



**GAMUDA BERHAD** (29579-T)  
Menara Gamuda, Block D, PJ Trade Centre  
No. 8, Jalan PJU 8/8A, Bandar Damansara Perdana  
47820 Petaling Jaya, Selangor Darul Ehsan, Malaysia

☎ 603-7491 8288

🌐 [gamuda.com.my](http://gamuda.com.my)

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# OUR VALUES & SOCIAL INVESTING

Cover illustration titled *Purple Night* by Dennis Liew Kai Mun, Gamuda Enabling Academy graduate.





# OUR VALUES THROUGH OUR OUTCOMES, AND CREATING OPPORTUNITIES

As an employer, it's a given responsibility to care for our workforce. More so and beyond, we are in a position to assist our people in providing the right support at the workplace and in life with access to an equitable opportunity where possible.

This has always been our value system in Gamuda since we started in 1976- believing in creating a high-performance work culture that's fair and welcoming to all.

From clean and comfortable living quarters for our construction workforce to niche training academies in plant operation, tunnelling, digital construction and employment transition centres for people with autism, we invest and support our people and communities to improve their life circumstances and economic capacity.

Acknowledging that a happy workforce is a productive workforce, we aim to sustain and develop our people through education, training and development, and environmental conservation.

Integral to our values, we believe and advocate that when we build right, it's for life.





PROMOTING EDUCATION SUPPORT

- Gamuda Scholarship offered for tertiary education since 1996 with 471 scholars benefiting to date to pursue quality education through local and international universities
- Supporting *Orang Asli* children's educational needs through after school classes with qualified tutors and tablets

HONOURING COMMUNITY HEROES

- 60 individuals or groups were given community grants for their outstanding service and contribution to positively impact the society via the Gamuda Inspiration Award and the Star Golden Hearts Award
- Awarded RM750,000 to date

OPPORTUNITIES FOR NEURODIVERSE WORKFORCE

- 80% of EA graduates have secured job trials, internships and job opportunities
- 86% of our EA graduates remained in the same industry after one year
- 150 networks of potential partner companies engaged
- 1<sup>st</sup> in Malaysia to publish an Employment Transition Programme Trainer's Manual
- The ETP Trainer's Manual is available in English, Bahasa Malaysia and Chinese
- 2,840 local communities public outreach – private and public sectors

BUILDING RESILIENCE OF INDIGENOUS PEOPLES

- 200 employment opportunities at our Arboretum and nurseries
- Paving the way to become self-sustaining farmers
- Partnering with environmental NGOs like Binturong Alam Ventures and The Asli Co in biodiversity protection

WORKFORCE WELL-BEING

- Invested RM8 million in the establishment of the RT-PCR Laboratory, Gamuda Clinics and Triage Centre
- First private Malaysian company to start its own RT-PCR testing laboratory
- RT-PCR testing fortnightly for 20,000 employees
- Establish Centralised Quarantine Quarters (CQQs) at every Centralised Labour Quarters (CLQs)
- CLQs accommodation prioritising well-being with 50 percent more provision of liveable space, complete with amenities for workers' safety and comfort



# Redefining our impact investments via Social ROI

The communal investment via Yayasan Gamuda bring forward significant value of change towards betterment.

The change of time moulds us to be more critical and objective with our shared value investments. We progress and assure social investments brings the definite value of positive impact.

Recently we have recalibrated our approach towards our social programmes by acknowledging that any form of investment should have positive social consequences or in this case social return of investment (SROI).

This approach allows us to evaluate the impact on stakeholders, identify ways to improve performance and enhance the performance of our social investments.

By evaluating our SROI, we are accounting for the social, economic, and environmental value created by our programmes. Thus, allowing us to transform from a philanthropic based approach to a shared value.



We thrive on developing our people through industry partnerships and development programmes such as the Tunnelling Training Academy (TTA), Building Information Modelling (BIM) Academy, Gamuda Parks Academy, KVMRT Safety Training Centre, Gamuda Learning Centre (GLC), Gamuda Plant Operator School (GPOS), Construction Training Centre (CTC) and English Language Unit (ELU) initiatives.



## Our non-profit foundation

We make a living by not only keeping our business profitable but shouldering the responsibility of giving back to the community. Since day one, Gamuda's community investment efforts have always been ingrained in our company culture, and we know that making a difference in society and enriching lives where we have the greatest impact makes our work truly meaningful.

Thus, Yayasan Gamuda, the foundation arm of Gamuda was established to oversee the Group's social efforts for community investments and people development that focuses primarily on educational aid and empowering social enterprises for community improvement.

Annually, the Group allocates about two percent of its net profit to Yayasan Gamuda, which conducts three anchor programmes Enabling Academy, Gamuda Scholarship, and the Star Golden Hearts Award (SGHA) and Gamuda Inspiration Award (GIA).

**"We make a living by what we get, but we make a life by what we give"**

– Winston Churchill





## Embracing diversity and inclusive workforce



An estimated 1%<sup>1</sup> of the world's population has an autism spectrum disorder, but 80%<sup>2</sup> of this group are unemployed.



Many large corporations and tech companies worldwide have begun to see the value of hiring employees on the autism spectrum



They bring a range of strengths, interests and skills to the workforce, such as attention to detail, precision, dependability and consistency.



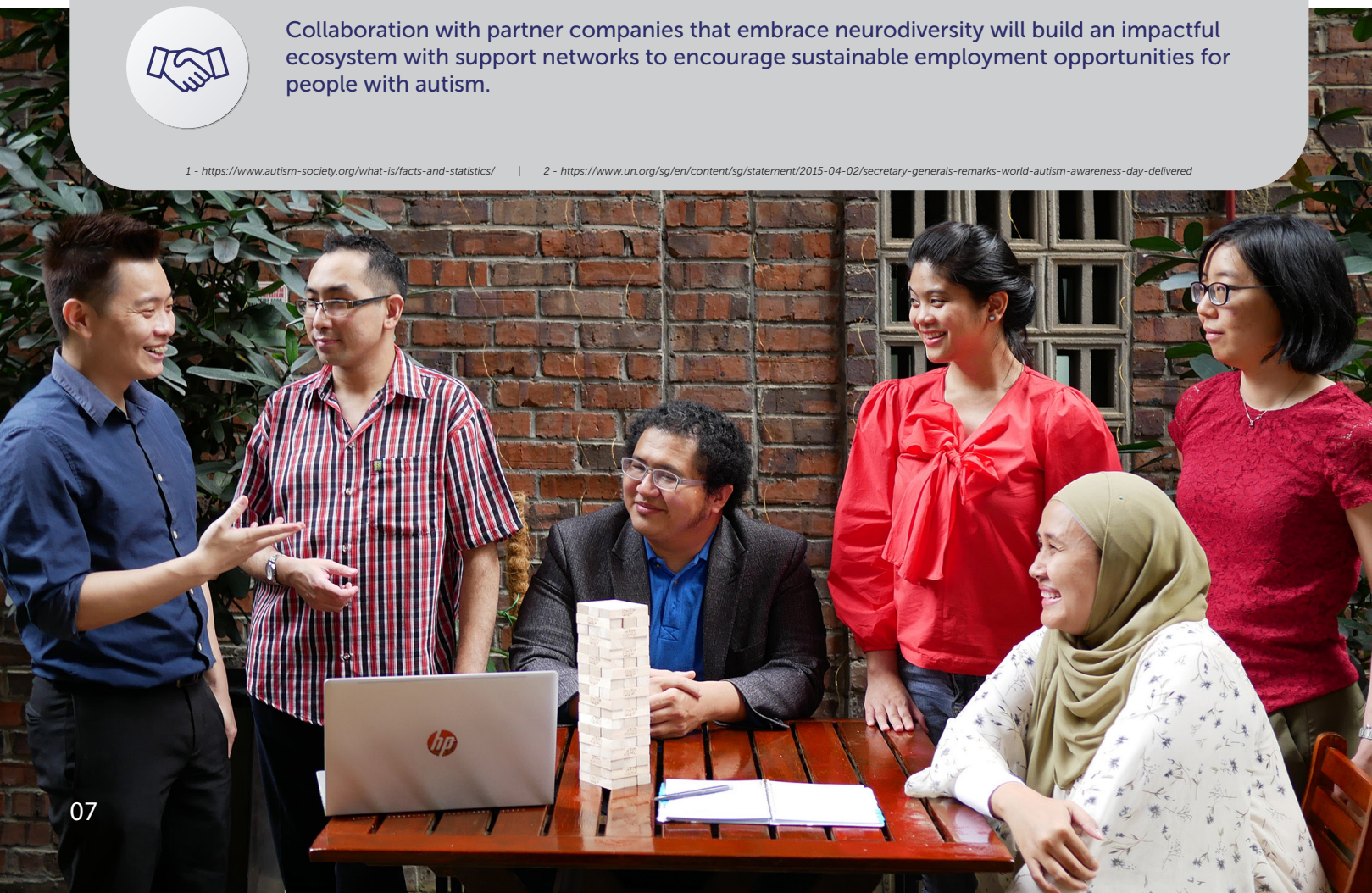
We recognise that equal participation and involvement of individuals with autism in our community are vital to realising the United Nations' Sustainable Development Goals (UN SDGs) goals:

- Goal 8: Promoting inclusive economic growth, full and productive employment allowing persons with disabilities to fully access the job market;
- Goal 10: Emphasizing the social, economic and political inclusion of persons with disabilities.



Collaboration with partner companies that embrace neurodiversity will build an impactful ecosystem with support networks to encourage sustainable employment opportunities for people with autism.

1 - <https://www.autism-society.org/what-is/facts-and-statistics/> | 2 - <https://www.un.org/sg/en/content/sg/statement/2015-04-02/secretary-generals-remarks-world-autism-awareness-day-delivered>



## Hiring and training individuals on the spectrum

One of Gamuda's core social commitments is in advocating equal employment opportunities for people on the autism spectrum. We believe neurodiversity drives diversity of thinking and innovation, and with proper support in place, hiring employees with autism provides real benefits to the Group's diverse businesses.

Since 2017, the Enabling Academy (EA) set up by Gamuda has contributed towards empowering young adults with autism spectrum disorder to be gainfully employed through our Employment Transition Programme (ETP).

We remain the first corporate company to operate ETP in Malaysia. The academy conducts ETP to equip young adults with autism with soft skills and job training before placing them into partner companies that share our vision of embracing diversity and inclusion. Through EA, Gamuda fosters collaboration across government, private sector and community members.

Since its inception, EA has secured job trials, internships and job opportunities for 80% of its graduates. Some EA's graduates have even ventured out to build their small businesses. To date, we are proud to note that 86% of our graduates have remained in the same industry after one year.

EA has also made its training resources freely available in the public domain to benefit a wider group of communities. The sharing of the intellectual property helps develop more trainers and teachers in this niche field in Malaysia. Our effort was commended when the first ETP Trainer's Manual produced by the academy was endorsed by the

Special Education Division – Ministry of Education, and Youth Skills Development Division – Ministry of Youth and Sports as a teaching guide for teachers and practitioners. This manual is available in English, Bahasa Malaysia and Chinese versions.



## Furthering access for the next 5 years

Feeling encouraged by the progress of the EA graduates, ETP and ETP Manual, EA has embarked on a five-year plan, consisting of a series of initiatives, moving towards greater outreach for engagement, recruitment and partnership activations for EA's graduates and partners companies, and training the trainers' program to replicate more quality and effective ETP nationwide.

In the pipeline, recruitment efforts of potential partner companies will continue to expand with the other industries to give better exposure to EA graduates, as autistic people would like to work across different sectors in a wide variety of jobs.

EA will be setting up a social support group to promote better social well-being amongst them and equip them with the social communication skills to form and sustain social relationships at work and in life.



# GAMUDA SCHOLARSHIP

## Leading tomorrow's talents

We believe that by investing in education and grooming youths as future leaders, we can transform lives, economies, and our world.

Thus, we established Gamuda Scholarship in 1996. To sustainably contribute to this vision and continuity of Gamuda's social (ESG) effort in community development.

Since then, Gamuda Scholarship has paved the way for exceptional young Malaysians to pursue their studies locally and globally. Each year, dozens of scholars are able to study courses of their choice and access reputable universities. To date, nearly 500 inspiring young students have gained the opportunity that transforms their lives, perspectives and careers.

Our scholarship programme is a platform for a brighter future as we shape the future generation of leaders by providing leadership training and job placement within Gamuda. The scholarship offered by Gamuda does not focus only on financial needs but also on building future graduates with strong leadership qualities and a place to grow professionally.

Our workforce benefits tremendously from this ready pipeline of true talent, as scholars have chosen to join the Group upon completing their studies. Today, many Gamuda scholars are helping senior management positions within the company.

*We continue to upgrade our scholarship programmes to impact a wider and most needed community. Aligned to the Group's 5-years plan for Gamuda Scholarship, we have increased the scholarship quantum for 2022 to RM10 million and plan toward RM15 million in the next five years. We are extending the target group that would benefit from the programme to be based not purely on academic qualification but also on poorer families, personal values, and behaviour. We have also doubled the number of scholarships offered to include overseas universities.*

For many,  
Gamuda Scholarship  
is life-changing

Equal opportunity  
for education





## The power of coalition building

The partnerships that we forged around the world has introduced us to many extraordinary people who would go the extra mile in helping people within their community in any possible way.

For Gamuda, they are heroes, and heroes are everywhere from all walks of life should be celebrated.

To recognise these community heroes (individuals and groups) for their contribution to society, Yayasan Gamuda teamed up with Star Media Group, the largest English daily in Malaysia to honour them with the Star Golden Hearts Award (SGHA) and Gamuda Inspiration Award (GIA).

Through SGHA and GIA winners, we aim to empower people, facilitate community building and contribute towards socio-economic development while promoting sustainable livelihoods.

Through our long-term partnership with the media group, SGHA and GIA recognise and celebrate these extraordinary Malaysians for having demonstrated an indomitable will and continued to find ways to create a positive impact in the community. In particular, community work related to employment, entrepreneurship, youth empowerment, digital literacy, waste management, nature conservation, urban agriculture, ecotourism, community welfare, disabled with special needs, water and sanitation in rural and indigenous communities, and animal welfare.

**From poverty to health and education, our areas of focus offer the opportunity to improve the quality of life for all community groups. We also build partnerships with GIA winners to bring together resources and expertise for greater impacts.**



2021 SGHA WINNER | SHALAN JUM'AT



2019 GIA WINNER | SUJANA MOHD REJAB



2021 GIA WINNER | SURIANA WELFARE SOCIETY



2020 GIA WINNER | SEVEN TEA ONE



2016 GIA WINNER | KEDAI JALANAN



2021 SGHA WINNER | HELPING HANDS PENAN



2021 GIA WINNER | CREST MALAYSIA





Delivering a better environment for our future

The focus on placemaking in harmony with nature has always been a part of Gamuda's DNA from the very beginning, as embodied in Gamuda Land's brand values of "Respecting nature and environment" and "Listening to what the land has to tell us".

Thus we continue to prioritise biodiversity conservation across our developments through Gamuda Parks, which was launched in 2018, an initiative by Gamuda Land to consolidate all our efforts in biodiversity enrichment, conservation, education, and township management.

Through Gamuda Parks, we create social values for the local communities and preserve the land's existing contours to give our homes natural views, lakeside and hillside settings. We conserve the trees that were there before us, focusing on planting 50% of native species across our developments, towards creating urban forests to reduce ambient temperatures, enhance liveability and sequester carbon.



Securing the future for the indigenous community

As part of our community investment, through Gamuda Parks, we are committed to empowering the indigenous people by creating proper education and employment opportunities to help lift them out of poverty. The deep knowledge about nature by the indigenous people who know their land better than anyone complements our biodiversity conservation initiatives.

This is strengthened with partnering environmental NGOs like Binturong Alam Ventures and The Asli Co, who have the know-how in biodiversity protection. Together, we set priorities that benefit the indigenous people, namely the *Orang Asli* communities adjacent to the Hulu Langat Forest Reserve and Gamuda Cove.

We've put the *Orang Asli's* culture and experience as the focus of our employment programme for them. In a close partnership with the indigenous community, our arborists and horticulturists work hand in glove to revive native and endangered species as part of biodiversity conservation within our developments. Our commitment to the local community is reflected in the 200 employment opportunities at our Arboretum and nurseries via the Wild Seed Tree Bank, Advance Tree Planting, sale of crafts and farm produce, and eco-education programmes.

We also help secure the future of *Orang Asli* children by supporting their educational needs through classes and tablets. We run after-school classes with dedicated tutors who have a background in teaching underserved communities to ensure consistent learning for these children.



Biodiversity Education

The Gamuda Parks Academy educates and inspires children aged five to 12 to understand and appreciate the natural environment.

More than 126 students and 25 teachers from several local schools are signed up as Gamuda Park Rangers, participating in guided walks and activities focusing on sustainable water and land management, including biodiversity conservation.





# Reconciliation Action Plan (RAP)

Reconciliation Action Plan (RAP) is a framework for an organisation to support the Australian national reconciliation movement. The RAP supports organisations reconciliation commitments that is in line with its business objectives, which includes practical actions to drive an organisation's contribution to reconciliation both internally and in the communities in which it operates.

As for Gamuda Australia, we choose to start at the beginning, Reflect, being a new entrant and progress as the business matures. We will be implementing all four types of the Reconciliation Action Plan (RAP) programme – Reflect, Innovate, Stretch and Elevate – in our continuous reconciliation journey.

Our first Reflect RAP is a living document to support the business to develop cultural understanding and achieve positive engagement with Aboriginal and Torres Strait Islander peoples and communities.

Committing to a Reflect RAP allows our organisation to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on our vision for reconciliation and exploring our sphere of influence. This process will help to produce future RAPs that are meaningful, mutually beneficial and sustainable.



## RELATIONSHIP

Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.



## RESPECT

Demonstrate respect and increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.



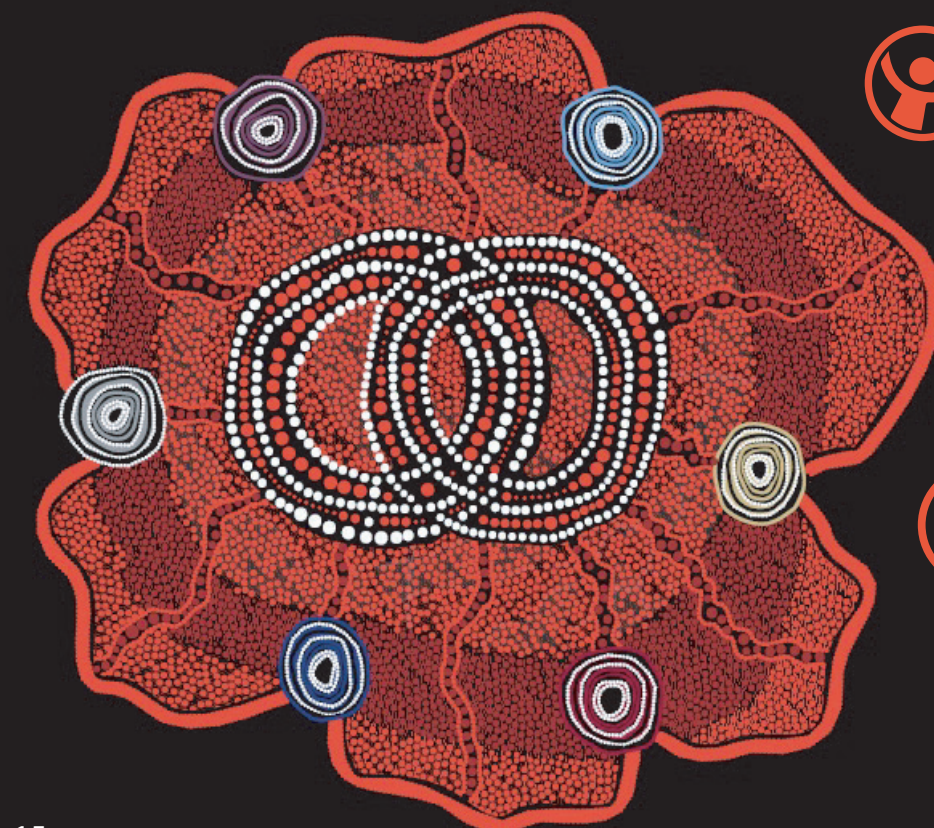
## OPPORTUNITIES

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, professional development and supplier diversity.



## GOVERNANCE

Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP, which includes building accountability and transparency reporting.



# DIVERSITY AND INCLUSION

## Shared purpose and resources in the workplace

Workforce diversity should be a primary goal for every organisation. Employing a diversified workforce is essential as it brings people from different backgrounds and expertise, leading to better decision-making.

Gamuda employs a diverse workforce to tap into a wider talent pool generating creative solutions that will help the Group remain relevant and competitive in today's ever-challenging and globalised business climate. At Gamuda, we believe attracting, retaining and developing various groups of professionals stir innovation and drives growth.

We also hold steadfast the principle of inclusive workplace culture. We strive to create a consistently high-trust workplace experience for everyone, with no discrimination towards race, religion, age, sexual orientation, disabilities, nationality and other demographic factors in the process of employee hiring, employee benefits, appraisal, remuneration and promotion.

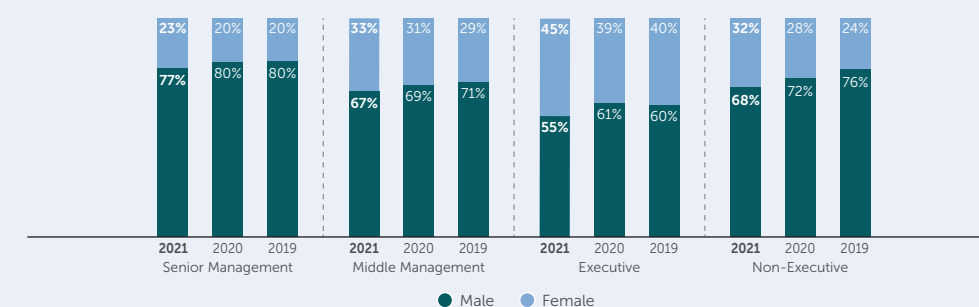
Gender diversity is vital to any workplace as warranting fair representation of women in the workplace can positively impact the entire organisation. At Gamuda, gender balance in leadership has never been an option as we've embarked on a transformational journey for decades.

With millennials and generation Y employees comprising 40 percent of the workforce in Gamuda, the Group sees the need for more of them in senior management ranks. This is necessary for the Group's long-term growth. We started by identifying good talent with great potential and placing them in critical roles while moving them up the value chain as part of development and succession planning.

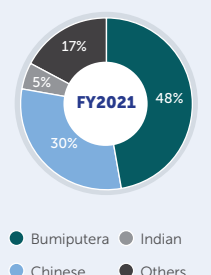
With the view that ESG and digital will be central in our operations moving forward, several young leaders in their 30s have been appointed in January 2021 to fill at least half of the board seats and executive positions across Gamuda Engineering and Gamuda Land.

We have also built an equitable and inclusive workplace for people with disabilities. Our workforce consists of people on the autism spectrum, graduates of our Enabling Academy.

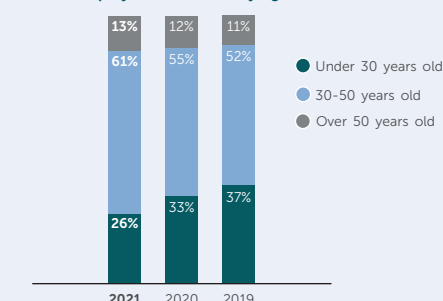
Group Gender Diversity



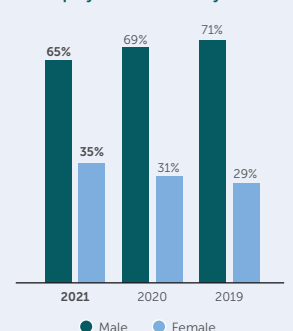
Employee Breakdown by Ethnicity



Employee Breakdown by Age



Employee Breakdown by Gender



**Women representation in Gamuda:**  
**43%** Board level



## Uplifting construction skills competency levels

In 1997, as we were building the Shah Alam Expressway and other projects, we had about 400 plant operators with different competencies, and most workers learnt to operate the cranes on the job itself.

Being an experienced construction and infrastructure developer, we realised we must be efficient and at the same time cost-effective in completing each of our projects. This led to the Group investing RM10 million in machinery, building, teaching aids and trainers certification to establish the Gamuda Plant Operator School (GPOS) to address the different competency levels of crane and earthmoving plant operations activities in Malaysia.

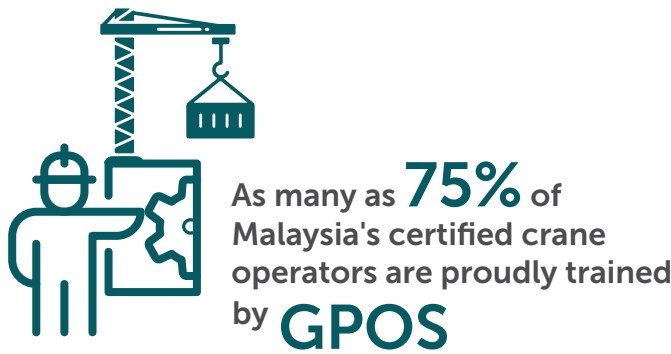
The school became the place to train skilled personnel in the construction industry, pick the best operators from our worksite, and train them to become trainers. Subsequently, the school evolved, and we went on to offer the courses for others outside of our projects to benefit from this certification.

The GPOS also have assisted youth, especially non-academically inclined school leavers and those from the rural areas who wished to enter the construction industry, indirectly elevating their economic status. The school offers three training categories- skills competency, awareness and youth apprenticeship programmes.

GPOS has trained over 45,100 trainees in various crane operations, from tower cranes and crawler cranes to mobile and gantry cranes. The training also emphasises earthmoving plant operation, safety and health programmes across Malaysia. As many as 75 percent of Malaysia's certified crane operators are from GPOS.

Our programmes enable plant operators to obtain Certificates of Competency that are recognised by the government regulatory bodies, Department of Occupational Safety and Health (DOSH) and Construction Industry Development Board (CIDB).

As part of Gamuda's digitalisation drive in construction training, GPOS has also invested in crane simulators for trainees to practice while their trainers evaluate in a safe setting.



## Route to world-class tunnellers

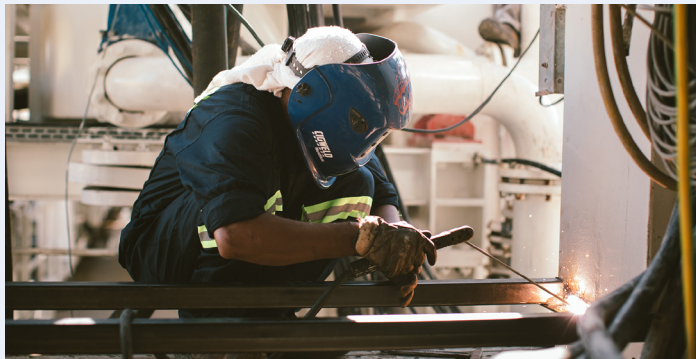
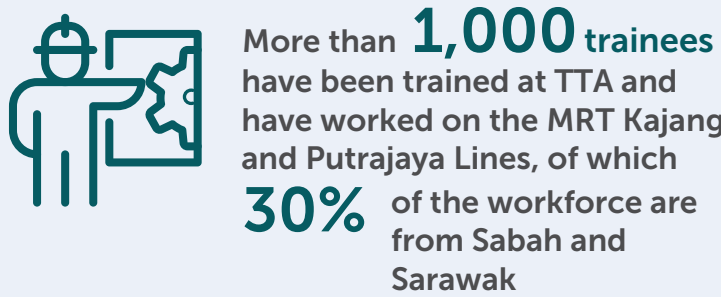
The idea of providing specialised training for tunnellers first emerged when we were constructing the Stormwater Management and Road Tunnel (SMART) in 2003 and saw the demanding job involved in tunnelling and the absence of local expertise.

We intended to build an academy specifically offering programmes related to skills, vocational and specialist tunnelling training to produce highly skilled tunnellers for the local tunnelling industry, which will eventually cater to the needs of tunnel experts not only for the MRT projects but other similar tunnelling works in the future.

Thus in 2011, Tunnelling Training Academy (TTA), the world's first learning institution specialising in Tunnel Boring Machine (TBM) technology, was launched by Malaysia's Prime Minister. With an investment of RM10 million, TTA is a joint venture between Gamuda Berhad and MMC Corporation Berhad became an institution that offers tunnelling courses to young Malaysian graduates or school leavers and acts as a critical driver over long-term to reduce dependence on foreign expertise whilst building national resilience.

The TTA aligns with the Government's aspirations to transform Malaysia into a high-income nation. The academy works closely with the Ministry of Education, Ministry of Human Resources and the Ministry of Youth and Sports in leading the Technical and Vocational Education and Training (TVET) institutions in Malaysia, such as Institut Latihan Perindustrian (ILP) and Akademi Binaan Malaysia (ABM) to select academy candidates. It has trained over a thousand tunnel engineers and skilled superintendents to date.

Apart from upgrading our workers' technical skills and performance for future projects, we continuously enhance our TTA courses by collaborating with experts like Herrenknecht, BoschRexroth and Schneider Electric Malaysia to meet local and international tunnelling construction requirements.





## Enhancing occupational safety and health

Our KVMRT Safety Training Centre is a testament to the Group's paramount importance to place safety and elevating the Occupational, Safety and Health (OSH) standards of the whole MRT Putrajaya Line project.

In 2015, the safety centre was established in collaboration with the Construction Industry Development Board (CIDB) and the National Institute of Occupational and Health (NIOSH). It continues to distinguish itself as a pioneering institution in elevating safety and health performance in Malaysian construction sites.

Specifically, the centre provides competency and safety training for specific high-risk jobs and electrified rail infrastructure construction. Working at height and crane operation are among the specific high-risk job training offers. Besides, training programmes are focused on raising awareness, developing skills and competency, consultancy and information sharing to simultaneously bring about major attitudinal reforms related to safety and health and worksites.

The safety centre enables mutual cooperative programmes and activities to develop, improve and sustain the OSH culture as well as the facilitation of an enhanced OSH programme with training based on the Construction Skills Certification Scheme, Master Trainer Programme and Safety Performance Assessment Scheme.



## Shaping digital future through BIM Academy

Building information modelling (BIM) has become increasingly prominent to optimise our construction processes and resource planning. As we emphasise adopting the latest technology and tools, our focus on embracing Industry 4.0 and digital construction is further enhanced by our training and development programmes.

We began incorporating BIM at the start of the underground construction of the MRT Putrajaya Line in 2015 for greater efficiency and accuracy. Subsequently, the BIM Academy was inceptioned in 2017 to lead the change in the construction industry by upskilling our employees and subcontractors on the latest BIM technologies to maintain our resilience in this new highly-automated age.

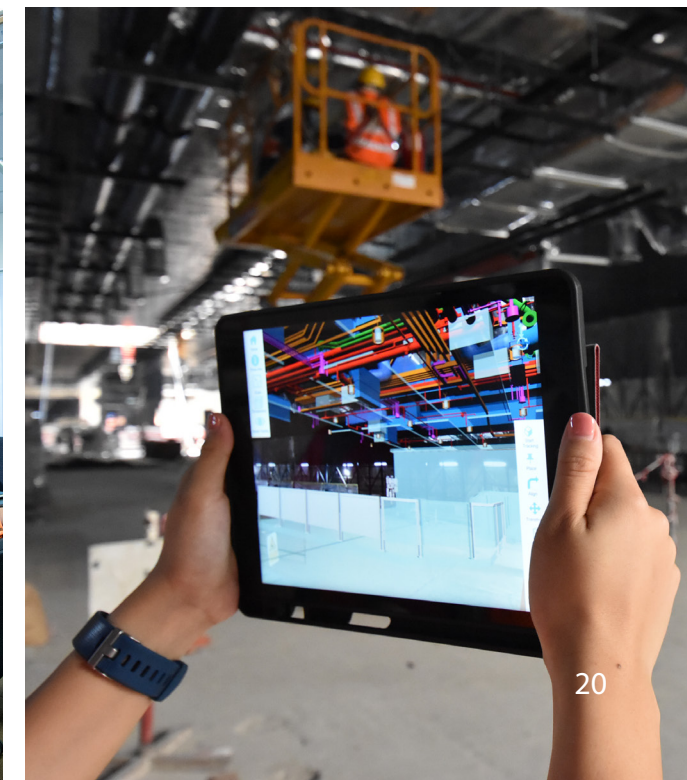
We are the first main contractor in Malaysia and among the very few in the world certified by the British Research Establishment to implement BIM Level 2 for an infrastructure project of this scale and complexity. Our BIM knowledge and adaption was further solidified as we became the first Malaysian contractor to receive the prestigious BSI Kitemark™ certificate, recognising our compliance with the global ISO 19650 standards in implementing BIM for construction.

We developed our augmented reality (AR) platform, called BIMAR, in which we can overlay virtual design and construction elements with real-time worksite images. BIMAR facilitates a more immersive and collaborative work process, allowing us to undertake a site visit with clients before construction begins, which means we can identify and rectify any issues early and efficiently.

In 2019, we developed an online core BIM e-learning skills module to support classroom technical training at the academy. To keep abreast with the latest developments of BIM solutions in the market, we have gone the extra mile to engage external vendors to provide knowledge sharing sessions at the academy. Additionally, we have targeted to roll out the standard BIM training to all employees in technical capacities annually.



**BIM Academy**  
has trained over  
**1,000**  
employees and  
subcontractors from  
2020 to 2022 on the  
fundamentals of  
BIM and its digital  
construction  
processes





# BRIDGING SAFETY AND HEALTH OF OUR WORKFORCE

The Group is not new to incorporating social attributes of workers' well-being into our corporate strategy, a journey that began more than two decades ago when Gamuda started building the township development in Kota Kemuning.

This is translated in our labour workforce management even back then, where we have ensured that the welfare of our workforce was well taken care of. Our initiative aims to provide our workers with a living environment and other appropriate and conducive facilities. We believe that we have a moral obligation to ensure the provisions meet our workers' needs.

The foreign workers employed by our contractors for all our projects are adequately housed in clean and comfortable centralised labour quarters (CLQs), complete with communal cooking and sporting facilities to ensure that our workforce leads a healthy and balanced lifestyle, translating to improved productivity.

There are many key features and facilities in the CLQ to take care of the workers' welfare, health, recreational and spiritual needs. Besides furnished accommodation, each CLQ is fully equipped with facilities such as kitchen (for those who want to cook their meals) and drinking water sanitation, common toilets and bath areas, washing area, a medical clinic with an in-house doctor, convenience store, hair salon, laundry service, cafeteria and surau. Other than free transportation to and from their worksite, residents of the CLQs also get scheduled garbage collection and a security system equipped with face-recognition software and closed-circuit television cameras at designated areas.

As part of our COVID-19 workforce safety management and ensuring standard design for the workforce accommodation prioritising well-being with 50 percent

more liveable space, centralised quarantine quarters (CQQs) were constructed within each of our CLQs. These CQQs serve as the facilities to quarantine Patients Under Investigation (PUIs). Adding to this setup is a Triage Centre in the CLQ that priorities medical support for ill employees with early stages of COVID-19 while being quarantined.

We also set up Gamuda Clinics in two locations to offer our employees and the public affordable outpatient medical services, including vaccination. We led an industry-first response, opening our very own in-house RT-PCR testing laboratory to support COVID-19 testing and monitoring among our workforce. The laboratory can conduct RT-PCR testing fortnightly for 20,000 workers, playing a crucial role in increasing the rate of COVID-19 screening. This reduced the risk of health deterioration and the burden on the public healthcare system.

Through these efforts, Gamuda has succeeded in reducing the number of infections within our workforce, thus mitigating potential work clusters and enabling minimal work disruption. This also ensured business continuity by minimising disruption to ongoing and future work.

