

OUR PERFORMANCE SOCIAL

OUR PERFORMANCE SOCIAL

MRCB is committed to fostering a future where individuals, communities, and societies can thrive together. Social sustainability is a key priority for us. Our approach focuses on building inclusive, resilient, and harmonious communities while empowering individuals to reach their full potential. By aligning our social goals with economic and environmental sustainability, we aim to build a foundation for equitable and progressive communities.



October 2022

MRCB joined the CEO Action Network's Diversity, Equity & Inclusion (DEI) workstream to collaborate with leading companies to elevate DEI awareness, enhance relevant policies, and implement strategic interventions to foster positive change in Malaysia's workforce.



July 2023

MRCB joined the 30% Club Malaysia, a global business-led campaign advocating gender parity in boardrooms and senior leadership. We are committed to gender equality and working with other leading companies to foster meaningful progress in corporate Malaysia.



August 2023

MRCB was appointed Co-Lead of the CEO Action Network's DEI workstream to lead members in developing DEI guidelines tailored to the varying readiness and capabilities of member organisations and other Malaysian companies.



May 2024

As co-lead of the CEO Action Network's DEI workstream, MRCB supported the development of the DEI Implementation Guide, a key initiative to advance workplace inclusivity across Malaysia.



MRCB MATERIAL MATTERS: EMPOWERING PEOPLE AND COMMUNITIES

Workplace Pages 163-192



Customers Pages 193-194



Community Pages 195-203



Building Social Sustainability and Inclusion

HEALTH & SAFETY

Achieved
5 STAR
CIDB SHASSIC rating
/ 97.1% score

EMPLOYEE ENGAGEMENT AND WELLBEING

Average training hours per employee
27.4 HOURS
compared to 6.4 hours in 2023

LABOUR PRACTICES

ZERO VIOLATIONS
of labour rights have been reported in our value chain

HUMAN RIGHTS

Developed Human Rights Policy in Bahasa Malaysia

CUSTOMER ENGAGEMENT

Achieved
95%
average overall customer service excellence score

ZERO
substantiated complaints of customer privacy or data loss

LOCAL COMMUNITY ENGAGEMENT

RM2.20 MILLION
was contributed to communities

HS HEALTH AND SAFETY

WHY IS THIS IMPORTANT

- We recognise safety as a fundamental right and priority for all employees and workers across our offices, facilities, and construction sites, and are committed to providing them a safe work environment.
- Effective health and safety practices minimise the risk of workplace accidents, injuries, and illnesses to protect lives and maintain operational efficiency.

OUR APPROACH

- We comply with local and international health and safety regulations, guided by the Department of Occupational Safety and Health (DOSH), Construction Industry Development Board (CIDB), Quality, Environmental, Safety and Health (QESH) policies, and ISO standards.
- We promote a safety-first culture through continuous training, regular toolbox talks at our construction sites, and employee engagement initiatives to ensure safety is prioritised in daily tasks.

OUR AIMS

| QESH Objective | Annual Target |
|--|--------------------------------|
| 1. ESH Rating/SHASSIC CIDB Score | More than 80% |
| 2. Non-Conformance Report (NCR) | 85% closed in less than 7 days |
| 3. Incident Rate | Less than 2.5 |
| 4. Stop Work Orders (by clients or relevant authorities) | 0 |
| 5. Fatality | 0 |

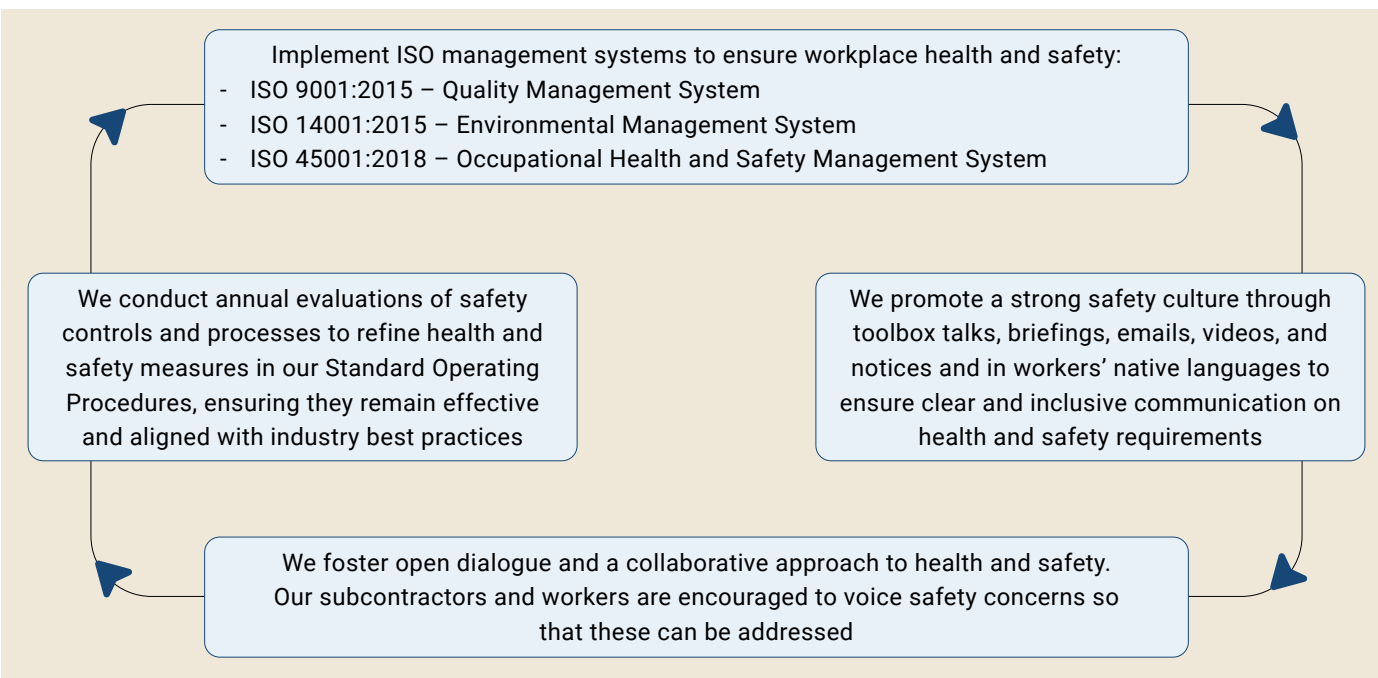
OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

OUR INITIATIVES AND PROGRESS

STRENGTHENING HEALTH AND SAFETY ON CONSTRUCTION SITES

The inherently high-risk nature of engineering and construction activities, such as working at height, exposure to falling objects, noise from construction activities, risk of electrocution from electrical works, and the operation of machinery and equipment requires robust safety measures. Our leadership-driven safety culture is aimed at protecting the well-being of everyone at our sites, with safety remaining a top priority in every aspect of our operations. Potential risks or safety concerns may be reported immediately through the scanning of a readily accessible QR code at our sites.



Quality, Environmental, Safety and Health (QESH) Policies

We have established Quality, Environmental, Safety and Health (QESH) policies that reflects our commitment to minimising environmental impacts and ensuring the safety and health of employees, contractors, and the public. Recognising occupational health and safety as a legal requirement, we prioritise compliance to mitigate risks of legal, financial, and reputational damage.

Our QESH strategies are regularly reviewed and strengthened to uphold our objectives of reducing environmental impacts and maintaining robust safety and health standards. These strategies set performance benchmarks aligned with industry best practices to ensure accountability and continuous improvement.

Our QESH policies are aligned with:

- Occupational Safety and Health Act (Amendment) 2022
- Factories and Machinery Act (Repeal) 2022
- Construction Industry Development Board Act 1994
- MRCB’s Construction Safety Requirements for Contractors

Under our wholly-owned construction subsidiary, MRCB Builders Sdn. Bhd., 100% of the operations achieved ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 certifications in 2024.

QESH Objective Target and Performance in 2024

| QESH Objective Target | Annual Target | 2024 Performance |
|--|--------------------------------|------------------|
| ESH Rating/SHASSIC CIDB Score | More than 80% | 97.1% |
| Non-Conformance Report (NCR)* | 85% closed in less than 7 days | 100% |
| Incident Rate | Less than 2.5 | 1.78 |
| Stop Work Order (by clients or relevant authorities) | 0 | 0 |
| Fatality | 0 | 0 |

* i.e. from ESH Inspection and ESH Internal Audit

Safety and Health Assessment System in Construction (SHASSIC)

MRCB employs SHASSIC, an independent safety and health assessment system developed by Malaysia’s Construction Industry Development Board (CIDB), to evaluate and enhance safety practices at construction sites. The system evaluates safety through a comprehensive approach, including document checks (20%), physical site inspections (60%), and employee interviews (20%).

SHASSIC scores reflect the strength of an organisation’s occupational safety and health management system. Scores between 90% and 100% indicate excellence, with a proactive commitment from top management, while scores from 80% to 89.9% reflect exceptionally good practices and strong leadership commitment.

In 2024, our Kwasa Utama C8 (Plot 2) project underwent the SHASSIC assessment and achieved a 97.1% score, earning a prestigious 5-star rating, demonstrating our commitment to top-tier OSH standards.

| SHASSIC Score | 2022 | 2022 | 2023 | 2024 |
|-------------------------------|----------------|----------|-------|--------------------------------|
| ESH Rating/SHASSIC CIDB Score | 72% | 87% | 93% | 97.1% |
| Project Sites | Sentral Suites | Alstonia | PR1MA | Kwasa Utama C8 (Plot 2) |

Environmental, Safety, and Health Governance

The Group Managing Director, Group Chief Operating Officer, and the Executive Vice President of Security are responsible for overseeing safety and health. The Board provides oversight by reviewing and deliberating the Environmental, Safety, and Health Report, which contains comprehensive data and information on all safety related incidences across all our construction activities and is a standard agenda item at all quarterly Board Meetings. Health and Safety Key Performance Indicators (KPIs) are embedded in the Engineering Construction and Environment Division CEO’s remuneration KPIs and cascaded down to Project Directors and relevant site-based staff, ensuring accountability in safety performance.

In addition, an annual Environmental, Safety and Health Management Review meeting is held and attended by representatives from all relevant business units. This meeting provides updates on the QESH Management System, reviews Environmental, Safety and Health (ESH) objectives, targets, and performance, and highlights the latest ESH communication efforts. It also serves as a platform to identify improvement opportunities to ensure the continuous enhancement of ESH practices across MRCB.

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Environmental, Safety, and Health Committee

We have established an Environmental, Safety, and Health (ESH) Committee at MRCB’s headquarters, comprising an advisor, chairperson, secretary, and management representatives from each department.

In compliance with the Occupational Safety and Health (Safety and Health Committee) Regulations 1996, we have also formed ESH Committees at our construction sites, including key development locations such as Kwasa Utama C8 (Plot 2), Residensi Tujuh, Stadium Shah Alam, LRT3, and Muara Sungai Pahang. These committees, chaired by the Heads of Projects and including representatives from subcontractors, hold monthly meetings to address ESH matters and ensure site-specific safety practices.

Priority Areas

The Board reviews detailed data across the following areas to improve our overall occupational health and safety performance:

- Accidents/incidents that have occurred in the year
- Notice of Improvement/Prohibition (NOI/NOP)
- Number of Stop Work Orders (SWO) issued, ESH Audits, ESH inspections and inductions, and ESH Trainings

The ESH committee meets at least once every quarter. The objectives of the ESH Committee are to:

- Foster cooperation and consultation between Management and workers
- Establish a two-way communication channel
- Encourage discussion and raise awareness on issues pertaining to Safety and Health

MANAGING SAFETY AT THE WORKPLACE

Hazard Identification, Risk and Opportunity Assessment, and Determining Control (HIRADC)

MRCB has implemented a comprehensive HIRADC Standard Operating Procedure (SOP) for its headquarters, buildings, and infrastructure projects. This SOP applies to all activities and personnel, including sub-contractors and visitors. HIRADC analysis is reviewed annually at the headquarters and biannually at project construction sites. Additional reviews are conducted whenever there are changes to the condition of activities, introduction of new materials or any new activities, and modification works.

Emergency Response Plans

Our Emergency Response Plans outline procedures for rapid and effective responses to emergencies, including any fall from height, fires, explosions, landslides, chemical spills, and floods. These plans also detail immediate actions, such as issuing Stop Work Orders (SWO) for serious incidents involving fatalities, structural collapses, or transmission line accidents, to prevent escalation and additional injuries, and ensure overall safety.

Emergency responses involve coordination with authorities, including the Royal Malaysian Police (PDRM), Fire & Rescue Department (BOMBA), and ambulance services. Clear and effective communication is critical, guided by an Emergency Communication Flowchart that starts with the individual who reports the event and extends to all relevant internal and external stakeholders for prompt action.

Health and Safety Culture

NINE
Induction programmes conducted by ESH representatives attended by **139** employees

Engineers and main contractor representatives conducted **2,417 PRE-TASK** talk briefings before commencement of work

36 of our workforce participated in the “You See You Act” campaign

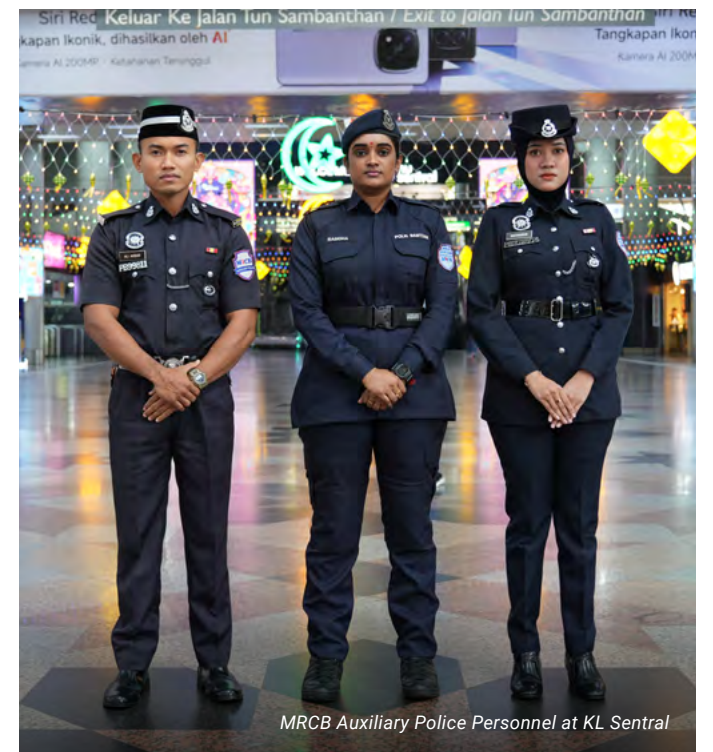
886
Toolbox Session Briefings conducted

43 of our workforce and **218** foreign labourers participated in training on specific work-related hazards such as Working at Height and Waste Management

MRCB’s Auxiliary Police Personnel Ensuring Public Safety

MRCB’s Auxiliary Police personnel play a critical role in ensuring public safety at KL Sentral and surrounding areas. Trained in emergency response, surveillance, and crisis management, they have swiftly responded to 351 incidents since 2016. Their expertise spans a wide range of medical emergencies, from assisting 71 disabled and elderly individuals to handling 29 road accident injuries and 21 escalator-related falls. Through continuous training with the Malaysian Fire & Rescue Department and hospitals, they remain equipped to handle a diverse range of emergencies, from heart attacks to trauma injuries, ensuring a secure environment for millions of commuters daily.

In 2024, their dedication was formally recognised when the team received a Letter of Appreciation from the Inspector General of Police at the 35th Annual Malaysian Auxiliary Police Association Conference. Their proactive patrols and surveillance across KTM, LRT, and ERL lines reinforce public confidence, while their swift medical response capabilities continue to safeguard lives.



OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Occupational and Non-Occupational Health Service

In our efforts to support employee health and well-being, MRCB provides occupational and non-occupational health and medical services, including support for non-work-related health concerns and mental well-being. We communicate these initiatives to employees through email, physical talks and events, and the Human Resources portal. Further details are available in the Employee Engagement and Well-being section of this report on pages 173-184.

Environmental, Safety & Health (ESH) Training

We provide relevant training to ensure our employees are well aware of and equipped to deal with safety and health matters. In 2024, 100% of our site employees and contractors completed mandatory ESH trainings. This comprised a total of 1,653 employees, site workers, and contractors who participated in 77 training sessions across various safety-focused modules, reinforcing our high safety and health standards.

| | 2022 | 2023 | 2024 |
|---|------|------|-------|
| Number of employees, site workers, and contractors trained on health and safety standards and other ESH-related matters | 507 | 873 | 1,653 |

Training Modules

- Crane & Machinery Safety Awareness
- Working at Height Training
- Lifting Awareness (Slings, Rigging & Signalman training)
- Occupational Noise Exposure
- Safe Excavation Training
- Scheduled Waste Awareness
- Incident & Accident Investigation & NADOPOD training
- ESH training - risk management and HIRADC
- Site Machinery Inspection Training (excavator, dump truck)
- You See You Act Campaign - Unsafe Act Unsafe Condition
- OSHA (Amendment) 2022

Organisation Safety and Health Week

In July 2024, we held an Organisation Safety and Health (OSH) Week to foster a strong health and safety culture among our employees and stakeholders. The event aimed to raise awareness about workplace safety and promote best practices. As part of the OSH week, we collaborated with Jabatan Keselamatan dan Kesihatan Pekerjaan (JKKP) Kuala Lumpur and Putrajaya, who conducted a session for our employees and management on the Occupational Safety and Health (OSHA) (Amendment) Act 2022.

In addition to the OSH week, we held seven roadshows to engage our employees on the new OSHA (Amendment) 2022.

Safety Incidents

In 2024, there were zero incidents of non-compliance related to safety and health at all of our work sites and offices. We recorded two near-miss incidents, two lost-time injuries and six property damages as detailed in the table below. Total man-hours decreased by 23% compared to the previous year due to completion of projects.

Notably, we met all five QESH objectives in 2024, as reported in page 165.

| Man hours | 2022 | 2023 | 2024 |
|---|------------|------------|------------|
| Engineering, Construction and Environment (ECE) | 20,588,460 | 15,857,101 | 12,099,556 |

| Type of Incidents | 2022 | | 2023 | | 2024 | |
|---|------|--------|------|--------|------|--------|
| | MRCB | Others | MRCB | Others | MRCB | Others |
| Ill Health | 0 | 0 | 0 | 0 | 0 | 0 |
| Near Miss | 0 | 3 | 0 | 4 | 0 | 2 |
| First-aid Cases | 0 | 4 | 0 | 1 | 0 | 0 |
| Medical Treatment | 0 | 0 | 0 | 0 | 0 | 0 |
| Fatality | 0 | 0 | 0 | 0 | 0 | 0 |
| Lost Time Injury (LTI) | 0 | 2 | 0 | 0 | 0 | 2 |
| Environmental Incident | 0 | 0 | 0 | 0 | 0 | 0 |
| Property Damage | 0 | 11 | 0 | 7 | 0 | 6 |
| Dangerous Occurrences | 0 | 0 | 0 | 0 | 0 | 0 |
| Others (Theft, fire) | 0 | 0 | 0 | 0 | 0 | 0 |
| Stop Work Order (SWO) Received from Authorities | 0 | 1 | 0 | 0 | 0 | 0 |
| Notice of Prohibition (NOP) Received from Authorities | 0 | 0 | 0 | 0 | 0 | 0 |

Notes:

1. Others represent workers who are not MRCB employees.
2. Safety incidents have been restated to include LRT3 project.



MRCB OSH Week in collaboration with JKKP

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Incidents (2024)

| Incident | Project | Remarks |
|-----------|----------------------------|--|
| Near Miss | Kuala Pahang | A lorry transporting rock material to the site accidentally dropped some of its load onto a public road. No injuries occurred in this incident. A root cause investigation was conducted and corrective measures were communicated to the transporter to prevent recurrence. |
| Near Miss | Kwasa Utama C8 (Plot 2) | An unexpected slope failure occurred during trenching excavation. No injuries occurred in this incident. A thorough assessment was conducted, and mitigation measures were implemented to prevent recurrence. |
| LTI | Saujana Putra Casting Yard | A lifting hook point on an inner mould failed during installation, and fell on a worker's leg. The worker was attended to, and necessary corrective actions were implemented to prevent recurrence. |
| LTI | FINAS | During excavation work, a part of a slope gave way. Workers who were on site inspecting the depth levels were brought to safety and sent to hospital for evaluation. An investigation was conducted to determine the cause, and necessary measures were implemented to prevent recurrence. |

| Incident | Project | Remarks |
|-----------------|---------|---|
| Property Damage | LRT3 | The rear section of a lorry had bumped into a water pipe valve causing overflow of water from the pipe. |
| Property Damage | LRT3 | During an excavation, an excavator's bucket had accidentally made contact with an existing water pipe and damaged it. |
| Property Damage | LRT3 | During micro piling, some cement grout splashed onto four vehicles that were parked in a nearby parking lot. |
| Property Damage | LRT3 | A train derailment of three cars occurred at a rail track turnout during testing and commissioning exercise. |
| Property Damage | LRT3 | A train's front section had made contact with a buffer stop during a test run. |
| Property Damage | LRT3 | A short circuit occurred during a pre-PICO test at the uninterruptable power supply room resulting in a spark to an electrical cable. |

Safety Matrix

Safety matrices are integral to enhancing our safety protocols by assessing and prioritising risks at project sites. This tool enables us to evaluate the potential impact and likelihood of risks and helps us to minimise accidents and incidents effectively. Our internal safety audit and inspection teams conduct regular checks to ensure adherence to safety standards and identify areas for improvement at construction sites.

To prevent the recurrence of incidents, we implement corrective actions such as refresher training on safe lifting practices, thorough inspections of lifting gear before work begins, and ensuring supervisors provide full oversight of lifting plans.

We also foster a culture of transparency and accountability by encouraging workers and employees to report incidents without fear of repercussions, prioritising the safety and well-being of everyone on our project sites. To make reporting more convenient, a QR code is available for workers and employees to easily access the reporting platform and submit incident reports.

Safety performance at our project sites

| Safety Matrix | 2022 | 2023 | 2024 |
|--|------|------|-------------|
| Incident Rate (Incidents per thousand workers) | 1.63 | 0 | 1.78 |
| Rate of Recordable Work-Related Injuries (Injury Rate) (Injuries per million man-hours worked) | 0.12 | 0.34 | 0.17 |
| Lost Time Incident Rate (LTIR) (Incident per million man-hours worked) | 0.12 | 0 | 0.17 |
| Fatality Rate | 0 | 0 | 0 |

*Note: Safety Matrix data includes employees and contractors at project sites
Source: The rates above were calculated using the formulae provided by DOSH and GRI Standards*

Key definitions

| Type of Incidents | Health and Safety Definition |
|--------------------------|--|
| Ill Health | Identifiable, adverse physical, or mental condition arising from and/or made worse by a work activity and/or work-related situation. |
| Near Miss | Any accident at place of work which has potential to cause injury to any person or damage to any property. |
| First-aid Cases | Cases in which first aid is delivered at the workplace, and where no further medical treatment is required by medical practitioners. |
| Medical Treatment | Cases where medical treatment by medical practitioners is given but no medical leave and/or admission to a hospital is required. |
| Lost Time Injury | Injuries causing incapacity for more than 4 days and/or any injury that requires hospitalisation. |
| Fatality | Injury leading to immediate death or death within 1 year of the accident. |

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Key definitions (Continued)

| Type of Incidents | Health and Safety Definition |
|-------------------------------|---|
| Environmental Incident | <ul style="list-style-type: none"> Minor: Simple contamination with localised effects for short duration. Major: Simple contamination with widespread effects to heavy contamination with localised effects for extended durations. Catastrophic: Very heavy contamination with widespread effects for extended durations. |
| Property Damage | <ul style="list-style-type: none"> Minor: Incident with damage to properties with an estimated cost below RM150,000. Major: Incident with damage to properties with an estimated cost from RM150,000 to RM500,000. Fatal/Catastrophic: Incident with damage to properties with an estimated cost of above RM500,000. |
| Dangerous Occurrences | An occurrence arising out of, or in connection with work, and is of a class specified in Schedule 2 of the Notification of Accident, Dangerous Occurrence, Occupational Poisoning, and Occupational Disease (NADOPOD). |

| CHALLENGES | OPPORTUNITIES |
|---|---|
| <ul style="list-style-type: none"> The need to ensure consistent safety practices across a diverse workforce, including subcontractors and temporary workers, who may have varying levels of training and experience and communication abilities. To continuously address inherent safety risks in construction activities, such as working at height, machinery operation, and hazardous materials, while maintaining readiness for emergencies such as natural disasters or large-scale accidents. To comply with evolving local and international health and safety regulations, including new laws, to meet stakeholder expectations and ensure transparent reporting. | <ul style="list-style-type: none"> Demonstrate strong health and safety commitments to strengthen stakeholder trust, attract staff and investors, and foster new partnerships. Providing ongoing training and retraining opportunities fosters a resilient workforce, ensuring employees are well-equipped to handle evolving safety challenges and industry demands. |

| OUTLOOK |
|---|
| <ul style="list-style-type: none"> We will maintain our focus on continuous improvement of our safety standards to ensure the well-being of our employees, contractors, and stakeholders. We remain committed to enhancing our safety culture through rigorous training, adopting advanced safety technologies, and aligning with global best practices. |

EEW **EMPLOYEE ENGAGEMENT AND WELL-BEING**

| WHY IS THIS IMPORTANT | OUR APPROACH |
|---|---|
| <ul style="list-style-type: none"> Employees are the key stakeholders and critical drivers of MRCB's success. Prioritising employee engagement and well-being enhances morale, reduces turnover, and creates a resilient, motivated workforce essential for achieving business objectives. Supporting personal and professional growth strengthens employee loyalty and helps attract and retain top talent in a competitive labour market that is well equipped to help us deliver our strategic goals. | <ul style="list-style-type: none"> Build a thriving and sustainable workplace that supports long-term growth and employee well-being. Create a positive and dynamic work environment that inspires collaboration and innovation. Foster a sense of purpose and dedication by aligning employees' roles with organisational values and goals. |

| OUR AIMS |
|---|
| <ul style="list-style-type: none"> Achieve an employee satisfaction score of at least 80%. |

OUR INITIATIVES AND PROGRESS

OUR WORKFORCE

Our workplace management strategy prioritises building a stable and skilled workforce, which is integral to our value-creation process and achieving strategic objectives. In 2024, MRCB employed an average of 1,483 employees across various business operations and regions covering Malaysia and Australia, with eight of those employees based in Australia. The reduction in employee count from 2023 to 2024 was driven by the completion of some of our construction projects.

In 2024, we successfully converted a significant number of our contract workers to permanent roles, strengthening workforce stability. Given the project-based nature of our business in the construction industry, we recognise the need for contract workers to support project demands and specialised requirements. By balancing a core team of experienced permanent employees with a flexible contract workforce, MRCB ensures continuity and the ability to scale resources effectively.

| | 2022* | 2023 | 2024 |
|--|-------|-------|--------------|
| Average number of employees for the year | 1,401 | 1,669 | 1,483 |

* Does not include SULRT3 employees

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Employees by Age Group

| | 2022 | % | 2023 | % | 2024 | % |
|-------|------|-----|------|-----|-------|-----|
| <30 | 275 | 20% | 253 | 15% | 191 | 13% |
| 30-50 | 965 | 69% | 1178 | 71% | 1,061 | 72% |
| >50 | 161 | 11% | 238 | 14% | 232 | 15% |

Employees by Gender

| | 2022 | % | 2023 | % | 2024 | % |
|--------|------|-----|------|-----|------|-----|
| Male | 786 | 56% | 1039 | 62% | 897 | 60% |
| Female | 615 | 44% | 630 | 38% | 586 | 40% |

Employees by Employment Type

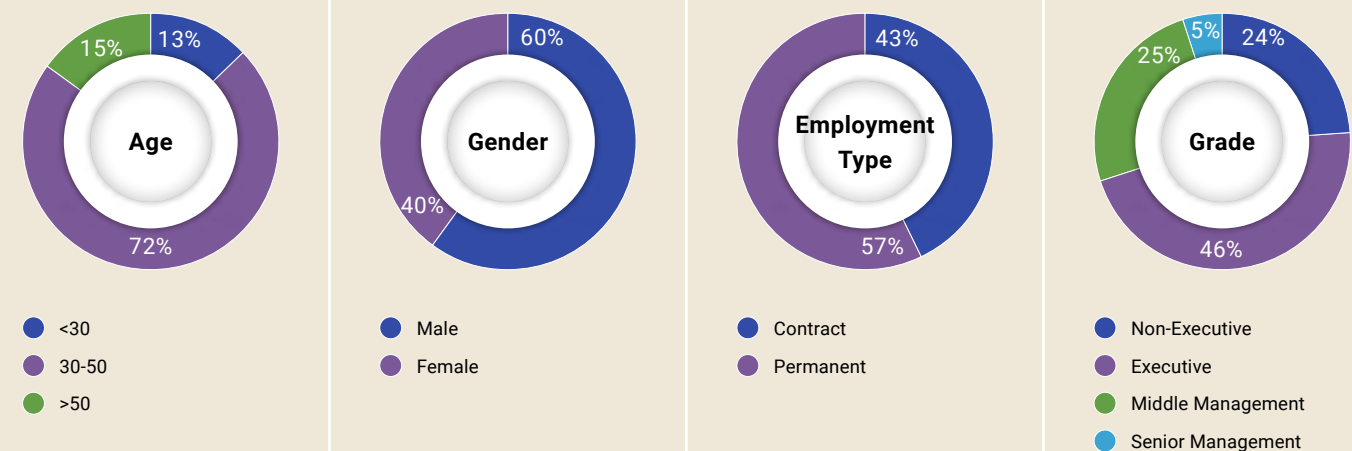
| | 2022 | % | 2023 | % | 2024* | % |
|-----------|------|-----|------|-----|-------|-----|
| Contract | 939 | 67% | 1268 | 76% | 588 | 43% |
| Permanent | 462 | 33% | 401 | 24% | 791 | 57% |

* Data as at 31 December 2024

Employees by Grade

| | 2022 | % | 2023 | % | 2024 | % |
|-------------------|------|-----|------|-----|------|-----|
| Non-Executive | 490 | 35% | 451 | 27% | 358 | 24% |
| Executive | 609 | 44% | 751 | 45% | 682 | 46% |
| Middle Management | 240 | 17% | 384 | 23% | 365 | 25% |
| Senior Management | 62 | 4% | 83 | 5% | 78 | 5% |

Employees Percentage Breakdown in 2024



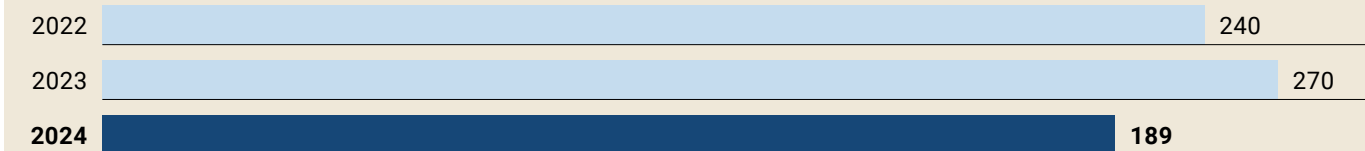
Quality Hires and Employee Turnover

MRCB aligns its talent acquisition with strategic growth objectives and operational needs by clearly defining job roles and requirements. This approach streamlines the hiring process and ensures we attract qualified candidates efficiently while minimising downtime.

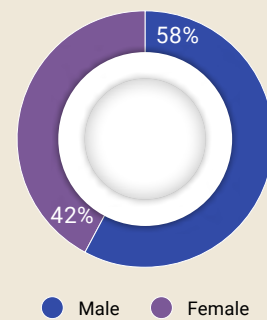
In 2024, we hired 189 new employees, decreasing our hiring by 30% compared to the previous year. This downward hiring trend reflects our project-based business structure, where employees are employed on a contract basis for specific functions on specific projects and transition out once their work on these projects is completed.

We prioritise equal opportunities for growth and advancement, evaluating employees based on contributions, skills, and abilities. By focusing on merit, we ensure fairness and inclusivity while rewarding good performance.

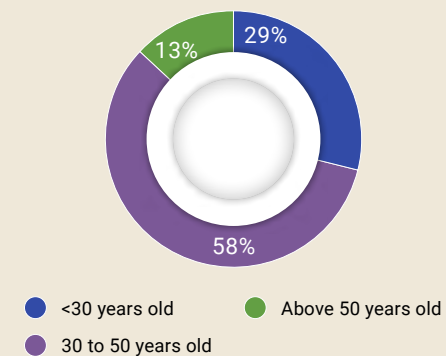
New Hires



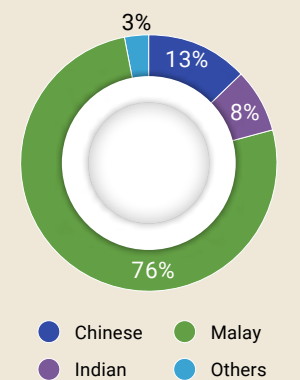
New Hires by Gender



New Hires by Age Group



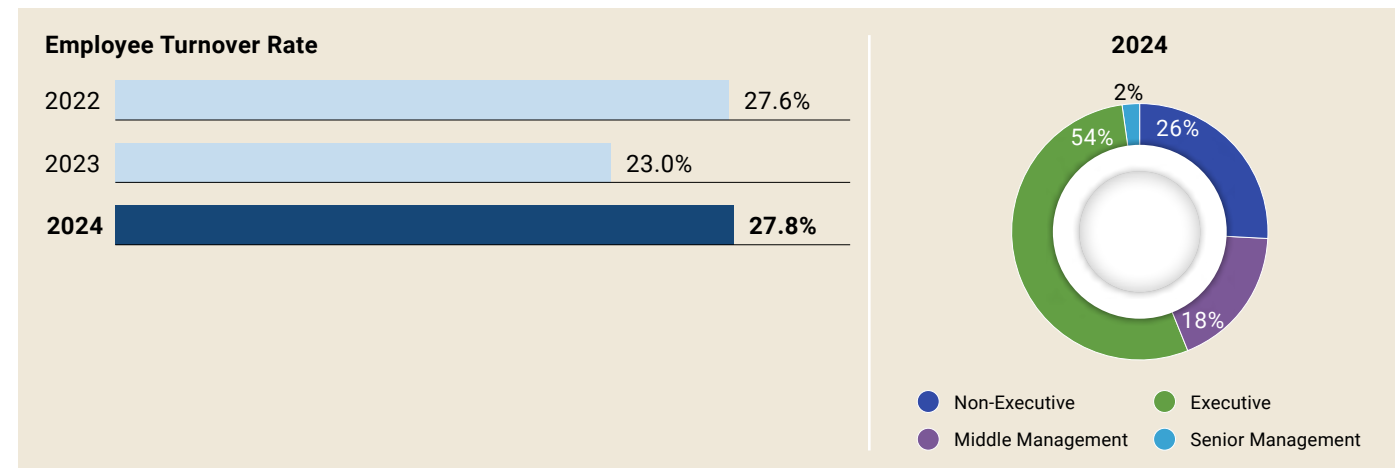
New Hires by Ethnicity



OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

In 2024, MRCB's staff turnover rate increased from 23.0% in 2023 to 27.8% in 2024.



Graduate Employability Programme

MRCB is committed to developing Malaysia's talent pipeline by creating opportunities for fresh graduates to build meaningful careers in the property development and construction industry. Through our Graduate Employability Programme (GEP), we provide practical training, managerial skills development, and industry-specific knowledge to equip graduates for long-term success in this sector.

The GEP is aligned with the Ministry of Entrepreneur Development and Cooperatives' Professional Training and Education for Growing Entrepreneurs (PROTÉGÉ) Development Programme. The programme enhances graduate employability while also enabling us to identify and develop talent for our workforce.

In 2024, we onboarded 64 fresh graduates from local and international universities into the GEP. Over a paid training period of eight months to one year, participants gained hands-on work experience and attended a comprehensive 10-day soft-skills training programme. This training covered topics such as communication, networking, organisational adaptability, sustainability, entrepreneurship, critical and creative thinking, and professional etiquette. By the end of 2024, we hired 10 graduates from the GEP into full-time positions at MRCB.

Employee Benefits and Welfare

MRCB adopts leading industry practices in employee benefits and wellness. These include annual leave, medical insurance, and role-specific allowances. To ensure our offerings remain relevant and competitive, we regularly review and enhance our benefit packages, aligning them with industry standards and employee expectations.

| Leave | Medical | Others |
|---|--|--|
| <ul style="list-style-type: none"> Annual Leave Medical Leave Emergency Leave Exam Leave Marriage Leave Paternity Leave Pilgrimage Leave Replacement Leave Family Care Leave | <ul style="list-style-type: none"> Outpatient treatment Hospitalisation Benefit Maternity Benefit Executive Health Screening Dental Benefit | <ul style="list-style-type: none"> Mileage Claims Air Travel and Accommodation Transfer Allowance Staggered Working Hours Mobile Phone Bill Car Allowance and Petrol Card Professional Membership Fee Educational Assistance |

For full-time eligible employees based on job grade

Pro-family Benefits

We provide pro-family benefits to foster a supportive work environment that helps employees balance their professional responsibilities with family commitments. In compliance with Malaysia's Employment Act (Amendment) 2022, we offer both paternity and maternity leave.

In 2024, 100% of both male and female employees returned to work after completion of their parental leave. 92% of male employees and 74% of female employees remained employed 12 months after their parental leave concluded.

| Parental Leave | 2022 | 2023 | 2024 |
|---|------|------|------------|
| Average number of employees entitled to parental leave, by gender | | | |
| Male | 574 | 811 | 690 |
| Female | 330 | 401 | 382 |
| Total number of employees that took parental leave, by gender | | | |
| Male | 31 | 42 | 38 |
| Female | 24 | 27 | 27 |

Family Care Leave

We provide Family Care Leave to support employees serving as primary caregivers for terminally ill family members. The benefit, available as paid or unpaid leave, reflects our commitment to supporting staff during critical family situations. In 2024, 11 employees utilised this benefit.

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Enhanced Targeted Financial Access for Selected Employees

In 2024, we reviewed our employee segments and provided a one-off targeted financial support through an ex-gratia payment to our lowest salary earners to address inflation and rising costs of living. This initiative aligns with the government's efforts to enhance the socioeconomic well-being of the nation and supports our employees during challenging economic conditions.

We also continued offering the Mid-Month Payout and Earned Wage Access, following their successful implementation in 2023. These initiatives help employees manage monthly expenses, emergencies, and unplanned expenditures between paydays. The programmes received positive feedback for their effectiveness in improving financial flexibility.

Employee Engagement Programme

Clear and effective communication is essential for fostering a positive workplace culture and enhancing employee satisfaction.

We prioritise keeping our workforce engaged and well-informed through a variety of communication tools, including staff newsletters, emails, digital and print signages, video displays in office areas, the HR portal, WhatsApp, and Microsoft Teams.

To further engage employees and promote connection, we organise regular initiatives such as talks, health and sports events, and social gatherings. These activities not only strengthen team bonds but also encourage a healthy balance between work and leisure.

Casual Briefings by Project and Development Directors

The Casual Briefings are organised to give employees an in-depth understanding of MRCB's projects, including those in the pipeline, ongoing, or recently completed. These sessions are led by Project Directors or Development Directors, and aim to provide insights into project concepts, designs, sustainable features, and other key aspects. These sessions aim to enhance employees' understanding of projects undertaken by MRCB.

Casual Briefings held in 2024

| Topics | Description |
|---|---|
| Briefing on Setia Utama LRT3 (SULRT3) | Provided a comprehensive overview of the LRT3 project, covering its progress, challenges, and key infrastructure, sustainability and system features, with participation from employees across various the organisation. |
| Briefing on Sentral Suites and other projects | Offered insights into projects such as Sentral Suites, 9 Seputeh, PJ Sentral, and Seri Iskandar Development (SIDEK), focusing on their key features, design principles, and MRCB's innovative approaches. Employees from various departments participated, gaining a deeper understanding of the company's commitment to quality development. |
| Briefing on MRCB Building System (MBS) | Gave employees an overview of modular construction and its application in the ongoing Residensi Tujuh project at Kwasa Damansara. It highlighted the innovative techniques used and the benefits in terms of efficiency and sustainability, offering employees valuable insights into this innovative approach. |

Impact and Benefits

- These briefings foster a culture of continuous learning and engagement among employees.
- They provide a platform for direct interaction with project leaders, allowing employees to gain firsthand knowledge and insights.
- The sessions help in building a sense of community and shared purpose within the organisation, as employees from various departments come together to learn.
- Future plans:
 - To continue these briefings regularly, covering a diverse range of projects and topics.
 - Feedback from participants will be used to improve the format and content of future sessions to ensure they remain relevant, engaging and valuable to employees.

Wellness Programmes

We promote employee well-being through a range of wellness programmes designed to support physical, mental, and emotional health. These initiatives reflect our commitment to creating a balanced and supportive work environment, fostering a healthier and more productive workforce.

| Initiatives | Description |
|---|--|
| Professional Counselling Services for Employees | MRCB recognises the importance of supporting employees whom might be going through challenging and overwhelming moments, both at work and at home. Career setbacks, financial difficulties, strained relationships, or marital issues can significantly impact an employee's performance and well-being. To address this, MRCB provides confidential counselling services by experienced independent counsellors to support our employees. This programme was introduced in 2023. In 2024, MRCB continued to provide mental health support by engaging two professional counsellors to provide confidential counselling for personal and career-related challenges. |

"From Survivor to Thriver" by Dr. Aiesha Asmadi
In conjunction with International Women's Day, a special session was held featuring Dr. Aiesha Asmadi, a two-time cancer survivor and bodybuilding champion. Dr. Aiesha shared her personal journey of overcoming cancer and achieving international success in bodybuilding, inspiring all attendees. She provided valuable tips on maintaining a healthy lifestyle, including movement, nutrition, and stress management.

MRCB Walking Challenge
The MRCB Walking Challenge was a 54-day event held from 26 August to 18 October 2024. It was a collaboration with Kelab Kebajikan & Rekreasi MRCB, aimed to promote health and wellness among employees through physical activity, in conjunction with the National Day and Malaysia Day celebrations. A total of 585 MRCB employees participated in the challenge, showcasing their commitment to maintaining an active lifestyle.

| | |
|--------------------------|---|
| Total Steps Taken | 344,074,635 steps taken by all teams over the two months |
| Distance Covered | Approximately 268,378 kilometres |
| Daily Average | Employees walked an average of 10,982 steps per day, which is approximately 8.57 kilometres |



OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Training and Development

Learning and Development Framework

MRCB is committed to fostering a culture of continuous learning and professional growth. To cultivate this, we developed a comprehensive Learning and Development framework in 2024, designed to empower employees at every stage of their career. This framework is built upon several key pillars, ensuring a structured, flexible, and impactful learning and development process aligned with the organisation's strategic goals. These pillars include:

| | |
|--|--|
| Structured Learning Framework | Provides a structured approach to employee development, focusing on Skills, Talent, Enterprise, Position, and Self-initiated learning. This ensures that employees have a clear pathway for continuous improvement, aligned with their current roles and future career aspirations. |
| Focus on Core Competencies | Emphasises the development of core competencies such as communication, collaboration, critical and analytical thinking, and decision-making. These competencies are essential across all levels and roles, ensuring employees are well-rounded and capable of contributing to the organisation's goals. |
| Career-Stage Specific Development | Development programmes are tailored to different career stages, from non-executive level to senior leaders and other talents identified as future successors. Each stage has specific training programs to ensure employees develop the necessary skills as they progress in their careers, as well as individual bespoke training programmes. |
| Blended Learning Approach | The approach combines online and physical training, workshops, seminars, and certifications. |

Training and Development Progress



40,661
Total training hours
2023: 8,884 hours

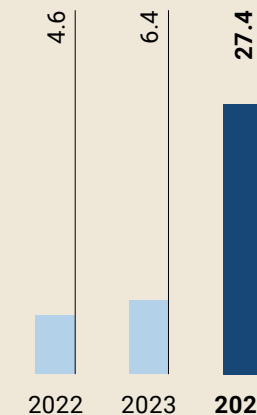


27.4
Average employee training hours
2023: 6.4 hours

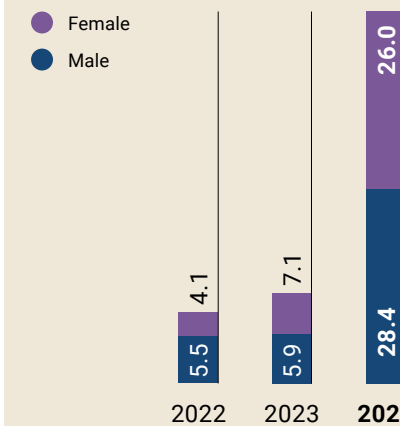
MRCB significantly increased its investment in training, rising from RM568,516 in 2023 to RM1,189,274 in 2024, reinforcing our commitment to upskilling our workforce and future-proofing our operations. This commitment is reflected in the sharp increase in average employee training hours, which grew to 27.4 hours (equivalent to three working days) in 2024 from 6.4 hours per employee.

This substantial growth is driven by the expansion of training opportunities and the consolidation of all training programmes across the organisation. Key departments, including Integrity and Discipline, Health and Safety, Security, and Sustainability, are leading this effort by delivering targeted training to enhance employee capabilities. These combined initiatives equip employees with the necessary skills and knowledge to adapt to the evolving demands of the industry and contribute to the company's ongoing success.

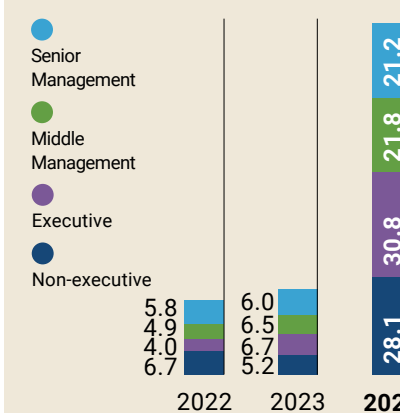
Average training hours per employee



3-year average training hours by gender



3-year average training hours by grade



| | 2022 | 2023 | 2024 | |
|---|-------------------|---------|-----------|--------|
| Total training hours by employee category (hours) | Non-executive | 2,736 | 628 | 10,055 |
| | Executive | 8,644 | 4,876 | 20,985 |
| | Middle Management | 3,041 | 2,498 | 7,966 |
| | Senior Management | 917 | 882 | 1,655 |
| Total training hours, including for interns, GEP (hours) | 15,338 | 8,884 | 40,661 | |
| Total training development cost (RM) | 905,651 | 568,516 | 1,189,274 | |
| Average training and development expenditure per full-time employee (RM/employee) | 272.21 | 411.67 | 801.94 | |

Sustainability Programme

We are committed to ensuring our workforce is aligned with our goal of embedding sustainability across our operations. To support this aim, we provide them with opportunities such as targeted training, capacity-building initiatives, and access to global sustainability resources, to strengthen their knowledge to integrate sustainability into their daily work.

Sustainability Engagement

We conducted sustainability awareness and capacity-building sessions to equip our employees with the knowledge and skills needed to drive sustainable practices across the organisation.

| SUSTAINABILITY ENGAGEMENT SURVEY | SUSTAINABILITY ENGAGEMENT TRAININGS |
|--|---|
| <p>Some findings include:</p> <ul style="list-style-type: none"> 65% of our employees are interested in how their work relates to sustainability 35% of our employees are interested in how their personal lifestyle relates to sustainability Some employees requested for training to be conducted in Bahasa Malaysia | <p>Trainings conducted on:</p> <ul style="list-style-type: none"> Fundamentals in Sustainability (ESG 101) Diversity, Equity, and Inclusion <p>For more information on our Diversity, Equity and Inclusion trainings refer to page 186.</p> |

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Fundamentals in Sustainability (ESG 101)

In 2024, we expanded our training on the fundamentals of environmental, social, and governance (ESG) issues to reach a broader group of employees. To ensure inclusivity and better understanding, we also introduced a training session conducted in Bahasa Melayu.

ESG 101 in English
292
employees

ESG 101 in Bahasa Melayu
455
employees

UNGC Academy Portal

Provided employees access to a broad range of sustainability-focused courses on the United Nations Global Compact's Academy Portal. Topics include climate change and environment, Sustainable Development Goals, gender equality, human rights, and decent work.

Succession Planning Programme

MRCB's talent-building initiative, aims to develop a robust pool of highly skilled employees ready to step into key roles. Having a stable succession planning pipeline of talents ensures organisational stability and continuity. Our succession planning training and development plans are tailored to individual employees while aligning with the organisation's needs, values, culture, and succession plans.

The company has identified 27 key positions under its Succession Planning framework, with 31 key talents earmarked as successors. In 2024, MRCB organised several targeted activities for these talents, including:

| Programmes | Description |
|---|---|
| Business Strategy Simulation Assessments | Talents undertook a Business Strategy simulation assessment to evaluate their problem-solving, creative solutions, scenario planning and strategic management skills. The results highlighted areas for improvement and identified future development programmes. |
| Competencies Behavioural Interview | Talents undertook a Competencies Behavioural Interview, which is a structured behavioural and situational interview session that assesses individual competencies against benchmarked succession positions. |
| One-on-One Assessment Sessions | Each talent received personalised feedback on their assessment results, including a summary of development areas and guidance for career growth. |
| Leadership Development Programme | Designed, customised and structured approaches were adopted to strengthen leadership capabilities in the Leadership Development Programme. |
| Outward Mindset Workshop | In November 2024, a two-day workshop, "Developing and Implementing an Outward Mindset" was conducted by the Arbinger Institute Singapore. The workshop helped talents make shifts in leadership development, team effectiveness, customer satisfaction, collaboration, and conflict resolution. |
| Engagement sessions with the C-Suites | Informal sharing sessions were held to encourage and foster closer interaction between talents and Senior Management, encouraging exchange of ideas and strengthening rapport. |
| Pilot Executive Coaching Programme | Selected key talents participated in an executive coaching pilot programme to further enhance their leadership and strategic capabilities. |

Performance and Career Development Reviews

MRCB conducts annual performance reviews for all employees, assessing their achievements against their Key Performance Indicators (KPIs) set at the beginning of the year.

In 2024, 100% of employees underwent performance evaluations. For Senior Management, these reviews are closely aligned with financial objectives and MRCB's material matters to ensure that organisational goals are seamlessly integrated with our sustainability aspirations. These priorities are cascaded to all levels of the organisation and are tracked to ensure a cohesive and accountable performance.

Performance Management System

In 2024, a comprehensive training on Managing the Performance Management System (PMS) Process was organised for 394 middle and senior management. The targeted programme was designed to address the low rating of PMS as part of our 2023 Employee Engagement Survey. The programme was aimed to strengthen the connection between the organisation, its leaders, employees and fostering improved performance across the board.

Equip leaders with essential skills to manage performance discussions effectively

Develop a culture of transparency through regular two-way communication between supervisors and employees

Motivate employees towards continuous growth and excellence



We continue to invest in talent development, employee well-being, and engagement to build a resilient, future-ready workforce. While we have made significant progress, we recognise both the challenges we face and the opportunities ahead. Moving forward, we remain committed to strengthening our capabilities and adapting to the evolving needs of our employees and the organisation.

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

| CHALLENGES | OPPORTUNITIES |
|--|---|
| <ul style="list-style-type: none"> Building a strong talent pool while fostering a high-performance culture and equipping employees with the necessary skills for professional growth. Retaining top talent amid increasing competition and evolving employee expectations for career development and well-being. Balancing work demands with employee well-being by addressing mental health needs and promoting a healthy work-life balance. | <ul style="list-style-type: none"> Implement the newly finalised Learning and Development framework to drive employee growth and align with the goal of becoming a high-performance organisation. Leverage digitalisation to streamline processes, enhance employee well-being initiatives, and improve overall workplace efficiency. Strengthen employee engagement and retention by offering targeted development opportunities and fostering a supportive, innovative work environment. |
| OUTLOOK | |
| <p>We are focused on enhancing initiatives that foster collaboration, growth, and a supportive work environment. Following the positive reception of our project briefings introduced in 2024, we will continue these sessions in 2025 to strengthen inter-department understanding and collaboration. By building on successful programmes and aligning with employee needs, we aim to create a more engaged and resilient workforce that drives organisational success. The new Learning and Development Framework, which will be rolled out in 2025, will be pivotal in ensuring we have a skilled workforce aligned with our strategic objectives.</p> | |

DEO DIVERSITY AND EQUAL OPPORTUNITY

| WHY IS THIS IMPORTANT | OUR APPROACH |
|---|---|
| <ul style="list-style-type: none"> Promoting Diversity, Equity, and Inclusion (DEI) ensures a fair and supportive workplace where all employees feel valued, fostering innovation, collaboration, and a stronger organisational culture. A diverse workforce reflects the communities we serve, enhancing our ability to understand and meet the needs of stakeholders while driving sustainable growth. Prioritising equity and inclusion helps attract and retain top talent, ensuring a competitive and resilient workforce aligned with our long-term goals. | <ul style="list-style-type: none"> We leverage the strength of our diverse workforce, encompassing different genders, age groups, skill sets, cultures, and ethnicities, to foster innovation and drive organisational success. We actively promote DEI through targeted initiatives, including leadership development, awareness training, and inclusive hiring practices, to build a workplace that reflects the diversity of the communities we serve. |
| OUR AIMS | |
| <ul style="list-style-type: none"> 30% women representation on the Board and Senior Management. | |

OUR INITIATIVES AND PROGRESS

Building a Diverse Workforce

MRCB values Diversity, Equity, and Inclusion (DEI) as essential principles in fostering a supportive and respectful workplace, as outlined in our Employee Handbook. Our workforce reflects the rich diversity of Malaysia, comprising individuals from various ethnic backgrounds, including Malays, Chinese, Indians, and others. While we currently have no employees classified as disabled, we remain committed to creating an inclusive environment that welcomes and supports individuals from all walks of life.

| | 2022* | 2023 | 2024 |
|------------------------|-------|------|------|
| Employees by Gender | | | |
| Male | 56% | 62% | 60% |
| Female | 44% | 38% | 40% |
| Employees by Ethnicity | | | |
| Malay | 78% | 78% | 78% |
| Chinese | 11% | 12% | 12% |
| Indian | 7% | 7% | 7% |
| Others | 3% | 3% | 3% |
| Employees by Age Group | | | |
| <30 | 20% | 15% | 13% |
| 30-50 | 69% | 71% | 72% |
| >50 | 11% | 14% | 15% |

* excluding SULRT3 employees

Launched DEI Implementation Guide

In May 2024, the CEO Action Network (CAN) unveiled the Diversity, Equity, and Inclusion (DEI) Implementation Guide for Malaysia, which is a significant advancement in promoting DEI across Corporate Malaysia.

MRCB played a key role as co-lead of CAN's DEI Workstream, and steering the development of this comprehensive guide. The guide was collaboratively developed by workstream members and benefited from the expertise of subject matter experts, including Architects of Diversity, LeadWomen, and the Malaysian Coalition on Ageing and Social Economic Research Initiative (SERI). These experts provided valuable input and reviewed the final drafts to ensure the guide's relevance and effectiveness.

A key feature of the guide is the inclusion of self-assessment tools that enable companies to evaluate their current DEI status, identify gaps, and progress towards adopting best practices tailored to their organisational needs.

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Speed by Mentoring Programme by 30% Club

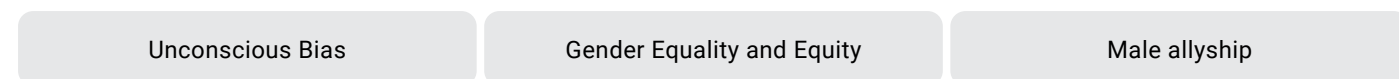
In May 2024, MRCB participated in the 30% Club Speed Mentoring Programme, an initiative aimed at empowering and fostering the growth of women leaders. The programme provided participants with valuable insights, including the importance of leveraging their unique strengths to build successful careers. By supporting and empowering women leaders through such initiatives, MRCB reinforces its commitment to cultivating a workplace culture that enables women to reach their fullest potential.

The 30% Club is a global campaign advocating for gender balance in corporate leadership, aiming for at least 30% representation of women on boards and in senior management positions. Its mentoring initiatives are designed to develop leadership skills, enhance career growth, and promote inclusivity within organisations.

DEI Internal Capacity Building

MRCB continued to strengthen its DEI internal capacity building in 2024. Building on the success of its DEI programmes in 2023, we organised two workshop training sessions focused on fostering a deeper understanding of a multigenerational workforce and promoting accessibility through Universal Design in alignment with MS 1184:2014 standards. These sessions aimed to enhance awareness and equip employees with the knowledge and tools to create an inclusive workplace that accommodates diverse needs and perspectives.

2023 Initiatives



2024 Initiatives

| Multigenerational Workforce Workshop | MS1184:2014 Accessibility & Universal Design Training |
|---|--|
| <ul style="list-style-type: none"> 11% of our employees are above 50 years old, while 20% are under 30, reflecting the diversity of age groups within our workforce. As Malaysia transitions into an ageing nation with increasing generational diversity, this programme was designed to prepare senior leaders to effectively manage and lead across generational gaps. Senior leaders selected for this training gained insights into the nuances of managing a multigenerational workforce, equipping them with the skills to lead diverse age groups effectively. | <ul style="list-style-type: none"> Explored how MRCB's projects can meaningfully promote DEI through thoughtful project designs and community-focused solutions. Participants gained insights into the needs of individuals with varying abilities and learned about design considerations and best practices from regional and international perspectives. Dr Naziaty was recommended to MRCB by the Persatuan Arkitek Malaysia (PAM) to conduct this session. |

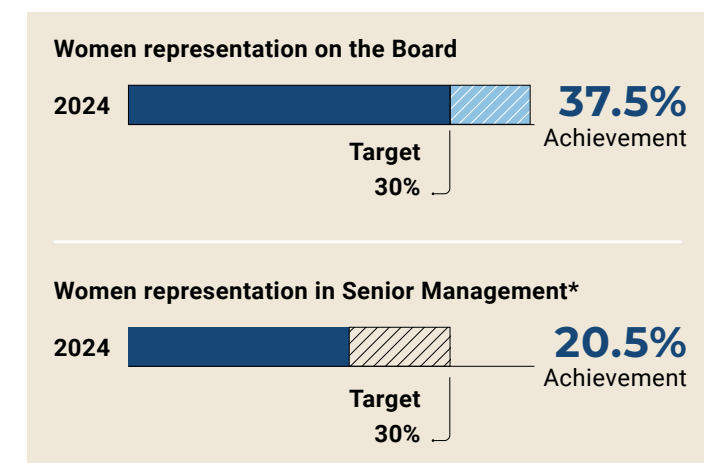
Our upcoming redevelopment of Stadium Shah Alam and Kuala Lumpur Sentral Station will feature accessibility improvements, creating inclusive spaces that benefit all visitors and users, including those with disabilities.

Women In Leadership

We are committed to increasing female representation on the Board and in Senior Management, in line with our support of SDG 5: Gender Equality and SDG 8: Decent Work and Economic Growth.

Women's representation on the board increased to 37.5%, strengthening diversity at the highest level of leadership. We recognise that diverse leadership teams bring broader perspectives and experiences, leading to better decision-making and stronger organisational performance.

Through our Succession Planning Programme, we identify and support female talent, equipping them for leadership roles and fostering inclusivity across our organisation.



* By job grade - categorised as women in leadership positions

Empowering Working Mothers

Women make up 40% of our workforce, and we understand the dual responsibilities many women shoulder at work and home. MRCB supports working mothers in balancing their professional and caregiving roles, aligning with the principles of the Convention on the Rights of the Child, which emphasises every child's right to life, survival, and development.

As a responsible employer, we are committed to creating a workplace that supports working parents and promotes family well-being. Our initiatives and benefits are designed to empower working mothers by providing the resources and support they need to nurture their families while thriving in their careers.

Benefits to Support Women at Work

Three months of paid maternity leave

- Female employees are entitled to up to 98 days of paid maternity leave.

Financial support for labour delivery

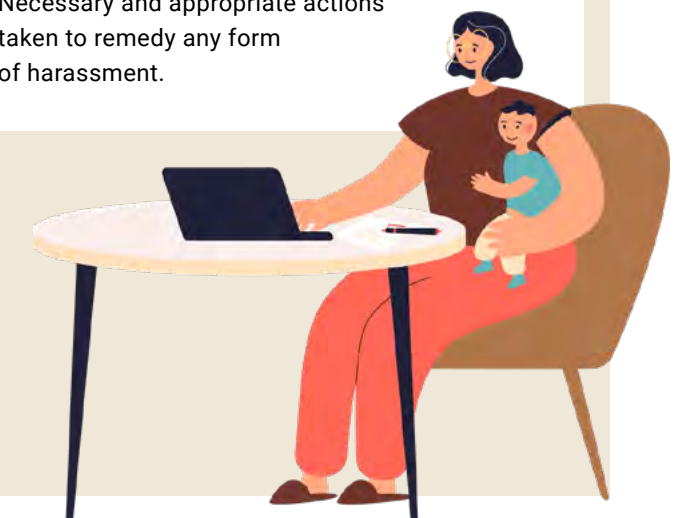
- Employees who have just given birth may claim up to RM3,000 to assist with their delivery bills.
- Newborns receive cash gifts.

Staggered and shortened work hours

- Employees are entitled to opt for flexible work hours to fit their needs better.
- Expecting mothers are entitled to opt for shortened work hours that allow them to attend to their health and well-being.

Safe and Respectful Workplace Conduct

- Sexual Harassment Policy in place.
- Formal complaint process that promptly investigates in a strictly confidential and fair manner.
- Necessary and appropriate actions taken to remedy any form of harassment.



OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

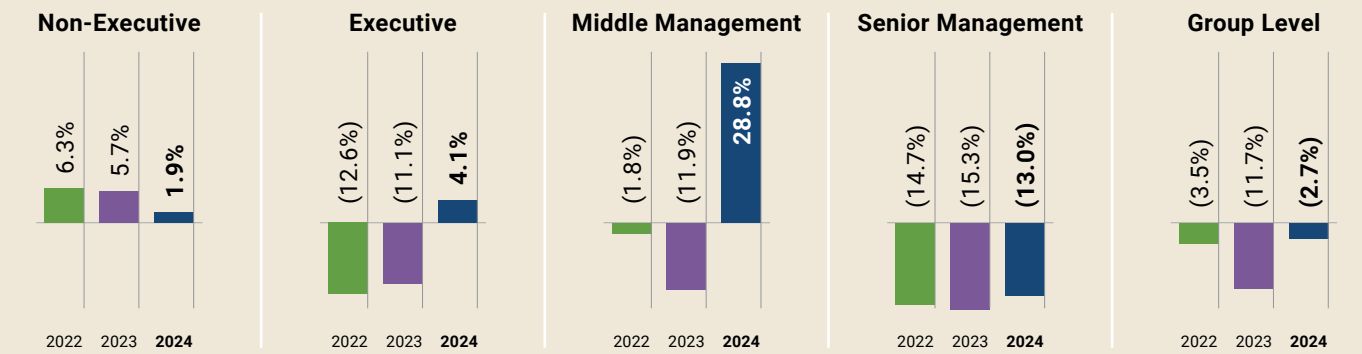
Driving Gender Pay Equality

As part of our commitment to SDG 8: Decent Work and Economic Growth, we track the gender pay gap as a key metric to gauge our efforts in achieving pay equity and gender inclusion. Gender is not a factor in pay decisions at MRCB, which are typically based on a combination of qualifications, experience, skills, performance, job size and market benchmarks, amongst other factors. To provide a broad perspective, our approach involves merely measuring the average pay differences between female and male employees, without taking these factors into account.

In 2024, the salary and benefits paid to women compared to men in MRCB improved to 0.97:1, up from 0.88:1 the previous year. This positive trend demonstrates a significant step towards closing the gender pay gap within the company towards full pay equity.

Three year gender pay gap by employee category

Positive percentages indicate women on average are paid more than men, while negative percentages show men on average earn more than women.



* Excluding bonus payouts

CHALLENGES

- Women are less likely to apply for roles in the engineering and construction industry due to the perception of it being a 3D industry - dirty, difficult and dangerous and physically demanding.
- Limited awareness and understanding of the various dimensions of Diversity, Equity, and Inclusion hinder the effective implementation of comprehensive DEI initiatives.

OPPORTUNITIES

- Build internal capacity to increase awareness, understanding, and implementation of best DEI practices within the workplace and across projects.
- Create targeted programmes to attract and retain women and underrepresented groups in traditionally male-dominated roles, such as those in the engineering and construction sectors.
- Leverage diverse perspectives and experiences within the workforce to drive innovation, improve decision-making, and enhance organisational performance.

OUTLOOK

We will continue to strive to create a more inclusive and equitable workplace while addressing barriers in traditionally male-dominated industries such as ours, particularly construction. Investments in modular construction technology through the MRCB Building System (MBS) can play a role in transforming the perception of the construction industry. By enabling work to be carried out in safer, controlled environments, MBS creates opportunities for individuals, including women, who may not have previously considered careers in construction. Moving forward, we will continue leveraging insights from industry experts and peers to strengthen our DEI practices to build a workforce that reflects the diversity of the communities we serve.

LABOUR PRACTICES

WHY IS THIS IMPORTANT

- We are committed to respecting labour rights and upholding ethical employment practices to ensure fair treatment, proper compensation, and a safe working environment for all our employees.
- Adhering to ethical labour practices fosters employee trust and loyalty, which are essential for retaining talent and maintaining a productive workforce.
- Ensuring compliance with local and international labour laws safeguards the company's reputation and reinforces its position as a responsible and transparent employer.

OUR APPROACH

- We uphold labour practices that prioritise the health, safety, and well-being of our employees, as outlined in our Code of Conduct and Human Rights Policy. These commitments are reinforced through policies such as the Quality, Environmental, Health, and Safety (QESH) Policy, ensuring alignment with our social performance responsibilities to customers, vendors, and suppliers.
- We continuously monitor and review our labour practices to ensure compliance with evolving laws and regulations. We visit and audit the centralised living quarters provided to foreign workers by our subcontractors, to ensure they comply with all legal requirements and the standards we demand.

OUR AIMS

- Zero violations of labour rights.
- Uphold fair treatment, proper compensation, and compliance with labour laws.
- Zero tolerance for discrimination or harassment.

OUR INITIATIVES AND PROGRESS

Compliance with Laws, Rules, and Regulations

MRCB strictly abides by the Malaysian Employment Act 1955, and the Children and Young Persons (Employment) Act 1966. This commitment extends to our external stakeholders including customers and suppliers/contractors, especially when entering into new commercial agreements with us, and we are committed to maintaining ethical labour practices across all aspects of our operations and partnerships.

There was no discrimination against any individual or group because of their race, religion, gender, or disability reported in 2024.

MRCB is also pleased to report that there were no incidents related to non-compliance of human rights principles and labour standards in 2024. This indicator has been verified by MRCB Group's Internal Audit.

Fair and Lawful Employment Practices

Aligned with SDG 8: Decent Work and Economic Growth, MRCB upholds a zero-tolerance policy against discrimination, harassment, and bullying in the workplace. We ensure all employees are treated fairly, regardless of race, gender, age, religion, or nationality. Incidents of bullying or harassment can be reported through our Whistleblowing Policy and e-form, which are accessible via our website or reported directly to our Human Resources Department.

We are committed to providing equal opportunities and protecting our employees from any form of discrimination, harassment, or exploitation, including intimidation, wage garnishment, debt bondage, or abusive working and living conditions. Our practices adhere to national wage and working hour regulations and meet the standards of the International Labour Organisation (ILO) for child labour and minimum working age.

We respect employees' rights to freedom of association and collective bargaining, ensuring fair and lawful employment practices throughout our operations and supply chain.

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Foreign Labour Living and Working Conditions

MRCB is committed to ensuring the well-being of foreign workers and providing them with adequate living and working conditions. As of December 2024, we directly employed 22 foreign workers, compared to 31 in 2023. To support their welfare, we provide Centralised Labour Quarters (CLQs) equipped with essential amenities. All CLQs comply with local authorities' standards for water supply and fire safety regulations.

Sexual Harassment Awareness Campaign

MRCB strictly opposes all forms of workplace harassment, including sexual harassment, and adheres to Section 81H of the Employment Act (Amendment) 2022, which mandates employers to raise awareness through prominently displayed notices. In alignment with this, we run an ongoing campaign to educate employees on recognising harassment and understanding the proper channels for reporting and addressing it.

Awareness is promoted through training sessions and posters displayed across all facilities. In 2024, we further strengthened this initiative by conducting sexual harassment trainings Auxiliary Police workforce. We also conducted internal training in Bahasa Melayu, ensuring inclusivity and a broader reach among our workforce.

External training
168 attendees

Internal training in Bahasa Melayu
156 attendees

CHALLENGES

- Staying updated and ensuring full compliance with evolving labour laws, regulations, and industry standards across all operations.
- Cascading ethical labour practices throughout our value chain and ensuring our subcontractors and vendors adhere to the same high standards.
- Addressing labour shortages and competition for skilled talent while maintaining fair and lawful employment practices.

OPPORTUNITIES

- Build internal and external capacities to increase awareness, understanding, and implementation of best labour practices across our workforce, subcontractors, and vendors.
- Enhance employee engagement and retention through targeted initiatives that align with fair labour practices and promote a supportive work environment.

OUTLOOK

MRCB remains committed to upholding best labour practices across all levels of our organisation and value chain. Moving forward, we will continue to align with evolving labour laws and industry standards to ensure compliance and ethical practices. Our focus will include strengthening partnerships with regulatory bodies, as well as enhancing awareness and capacity-building initiatives for our workforce and subcontractors.

HR HUMAN RIGHTS

WHY IS THIS IMPORTANT

- Respecting and upholding human rights fosters a positive workplace culture, enhances employee trust, and supports our reputation as a responsible and ethical employer.
- Protecting human rights across our operations and value chain minimises risks of exploitation, forced labour, and other unethical practices, ensuring compliance with global standards and reducing risks of reputational damage.

OUR APPROACH

- We uphold fundamental human rights, including freedom of association, collective bargaining, and non-discrimination, guided by the United Nations Guiding Principles on Business and Human Rights (UNGPs) and reinforced by our Code of Conduct and Human Rights Policy.
- Policies such as the Quality, Environmental, Health, and Safety (QESH) Policy support our social performance responsibilities, ensuring the protection of employees' health, safety, and well-being while extending human rights practices to customers, vendors, and suppliers.
- We conduct regular risk assessments and provide training to employees and subcontractors to ensure human rights are respected across our operations and value chain, fostering a culture of ethical and responsible practices.

OUR AIMS

- Zero violations of human rights.

OUR INITIATIVES AND PROGRESS

Enhancing Human Rights Practices Across Operations and Supply Chain

In 2024, we strengthened our Human Rights Policy by aligning it with UNICEF's Children's Rights and Business Principles. To further promote awareness and inclusivity, we developed a Bahasa Malaysia version of the policy to ensure clear communication and understanding of human rights principles across our supply chain and workforce.

Fostering a Respectful and Inclusive Workplace

Our Code of Business Ethics (Code) ensures a workplace culture that values inclusivity, mutual respect, and individual contributions. We uphold a zero-tolerance policy for discrimination and harassment in any form, covering race, gender, age, religion, disability, or nationality.

To address workplace concerns, employees and the public can report issues, including misconduct, through clear and established channels. Our commitment to transparency and ethical practices is reflected in making the Code publicly accessible on our corporate website.

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Investigation and Action

MRCB enforces a strict stance against non-compliance, including breaches of anti-bribery regulations, company policies, human rights standards, and our Code of Business Ethics (Code). For external parties, violations may lead to contract termination, and legal action may be pursued if MRCB's interests are harmed.

A dedicated team thoroughly investigates all reported grievances and concerns, ensuring the complainant or whistleblower is kept informed of progress and outcomes. For employee-related cases, disciplinary action, ranging from warnings to termination, is carried out in accordance with the Limits of Authority and relevant policies. For incidents involving suspected corruption, legal breaches, or criminal activities, MRCB has a policy of reporting the matter to the relevant authorities and cooperates fully with investigations.

Supplier-related violations are addressed through MRCB's Human Rights Policy and supplier performance management processes. Business partners are encouraged to utilise their grievance mechanisms for remediation. Confirmed violations may result in actions such as contract termination or dismissal, depending on the severity of the breach.

Transparency is integral to MRCB's corporate governance. The Audit and Risk Management Committee and the Board are promptly informed of disclosures, investigation findings, and actions taken, ensuring accountability and reinforcing ethical practices across all operations.

Grievance Mechanism

MRCB maintains a range of grievance mechanisms and reporting channels at both operational and company-wide levels. These mechanisms help identify and address potential and actual human rights impacts quickly and effectively.

At the operational level, management oversees grievance mechanisms tailored to workplace concerns, ensuring swift resolution. Employees submit grievances through an internal complaint system, and we ensure confidentiality and protection against reprisal for all reports.

At the company-wide level, broader reporting channels are available for all employees and third parties dealing with MRCB. Employees can access the grievance framework via the Group's intranet, while third parties can raise concerns through external channels. Reports of improper conduct, including human rights violations, can be submitted using the whistleblowing e-form available on our website or emailed directly to whistleblowing@mrcb.com, in line with our Whistleblowing Policy.

| CHALLENGES | OPPORTUNITIES |
|---|--|
| <ul style="list-style-type: none"> Ensuring human rights issues are well understood and consistently applied across our organisation and throughout our value chain, including subcontractors and suppliers. Monitoring and addressing potential human rights risks across complex supply chains. Building awareness and capacity among employees and external stakeholders to recognise and uphold human rights in daily practices and decision-making. | <ul style="list-style-type: none"> Lead by example to positively influence stakeholders, subcontractors, and vendors to adopt and adhere to best human rights practices. Enhance internal capacity through training and awareness programmes, equipping employees to identify and address human rights issues effectively. |

OUTLOOK
We will prioritise ongoing communication with employees and stakeholders to reinforce the importance of human rights practices. This includes expanding training programmes, enhancing monitoring mechanisms, and fostering partnerships with industry and regulatory bodies to stay aligned with global standards.

CE CUSTOMER ENGAGEMENT

| WHY IS THIS IMPORTANT | OUR APPROACH |
|---|--|
| <ul style="list-style-type: none"> Delivering quality demonstrates our commitment to excellence, safety, and customer satisfaction across all construction projects. Effective customer engagement builds trust and fosters long-term relationships, enhancing our reputation and competitiveness in the industry. Understanding customer needs and expectations allows us to tailor our projects and services, ensuring relevance and value while driving continuous improvement. | <ul style="list-style-type: none"> We adhere to CIDB's Quality Assessment System in Construction (QLASSIC), a standardised system that evaluates the workmanship quality of building construction projects. Our commitment to quality is reinforced through regular assessments, training, and improvements to align with industry standards and meet customer expectations effectively. We integrate customer feedback into our quality management processes, ensuring continuous improvement and alignment with the evolving needs of our stakeholders. |

OUR AIMS

- Achieve a QLASSIC score of 70% for industrial projects and 80% for residential projects, demonstrating adherence to high construction quality standards and exceeding minimum expectations.
- Zero complaints related to breaches of customer privacy.

OUR INITIATIVES AND PROGRESS

Producing Quality Products to Ensure Customer Satisfaction

Quality is fundamental to our commitment to excellence and client satisfaction. The quality of our output directly impacts the safety, longevity, and ultimate value of the properties and infrastructure we create for our clients.

We adhere to the Construction Industry Development Board's (CIDB) Quality Assessment System in Construction (QLASSIC) standards to objectively measure and evaluate the workmanship quality of building construction projects. Based on the Construction Industry Standard (CIS 7:2014), QLASSIC assesses various construction elements, including structural, architectural, mechanical and electrical, and external works, assigning scores that reflect the overall quality of a project.

In 2024, MRCB achieved commendable QLASSIC scores for its projects:

| Project Sites | 2024 |
|--|------|
| Alstonia, Bukit Rahman Putra | 83% |
| Jabil's Production Facility at the Chuping Valley Industrial Area (CVIA), Perlis | 78% |

Apart from the QLASSIC assessment, MRCB adopts a rigorous Pre-Delivery Inspection process. This involves internal teams conducting thorough inspections of properties before handing them over to purchasers, clients, and customers. The process ensures adherence to industry best practices, with at least two months allocated for any necessary rectification work prior to handover. By analysing defects from past projects, MRCB proactively addresses potential issues in future designs.

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Customer Relationships

We view customer engagement as a vital component of delivering value and driving satisfaction. We focus on meaningful interactions to understand customer needs and provide solutions that align with their expectations. Prompt responsiveness is central to our approach, with policies in place to address feedback or complaints within three working days.

We make communication seamless through multiple channels, including WhatsApp, telephone, email, and social media. In 2024, we recorded zero substantiated complaints regarding breaches of customer privacy or data loss.

Customer Experience

We leverage data and customer feedback to identify opportunities for improvement and implement impactful changes. Regular interactions with customers allow us to monitor progress, refine strategies, and create tailored action plans based on their feedback.

To better understand customer needs and expectations, we conduct targeted surveys. These surveys collect insights on various aspects, including the facilities in the malls we manage and the performance of solicitors, agents, and in-house sales staff. The feedback serves as a foundation for refining our offerings and ensuring we consistently exceed expectations.

In 2024, we conducted a customer satisfaction survey for three of our completed residential projects - Sentral Suites, TRIA and Alstonia as part of our Customer Service Excellence Initiatives. These interactions help us better address concerns, deliver on expectations, and strengthen our relationships with customers.


Customer Satisfaction Survey Scores

| | 2022 | 2023 | 2024 |
|--------------------|--|---|---|
| Overall Purchasers | Achieved 85% for 1060 Carnegie in Melbourne, Australia | Achieved an average of 80% for the Sentral Suites, VIVO, TRIA, Kalista, and Alstonia projects | Achieved an average of 95% for Sentral Suites, TRIA and Alstonia projects |
| Call Centre | 100% Satisfied | 100% Satisfied | 100% Satisfied |

Increasing Brand Awareness

Building strong brand awareness is essential for driving marketability, influencing customer behaviour, and achieving long-term business success. Brands with strong presence are seen as more valuable and reliable, which enhances pricing power and profitability.

We strive to showcase best practices and consistently deliver on quality. These efforts have been recognised through awards received for our property development projects in 2024.

 Further details on these achievements can be found on pages 16 and 17 of this report.

CHALLENGES | **OPPORTUNITIES**

- | | |
|---|--|
| <ul style="list-style-type: none"> • Competing with industry peers to deliver unique and compelling customer propositions that differentiate MRCB in a competitive market. • Meeting the evolving expectations of customers, particularly as preferences shift towards sustainability, technology integration, and personalised services. | <ul style="list-style-type: none"> • Leveraging digital platforms and tools to improve customer interaction, streamline communication, and provide seamless service delivery. • Expanding customer feedback mechanisms to gather actionable insights for continuous improvement and innovation in service offerings. • Building long-term relationships with customers through tailored engagement strategies that address specific needs and preferences. • Showcasing sustainability initiatives and practices in projects to attract environmentally conscious customers and align with evolving market expectations. |
|---|--|

OUTLOOK

We will continue our focus on enhancing customer satisfaction by aligning with customer expectations and leveraging innovation. Through the MRCB Building System (MBS) and our latest innovative developments, we aim to deliver high-quality solutions that reflect the evolving preferences of our customers, including the types of homes they desire.

We are also committed to addressing the niche needs of select clients seeking climate change adaptation projects. By incorporating customer insights, adopting cutting-edge technologies, and showcasing sustainable practices, we strive to differentiate ourselves in the market.

LCE LOCAL COMMUNITY ENGAGEMENT

LOCAL COMMUNITY ENGAGEMENT

WHY IS THIS IMPORTANT | **OUR APPROACH**

- | | |
|--|---|
| <ul style="list-style-type: none"> • Engaging with local communities helps build trust, foster goodwill, and create positive social impacts, which are essential for long-term project success and sustainability. • Supporting community development through education, employment opportunities, and infrastructure improvements enhances the quality of life and strengthens the connection between MRCB and the communities it serves. | <ul style="list-style-type: none"> • We support communities through stakeholder engagement strategies, initiatives, and partnerships with NGOs to ensure our efforts are collaborative and impactful. • We contribute to Yayasan MRCB which operates independently, governed by its Board of Trustees. • Our approach aligns with our pillars to support sustainable and inclusive environments, foster education and skills development, and promote health and well-being. |
|--|---|

OUR AIMS

- Positively impact approximately 100,000 beneficiaries each year through targeted programmes and initiatives.
- Contribute RM1 million annually to Yayasan MRCB and Corporate Social Responsibility (CSR) initiatives to drive meaningful community impact.

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

OUR INITIATIVES AND PROGRESS

MRCB is committed to uplifting local communities through impactful engagement initiatives, carried out both directly and via Yayasan MRCB, its charitable foundation. These efforts focus on education and social well-being, supporting underprivileged groups and fostering long-term positive change.

MRCB'S SOCIAL IMPACT INITIATIVES

Upskilling Workforce to Drive Innovation, Industry and Economic Growth

Building Skilled Construction Workforce through TVET

MRCB is strengthening Malaysia's skilled workforce by investing in Technical and Vocational Education and Training (TVET) initiatives that enhance employability and reduce reliance on foreign labour. In 2024, MRCB, in collaboration with CIDB Malaysia, established the Central Region Malaysian Construction Academy (ABM) Tower Crane Training Site in Jenjarom, Selangor, a dedicated Tower Crane Training Site. This on-site practice area, equipped with a fully installed tower crane, provides hands-on learning opportunities for trainees, ensuring they gain practical experience aligned with industry demands.

The CIDB-MRCB TVET programme strengthens the industry by improving curriculum, faculty expertise, and training infrastructure. It places a strong emphasis on Modular Construction, promoting sustainability, minimising waste, and reducing dependency on foreign labour. These are key factors that contribute to long-term community resilience and self-reliance.

Since May 2024, the programme has welcomed 10 trainees every two months, creating a steady pipeline of skilled professionals. This structured approach ensures that local communities gain access to sustainable employment opportunities while contributing to the industry's transformation toward a more sustainable and inclusive future.

Beyond infrastructure, MRCB supports workforce reintegration through the Peluang Kedua Anda (PEKA) programme, which has trained 470 individuals through CIDB-accredited courses, equipping them with the skills needed to re-enter the job market as qualified professionals. By embedding TVET in its sustainability agenda, MRCB is actively closing the skills gap, fostering economic mobility, and strengthening national development. These efforts not only empower individuals with career stability but also contribute to the resilience and sustainability of Malaysia's construction sector.



Tower crane training site launch

★ TVET Crane Initiative



Read more about how our TVET Crane Initiative is empowering the next generation of technical talent, on page 204.

Page 204

Supporting Industry Innovation and Economic Growth through Industrial Collaboration Programme

MRCB's Industrial Collaboration Programme (ICP) supports Malaysia's economic growth by aligning business initiatives with national development goals. Introduced in 2014 by the Ministry of Finance (MoF), the ICP connects macroeconomic policies such as Malaysia's Five-Year National Development Plans and the Malaysian Industrial Masterplan to industry advancements. Since 2019, MRCB has played a key role in the ICP, particularly in the LRT3 project, by providing RM20 million in grants and offering advisory and consultation support to ICP Project Providers (IPPs). To qualify, IPPs must introduce a unique, first-in-Malaysia product or service and undergo a stringent approval process involving MoF, Prasarana Malaysia Berhad, and the Technology Depository Agency (TDA).

The programme fosters economic expansion, job creation, and knowledge-based industries. MRCB has awarded 64 contracts, each valued between RM250,000 and RM500,000, to innovative projects such as eco-friendly mosquito control kits developed with MAHSA University to combat dengue, and AI-powered medical augmentation software in Penawar Hospital, Johor. All 64 ICP projects are set for completion by June 2025, reinforcing MRCB's commitment to advancing Malaysia's industrial and technological capabilities.

Renewable Energy for Sustainable Infrastructure

MRCB is strengthening Malaysia's expertise in sustainable urban development by integrating renewable energy into transport infrastructure. The WindTree pilot project at the LRT3 Depot in Johan Setia creates opportunities for technology adoption and workforce upskilling in clean energy solutions while lowering operational costs and improving energy security for public facilities.

The WindTree system generates 4.2kW of power by combining Aeroleaf® vertical-axis wind turbines with solar energy. Designed to operate at wind speeds as low as 2.5 m/s, it powers guardhouse lighting and reduces reliance on conventional electricity. The initiative aligns with Malaysia's Green Technology Master Plan and National Energy Transition Roadmap (NETR), demonstrating a practical approach to decentralised renewable energy.

Enhancing Flood Preparedness Through Real-Time Monitoring

MRCB is safeguarding urban mobility and infrastructure resilience by developing a Flood Monitoring, Prediction, and Mitigation Performance System to reduce flood risks in vulnerable areas. The Proof of Concept project includes five Flood Monitoring Poles, with the main pole installed at the Shah Alam Rapid Bus Depot and four others within a 5 km radius. This IoT-based system provides real-time early warnings and data-driven insights, enabling authorities to take proactive measures before floods occur.

The system collects rainfall intensity, ground surface water levels, wind direction, and wind speed, supporting accurate prediction and analysis. Publishing early warning alerts improves response times and helps mitigate flood damage. This scalable and automated solution enhances flood preparedness, ensuring safer transport operations and better protection for communities.

2024 Flood Relief Emergency and Fund

In response to the devastating floods that affected nine states in Malaysia during November and December 2024, MRCB launched a community relief initiative to support families and individuals in need. The company contributed RM1 million and 350 food baskets to the flood relief efforts, aiding 150,000 individuals displaced by the disaster.

The funds were used to provide immediate assistance, including essential supplies, temporary shelters, and other necessities to alleviate the hardships faced by affected communities. This initiative reflects MRCB's ongoing commitment to supporting vulnerable groups during times of crisis, reinforcing the importance of corporate responsibility in disaster response and recovery.

OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Yayasan MRCB Uplifting Communities

Yayasan MRCB Outreach Programmes

Yayasan continued its mission to enhance the quality of life for underprivileged communities through targeted outreach initiatives for the year under review. Established in 2015 as MRCB's foundation, Yayasan MRCB has consistently delivered impactful programmes focused on education, financial assistance, healthcare, skills empowerment, and community well-being. Special emphasis has been placed on supporting individuals with physical challenges and uplifting the Orang Asli community.

2024 Orang Asli Outreach Programme

Yayasan MRCB in collaboration with the Malaysian Relief Agency (MRA) Perak, organised a three-day, two-night Community Engagement Programme from 20 to 22 December 2024, benefiting 550 Orang Asli individuals in Kampung Bongor, Sungai Kejar, Royal Belum, Gerik, Perak. Supported by 55 MRCB volunteers, the programme provided essential food supplies, community games and engagement activities to enhance community well-being. Yayasan MRCB contributed RM23,530 towards this initiative, reinforcing its commitment to improving the lives of marginalised communities.

The engagement extended beyond aid distribution, fostering meaningful interactions between volunteers and the Orang Asli families. Volunteers shared meals, conducted sports activities for children, and engaged in community bonding sessions, strengthening social connections and trust. The village head, Batin Bain, expressed gratitude for the initiative, highlighting the impact of sustained engagement on the community's well-being. This is the seventh year Yayasan MRCB has run this programme with the Orang Asli community at Royal Belum State Park, demonstrating our long-term dedication to supporting underserved indigenous communities through both direct assistance and capacity-building efforts.



Strengthening Community Bonds Through Ramadan Iftar

Yayasan MRCB continued to support underprivileged communities by hosting its annual Iftar Ramadan Programme, benefiting marginalised individuals. The initiative provided financial aid and 'duit raya' to orphans, single mothers, people in need, and Tahfiz school students to ease their burden in preparing for Hari Raya Aidilfitri. The first event, held at Masjid Tengku Kelana Jaya Petra, Petaling Jaya, was graced by His Royal Highness the Sultan of Selangor, Sultan Sharafuddin Idris Shah Alhaj Ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj, and Her Royal Highness Tengku Permaisuri Norashikin. The second event, held at Thoriq Bin Ziyad Mosque, Army Base, Sungai Besi Camp, was attended by YB Dato' Seri Dr. Wan Azizah, alongside the local community.

These gatherings strengthened social ties by fostering a sense of togetherness and solidarity while reinforcing MRCB's commitment to community well-being. The programme also brought together local leaders, and MRCB's board and management, demonstrating the company's role in addressing social needs beyond business.




OUR PERFORMANCE
SOCIAL



OUR PERFORMANCE
SOCIAL

CONTRIBUTION AND IMPACT TO COMMUNITIES

MRCB Group

In 2024, MRCB Group contributed RM2,203,500 through various community initiatives, directly benefiting 158,220 individuals. These efforts were carefully aligned with key United Nations Sustainable Development Goals (SDGs), particularly those focused on poverty and hunger, good health and well-being, promoting quality education, and fostering sustainable economic development. This data has been verified by MRCB Group's Internal Audit.

| No | Targeted Communities/ Organisations | Programme | Programme Impact |
|---|--|--|---|
|  Community Development and Well-Being | | | |
| 1 | Yayasan MRCB | Supported Yayasan MRCB in advancing community development efforts. | A contribution of RM1 million was made to Yayasan MRCB to support impactful community development initiatives across Malaysia. |
| 2 | Flood victims | 2024 Flood Relief Assistance. | A contribution of RM1 million and 350 food baskets were made to support up to 150,000 flood victims . |
| | | Karyawan's Charity Golf Tournament - Fund Raising. | A donation of RM5,000 was made to Karyawan's Charity Golf Tournament, benefiting 120 flood victims . |
| 3 | Persatuan Golf Negeri Melaka | Melaka Chief Minister's Cup Golf Tournament. | A contribution of RM50,000 was made to the Melaka State Golf Association to promote <i>Tahun Melawat Melaka 2024</i> , benefiting 500 individuals . |
| 4 | Bagan Dalam communities | The Bagan Dalam Unity Fun Walk 2024 Programme. | A donation of RM20,000 was made for the Bagan Dalam Unity Fun Walk 2024, benefiting 1,500 local community members . |
| 5 | Kuala Lumpur Police Contingent | Contributed to The Kuala Lumpur Police Contingent, as organiser to host The Royal Malaysia Police National Sports Day Celebration 2024 (HSN 2024). | A contribution of RM15,000 was made for the Royal Malaysia Police National Sports Day Celebration 2024 (HSN 2024), which benefited 2,500 local community members . |
| 6 | State Economic Planning Unit employees | Donation to Kelab Kebajikan dan Rekreasi Seksyen Makro dan Penswastaaan, Unit Perancang Ekonomi Negeri. | A donation of RM1,500 was made to the Welfare and Recreation Club of the Macro and Privatisation Section, State Economic Planning Unit benefiting up to 300 individuals . |


| No | Targeted Communities/ Organisations | Programme | Programme Impact |
|--|--|---|---|
|  Quality Education | | | |
| 7 | St. John's Students | Partnership Contribution to St. John's Institution Cadet Band for three years (2024 - 2026). | A RM40,000 yearly partnership contribution over three years to St. John's Institution Cadet Band, benefiting 200 students (2024 - 2026). |
| 8 | Students | Program Jejak Budaya Madani, Bahasa Melayu DiJulang 2.0. | A contribution of RM2,000 was made for the 'Jejak Budaya Madani, Bahasa Melayu DiJulang 2.0' Programme, supporting 100 students . |
|  Sustainable Economic Growth | | | |
| 9 | Malaysian artists | Perbadanan Kemajuan Filem Nasional Malaysia. | A contribution of RM50,000 was made to the National Film Development Corporation Malaysia (FINAS), benefiting 1,500 Malaysian artists . |
| 10 | Public and Selangor Government Officials | Donation to Selangor State Government to support the Selangor State Hari Raya Aidilfitri Open House - Program Majlis Rihuh Raya Kita Selangor 2024. | A donation of RM20,000 was made to support the Selangor State Hari Raya Aidilfitri Open House, benefiting up to 1,500 individuals . |
| Total Amount Contributed by MRCB Group | | | RM2,203,500 |
| Total Beneficiaries by MRCB Group | | | 158,220 |


OUR PERFORMANCE
SOCIAL

OUR PERFORMANCE
SOCIAL

Yayasan MRCB

In 2024, Yayasan MRCB independently conducted various community engagement initiatives that benefited local communities.

| No | Targeted Communities/ Organisations | Programme | Programme Impact |
|---|--|--|---|
|  Community Development and Well-Being | | | |
| 1 | B40 families and local community members | <p><i>Majlis Berbuka Puasa (Ihya Ramadhan) Di Parlimen Bandar Tun Razak Bersama Penduduk Setempat dan Penyampaian Sumbangan Hari Raya Aidilfitri 2024M / 1445H</i> at Masjid Thoriq Bin Ziyad, Kem Tentera Darat, Sungai Besi, Kuala Lumpur.</p> <p><i>Majlis Berbuka Puasa (Ihya Ramadhan) DYMM Sultan Selangor Bersama Rakyat dan Penyampaian Sumbangan Hari Raya Raya Aidilfitri 2024M / 1445H</i> at Masjid Tengku Kelana Jaya Petra, Petaling Jaya, Selangor Darul Ehsan.</p> | <p>4,500 individuals, including asnaf and local communities, benefited from the Iftar event at Masjid Thoriq Bin Ziyad, Kuala Lumpur.</p> <p>6,500 individuals, including asnaf and representatives from local organisations benefited from the Iftar event at Masjid Tengku Kelana Jaya Petra, Selangor.</p> <p>Communities:</p> <ol style="list-style-type: none"> 1) Asnaf (B40 Category) 2) Masjid Tengku Kelana Jaya Petra attendees 3) Pertubuhan Pusat Jagaan Limpahan Kasih 4) Pertubuhan Kebajikan Anak Kesayanganku |
| 2 | Persatuan Dialisis Touch Patients | Donation to Persatuan Dialisis Touch of one unit of Dialysis Machine. | Purchased of dialysis machine for Persatuan Dialisis Touch, benefiting 60 patients . |
| 3 | Bongor Village Families | A collaboration with MRA Perak to Organise Community Engagement Programme with Orang Asli at Kampung Bongor, Sungai Kejar, Royal Belum, Gerik, Perak Darul Ridzuan on 20 - 22 December 2024. | Community engagement programme for 550 Orang Asli families in Bongor Village, organised with MRA Perak and supported by 55 MRCB volunteers. |
| 4 | Pusat Aduan Rakyat Malaysia | Appeal for Charity Donation Assistance for B40 Community & Orphans in Conjunction with the Deepavali 2024 Musical & Arts Fiesta Organised by Pusat Aduan Rakyat Malaysia. | Supported 650 individuals from the B40 community and orphans during the Deepavali 2024 Musical & Arts Fiesta. |
| 5 | Pertubuhan Urus Peduli Asnaf | Contribution of Food Basket at the Zakat & Duit Raya Distribution to Asnaf from Pertubuhan Urus Peduli Asnaf Ceremony. | Food baskets were distributed to 132 asnaf during the Zakat & Duit Raya Distribution Ceremony. |
| 6 | Persatuan Karyawan Malaysia | Donation to Persatuan Karyawan Malaysia to organise "Makan Malam Amal Legend" to help artists from B40 families who have financial and health problems. | A donation was made for the Legends Charity Dinner, supporting 50 artists from B40 families facing financial and health challenges. |

| No | Targeted Communities/ Organisations | Programme | Programme Impact |
|--|---|---|--|
| 7 | Persatuan Kebajikan Amal Jian An Malaysia | Appeal for Persatuan Kebajikan Amal Jian An Malaysia for Little Shao Heng living and medical expenses. | Made a contribution to support Little Shao Heng's living and medical expenses. |
| 8 | Indian Community in Setiawangsa | Donation Application Programme for the Organisation of Indian Community Arts & Culture Carnival in Setiawangsa Parliament Area Organised By 'Pusak Khidmat Rakyat Parliament Setiawangsa' And 'Majlis Perwakilan Penduduk Sub Zon 1 Setiawangsa'. | 500 individuals benefited from donations to the Indian Community Arts & Culture Carnival. |
| 9 | Pejabat Agama Daerah Seberang Perai Utara (Butterworth) | Sponsorship of Food Baskets during the visit of Tuan Yang Terutama Tun Dato' Seri Utama Ahmad Fuzi Bin Haji Abdul Razak Yang Dipertua Negeri Pulau Pinang At Masjid Jamek Lahar Looi, Daerah Seberang Perai Utara (Butterworth). | Food baskets for 50 beneficiaries during the visit of Governor of Penang to Masjid Jamek Lahar Looi, Butterworth. |
|  Quality Education | | | |
| 10 | Children of Melawati Police Station Staff | Contribution Application for Community Programme School Assistance. | 50 children of Melawati Police Station staff through the Community Programme School Assistance. |
| 11 | Sekolah Sultan Alam Shah | Appeal for Financial Contribution for the Propose of Purchasing of Gamelan Traditional Music Instruments for Sekolah Sultan Alam Shah. | Purchased of Gamelan traditional music instruments, benefiting 100 students . |

| CHALLENGES | OPPORTUNITIES |
|--|--|
| <ul style="list-style-type: none"> • Ensuring equitable support for communities with diverse needs and priorities. • Delivering high-impact initiatives and effectively reaching out to communities in need. | <ul style="list-style-type: none"> • Strengthening relationships with local communities and other stakeholders through targeted programmes that address their specific needs, fostering trust and goodwill. • Creating opportunities for partnerships with local stakeholders to enhance the reach and impact of community development initiatives. • Creating long-term positive impacts to uplift livelihoods and contribute to an equitable future for all through sustained and inclusive community engagement. |

OUTLOOK

We are committed to investing in communities and creating sustainable, long-term positive impacts. By enhancing livelihoods, supporting education, and building resilience, we aim to address socioeconomic challenges effectively. We will continue to prioritise community engagement within our business strategy while exploring collaborations and partnerships to expand the reach and impact of our efforts to contribute to a more inclusive and equitable future.