence at the most fundamental level covers regulatory compliance. Some of the key regulations we adhere to are the Companies Act 2016, Main Market Listing Requirements of Bursa Malaysia Securities Berhad, Malaysian Code on Corporate Governance (MCCG), requirements of the Environmental Quality Act 1974, Occupational Safety and Health Act 1994, and guided by other best practices and standards such as those outlined in the ASEAN Corporate Governance Scorecard. We are cognisant of the expectations of our stakeholders, and by building a strong governance culture and putting in place risk management controls, we strive to gain our stakeholders' trust. Our Code of Business Ethics (Code) and the Anti-Bribery and Corruption Policy (ABC Policy or the Policy) govern the Group's business conduct.

Our main safeguard against corruption is our ISO-37001 certified Anti-Bribery Management System (ABMS). Since 2018, we have provided ABMS training to 1,381 employees and 94 representatives from 77

companies throughout our value chain. We have also now designed an Anti-Bribery Online Training module via our e-Learning Management Portal system, to ensure full mandatory participation by all our staff on an annual basis.

### **Sustainability Management Committee (SMC) Meetings**

The Sustainability Management Committee (SMC) was established with the approval of the Board to translate the sustainability strategies into effective implementation of initiatives throughout the Group. The SMC's objective is to provide advice and assistance to the Board for sound decision making on sustainability issues as well as facilitate the overall goal towards improving and enhancing the Group's sustainability performance. The sustainability working group reports to SMC on a quarterly basis. This year, three SMC meetings have been conducted in March, April and July 2021, meanwhile Board meetings were held in November 2020, May and August 2021. Key agendas discussed during the fourth SMC meeting held in July 2021 were on the recent update of the FTSE4Good index, carbon emissions and reduction initiatives, and embarking on Taskforce on Climate-related Financial Disclosure (TCFD). Overall, the Board is accountable to drive our sustainability performance.

### **Sustainability Assessment Survey**

With the help of the procurement department, a group of vendors were selected to participate in a Sustainability Assessment Survey. These were our top suppliers by value between years 2019 to 2021, representing approximately 50% of our total procurement costs. The group consisted of 22 manufacturers and traders of construction materials such as steel rebars, ready mixed concrete, formwork, scaffolding and so on. A survey covering the three pillars, environment, social and governance (ESG) was conducted to gauge the sustainability performance of our vendors. The Group has clarified our stand on sustainability and its expectations of our vendors to also contribute to this transformation journey (as shown below). This process will be undertaken in stages, with a realistic and pragmatic timeline. It is an ongoing initiative with an end goal of building a responsible and sustainable supply chain.

9<sup>th</sup> August 2021

### **MRCB's Sustainability Journey**

MRCB has embarked on a sustainability journey aligned to Malaysia's commitment to the Paris Agreement to reduce its greenhouse gas emissions by 45% by 2030. Our Stand for Sustainability purpose is to build livable and resilient communities, care for the environment and drive sustainable growth. In short, we have developed a post-pandemic business strategy aligned to the 17 United Nations Sustainable Development Goals (SDGs).

One of our key objectives is ensuring we practice Sustainable Procurement or have a Sustainable Supply Chain. Over time, we will expect all our suppliers to promote human rights and ensure they have fair labour practices, as well as disclose their strategies and progress in reducing energy use and carbon emissions. As part of our efforts to improve the way we do business and ensure we remain in business over the long term, we expect our sub-contractors and suppliers to join us in this endeavour and contribute significantly to this objective if they want us to continue to be their clients in the future.

This process will be undertaken in stages, with a realistic and pragmatic timeline. However, you will be required to share information on your company's environmental performance, and the relevant statements and policies on other key areas such as those related to human rights and fair labour practices. These expectations and requirements will be further communicated to you in the future.

In the meantime, we enclose herewith a very simple Sustainability Assessment Survey for your further action. This will help us to set a baseline of where our suppliers currently stand in their varying sustainability journeys and allow us to ensure our plans are inclusive and take into consideration the readiness level of our suppliers. Please complete this survey and return to us by 23<sup>rd</sup> August 2021. Should you require further clarification, please contact us at [sustainability@mrcb.com](mailto:sustainability@mrcb.com).

Thank you.

Yours sincerely,



Lok Ngai Hey  
MRCB Builders Sdn Bhd  
Chief Executive Officer

**SETTING THE  
STANDARD**

## MRCB's Measurement of Outcomes

### Key Performance Metrics

MRCB continues to improve by managing, monitoring and reporting its performance. The table presents a quantitative overview of the Group's non-financial performance. Our disclosure is in accordance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (Bursa Securities), with reference to the Sustainability Reporting Guide issued by Bursa Securities and in line with the reporting standards of the Global Reporting Initiative (GRI).

Our annual reporting cycle follows the period of 1<sup>st</sup> January to 31<sup>st</sup> December each year. However, for the purpose of meeting the reporting requirements of this COP, the 2021 data reported is up to the 2<sup>nd</sup> quarter (1<sup>st</sup> January to 30<sup>th</sup> June 2021).

The 2020 data shaded in blue have been independently assured by an external party.

Performance Indicator	Unit	Q2 2021	2020	GRI Index
<b>PEOPLE</b>				
Percentage of Male Employees	%	63	62	405-1
Percentage of Female Employees	%	37	38	405-1
Percentage of Malay Employees	%	79.5	80	405-1
Percentage of Chinese Employees	%	10.7	11	405-1
Percentage of Indian Employees	%	6.5	6	405-1
Percentage of Other Employees	%	3.3	3	405-1
Percentage of Employees Under 30 Years Old	%	28.5	33	405-1
Percentage of Employees Between 30-49 Years Old	%	61.3	57	405-1
Percentage of Employees 50 Years Old and Above	%	10.2	10	405-1
Gender Pay Gap (% Difference Between Female and Male Average Salary)	%	2.5	3.5	405-2
Percentage of Women Board Directors	%	12.5	33	405-1
Incidents of Discrimination and Harassment Reported	case	N/A	1	406-1
Percentage of New Male Employees Hired	%	56	83	401-1
Percentage of New Female Employees Hired	%	44	17	401-1
Percentage of New Employees Hired Under 30 Years Old	%	38.5	51	401-1

Percentage of New Employees Hired Between 30-49 Years Old	%	59	38	401-1
Percentage of New Employees Hired 50 Years Old and Above	%	2.5	11	401-1
Percentage of Employee Turnover Rates	%	9.27	26.7	401-1
Average Training Hours per Employee	hour	6.4	12.1	404-1
Average Training Hours per Male Employee	hour	5.6	11.27	404-1
Average Training Hours per Female Employee	hour	8	13.39	404-1
<b>ENVIRONMENT</b>				
Fuel Consumption	L	391,331	870,779	302-1
Electricity Consumption	kWh	10,371,840	22,130,904	302-1
Electricity Intensity – HQ	kWh/cap	255.8	618.42	302-3
Electricity Intensity – Building Projects	kWh/m <sup>2</sup>	5.71	51.2	302-3
Electricity Intensity – Infrastructure Projects	kWh/RM mil	4138	2157	302-3
Water Consumption	m <sup>3</sup>	267,984	536,316	303-1
Water Intensity – Building Projects	m <sup>3</sup> /m <sup>2</sup>	0.409	2.37	-
Water Intensity – Infrastructure Projects	m <sup>3</sup> /RM mil	172.1	145.54	-
Waste Generated	MT	2,896	8,014.47	306-3
Waste Intensity – Building Projects	MT/m <sup>2</sup>	0.01639	0.06346	-
Waste Intensity – Infrastructure Projects	MT/RM mil	1.599	1.607	-
CO <sub>2</sub> Emission – Scope 1 (Fuel Consumption)	tons CO <sub>2</sub> e	1,254	2,793	305-1
CO <sub>2</sub> Emission – Scope 2 (Electricity Consumption)	tons CO <sub>2</sub> e	6,068	16,399	305-2
Carbon Intensity – HQ	tons CO <sub>2</sub> e /capita	0.1496	0.4582	305-4
Carbon Intensity – Building Projects	tons CO <sub>2</sub> e /m <sup>2</sup>	0.00748	0.017	305-4
Carbon Intensity – Infrastructure Projects	tons CO <sub>2</sub> e /RM mil	3.097	2.2552	305-4
<b>SAFETY &amp; HEALTH</b>				
Safety and Health Assessment System in Construction (SHASSIC) Star Ranking	%	N/A	93	

Number of Safety & Health Training Conducted		N/A	27	403-5
Number of Safety & Health Training Modules	Modules	N/A	18	403-5
Number of Safety & Health Training Participants	Pax	N/A	733	403-5
Total Man Hours	Man hours	N/A	7,126,128	403-2
Number of Safety & Health Incidents		N/A	3	403-2
Loss Time Injury (LTI)		N/A	2	403-2
<b>GOVERNANCE</b>				
Whistleblowing cases		N/A	2	
MSCI Rating		N/A	BBB	
FTSE4Good ESG Rating		N/A	2.7	
MSWG-ASEAN Corporate Governance Scorecard Overall Ranking		N/A	38	
Number of MCCG Practices Adopted		N/A	31 of 32	
Number of MCCG Step-Ups Adopted		N/A	3 of 4	

N/A: Not available as data is collected on annual basis (end of financial year, 31<sup>st</sup> December 2021).