

HOW GAMUDA BUILDS
AND DELIVERS ITS SOCIAL
IMPACT STRATEGY

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EXECUTIVE SUMMARY

At Gamuda, it has always been our culture to give back to people and the planet in the places where we operate. Construction is our craft, but responsibility is our core value.

Our guiding principle in everything we do has been and will always be to build socio-economic and environmental resilience around us, with a goal to generate shared prosperity for all.

To achieve this, we have poured back our capital and other resources like time, effort, and ideas to multiply value across a broad spectrum of areas. These include ecosystem, education, Indigenous groups, social work, community engagements, local businesses, human capital development, as well as the industry and supply chain.

This report highlights the Group's social economic impact strategies and achievements in the region including demonstrating how we have generated tangible benefits for stakeholders. This is backed by case studies of our projects.

As we move forward, we will continue to deliver value in measurable ways to leave a legacy for the future.

ABOUT GAMUDA

Gamuda, a regional leader in engineering and construction, property development and infrastructure concessions, is renowned for innovative breakthrough solutions worldwide. The Group operates in nine countries with focused expansion in Australia, Taiwan, Vietnam, the United Kingdom and Singapore. Its multifaceted expertise in the built environment continues to deliver exceptional value through world-class projects that connect people and places.

With a commitment to sustainable development, the Group has established Gamuda Green Plan 2025, a strategic roadmap to achieve its environmental, social and governance (ESG) goals. At the same time, Gamuda aligns with international standards, being an early adopter of The Taskforce on Nature-related Financial Disclosures (TNFD) and inclusion to FTSE4Good Bursa Malaysia (F4GBM).



OUR IMPACT

We are driven by evidence-based impact, particularly in evaluating our societal contributions.

In recent years, we have begun to validate our social efforts and investments using the Social Return on Investment (SROI) approach. This SROI analysis is based on the **Principles of Social Value by Social Value International**,

providing a mechanism to evaluate impact from a monetary perspective. The SROI analysis expresses the monetary value of outcomes in relation to the inputs. It is evaluative, meaning it is conducted retrospectively and based on activities already occurring.

Gamuda generated a social impact value of RM534.2 million from 2015 to 2022.






GAMUDA'S SROI APPROACH

This chart details Gamuda's SROI undertaking for every project, from strategy to execution and post-event management.

	Stage 1: Understand Gamuda's Impact			Stage 2: Measure Gamuda's Impact		
ACTIVITIES	Scoping	Activity mapping	Validating impact and outcomes	Establishing impact	Model building	Model analysis
	Review and understand Gamuda's framework for projects with desired social, environmental and economic values. Confirm the scope of: <ul style="list-style-type: none"> Project activities Stakeholder groups Impact areas Locations and geographies 	Map projects or activities to corresponding desired outcomes. Engage with relevant stakeholders (i.e. initiative owners or drivers in Gamuda) to lay out the impact pathway. Chart calculation pathways for impact assessment of projects/initiatives.	Discuss and confirm mapping and calculation pathways with relevant stakeholders. Validate probable impact and project outcomes.	Determine data required to quantify impacts from primary and secondary sources. Identify parameters of project outcomes. Assign values to project outcomes.	Collaborate with project owners to obtain data required. Source required external data from secondary sources. Develop calculation model.	Run impact calculations and visualise results. Provide assessment based on modelling analysis. Review findings and consider potential actions that can be taken to enhance impacts.
STUDY OUTCOMES	Scoping and guiding documents for impact tracking and calculations.		Calculation logic and validated impact.	Data requirements and measurement parameters.	Impact calculation model.	Impact analysis.

MEASURING OUR SOCIAL IMPACT

Gamuda's overall SROI score is 3.4 (based on its SROI study from 2015 to 2022). This means that for every RM1 invested – whether in monetary terms, effort or time – Gamuda's social return on investment was RM3.40. A holistic analysis identified Gamuda's key impact areas: Education and Training, Occupational Safety and Health, Biodiversity, Diversity and Equal Opportunity, and Benefit to Local Communities.

KEY IMPACT AREAS	 Education and Training	 Occupational Safety and Health	 Biodiversity	 Diversity and Equal Opportunities	 Local Communities
SOCIAL BENEFITS	Improves access to education, boosts workforce skills, career and income prospects, improves socio-economic positions in the long-term.	Reduces risk and creates a healthier, safer work environment for Gamuda's workforce.	Enhances the well-being and liveability of local communities that are impacted by Gamuda's developments.	Promotes diversity and equal opportunity for vulnerable and disadvantaged groups of people.	Enhances the quality of life and development of local communities.

AWARDS AND RECOGNITIONS



Most Honoured Company
by Institutional Investor Research 2024.

- Top 3 Best Asian Companies in Industrials (including Infrastructure).
- No. 2 for Best Chief Executive Officer
- No. 2 for Environmental, Social and Governance
- No. 1 for Best Investor Relations Professional
- No. 3 for Best Investor Relations Team



3rd win for Best CR Initiatives award, Big Cap Companies at The Edge Billion Ringgit Club 2024 since 2016.



2nd consecutive win since 2022



5th consecutive win since 2019



Winner of Community Engagement Award for MRT Putrajaya Line, Ground Engineering Awards 2019



Inaugural inclusion to FTSE4Good Bursa Malaysia and FTSE4Good Bursa Malaysia Shariah indexes in Q4 2023



Top Workplaces in Asia, Asia Corporate Excellence and Sustainability (ACES) Awards 2022

MSCI ESG Rating: Upward Trend from B (2020) to A (2024)

Note: MSCI rating - CCC (worst) to AAA (best)

Bloomberg ESG Score: 97.4 (Leading)

Percentile Score: 5.64

Rating: Inaugural inclusion to the FTSE4Good Bursa Malaysia (F4GBM) and FTSE4Good Bursa Malaysia Shariah (F4GBMS) indexes in Q4 2023.

Score: 2024 - 3.2, 2023 - 2.9

SUSTAINALYTICS ESG Risk Rating: Upward Trend from 42 (2020) to 29.5 (2024)

Note: ESG Risk Rating offers investors a score reflecting a company's management of ESG risks. Higher scores indicate greater unmanaged risk exposure, while lower scores signify better performance.

S&P Global Ratings ESG Score: Upward Trend from 30 (2020) to 45 (2023)

Participation in ESG disclosures at time of reporting

BUILDING STAKEHOLDER TRUST

At Gamuda, it is important to us to generate multiplier socio-economic and environmental value for diverse communities regionally. In delivering our projects, we create jobs, support local businesses, enhance connectivity, solve urban problems, and improve the quality of life for millions.

[Learn more](#)

AT A GLANCE

126	projects in 9 countries
2.1 MILLION	stakeholders engaged in Malaysia and Australia
130,000	jobs created through projects







PROJECTS ADVOCACY AND STAKEHOLDER ENGAGEMENT

Gamuda has the expertise to deliver large-scale mega constructions in high-density urban areas with existing residential, commercial and public infrastructure. Guided by our Public Relations and Stakeholder Management Policies, we take the lead in collaborating with authorities, local businesses, NGOs, as well as the public. This enables us to **maximise value for diverse groups through dedicated Economic Enhancement Programmes (EEP)** while delivering our projects successfully and on time.

Stakeholder engagements before the era of digitalisation, primarily relied on building face-to-face relationships and rapport on the ground. We collaborate with local authorities, policy-makers, and the media, who played a crucial role as intermediaries between the company and the public. It was a two-way channel where people could express their opinions and a conduit for us to be proactive and transparent in keeping the stakeholders well-informed.

This report provides case studies of Gamuda’s multifaceted projects that benefit our stakeholders and wider communities.

KEY PRINCIPLES FOR EFFECTIVE STAKEHOLDER MANAGEMENT

					
IDENTIFYING STAKEHOLDERS	ANALYSING STAKEHOLDERS	DEVELOP STRATEGIES	PLAN APPROACH	ENGAGEMENT	WATCH, LISTEN, REACT AND REVIEW
Identifying and categorising the types of stakeholders based on location, socio-economic status, and level of impact.	Assessing the stakeholders’ level of agreement or disagreement with the project goals or outcomes.	Developing strategies to maximise positive outcomes and mitigate negative ones. Planning clear messaging to effectively communicate the objectives and benefits. Assessing availability of resources.	Determining the best approach to engaging stakeholders and gaining their buy-in. This may involve discussions with local political representatives, owners and Joint Management Bodies.	Internal teams align before commencing the engagement sessions. During the engagements, it is important to build trust among stakeholders. We consult them and get their perspective, so that we may be able to respond and take the next steps.	Monitoring the outcomes and effectiveness of our issue resolution throughout the project. Collecting stakeholder feedback for improvement and learning.



MEDIA RELATIONS

STORMWATER MANAGEMENT AND ROAD TUNNEL (SMART)

Gamuda was appointed the turnkey contractor for Stormwater Management and Road Tunnel (SMART) in 2003. The **world's first dual-purpose tunnel solves two of the most critical urban issues – traffic and floodwater drainage.**

The 3 km motorway relieves traffic congestion at the main Southern Gateway to the city centre, while the 9.7 km stormwater tunnel has the capacity to address 45 percent of Klang Valley's major floods, especially in Masjid Jamek, Dataran Merdeka, Leboh Ampang and Jalan Melaka.

This engineering marvel has diverted floodwaters on over 531 occasions to date and averted an estimated RM2 billion in public damage.



BUSINESS AND COMMERCIAL PARTNERSHIPS

KLANG VALLEY MASS RAPID TRANSIT (KVMRT)

The modern metro, complete with sustainable, energy-efficient features, forms the backbone of Greater Kuala Lumpur-Klang Valley's public transport network, serving 3.2 million people in residential and commercial areas, key employment hubs, and the federal administrative centre, Putrajaya.

Gamuda pioneered the first Project Delivery Partner model in Malaysia by taking on a single point of accountability for the MRT Kajang Line, which led to us being appointed the turnkey contractor for the entire MRT Putrajaya Line alignment. Our successes in both lines solidified our reputation as the premier rail and infrastructure partner.

Navigating unique challenges:

- Enabling business and utilities continuity at Pavilion KL-Bukit Bintang, Jalan Ipoh and Hospital Kuala Lumpur stations.
- Effective traffic dispersion ensured access to Jalan Ipoh Secondary Girls' School, HKL and Istana Budaya.
- Resolved a property acquisition issue.
- Thaipusam religious procession (attracting a crowd of thousands) took place without hindrance.
- A Complaint Management System was set up under 24-hour MRT Hotline Call Centre.
- MRT Information Centres facilitated information sharing, engagements, and doubled as internet centres.



Constructing in an bustling city centre, we ensured business and utility services continuity in the area.

MRT KAJANG AND PUTRAJAYA LINES

1.9 MILLION stakeholders

387,000 engagement sessions

[Learn more](#)





REGIONAL LOCALISATION STRATEGIES

SYDNEY METRO WEST-WESTERN TUNNELLING PACKAGE

The Gamuda and Laing O'Rourke Consortium won the major Sydney Metro West-Western Tunnelling Package by the New South Wales government where we **introduced the first autonomous TBMs to Australia – TBM Betty and TBM Dorothy**. Supporting a growing city with metro services between Greater Parramatta and the Sydney central business district, Sydney Metro West's doubled rail capacity will reduce commuting times to around 20 minutes and support housing supply. The project won the Sustainability Leadership Excellence in Social Award 2024 by the Infrastructure Sustainability Council.



The Gamuda and Laing O'Rourke Consortium and a delivery partner visited Westmead Public School during National Road Safety Week in 2023 to educate school children about the importance of truck blind spot awareness.

We created more than 80,000 direct and indirect jobs, engaged over 100 Australian and New Zealand SMEs in the supply chain, including Aboriginal businesses and subcontractors. Aboriginal employees make up close to 5 percent of our workforce on this project. From June 2022 to September 2023, we undertook numerous engagement activities, reaching out to approximately 300,000 stakeholders.

Heritage Open Day community event at Parramatta	Ongoing community information sessions
	Door knocks and closed loop communication
Biannual newsletter distributions to Parramatta, Westmead, and Clyde communities	Monthly construction notifications to stakeholders
Community benefit initiatives, including charitable donations and road safety awareness education for children	Biannual Subcontractor Forums for key delivery partners

Our numerous education programmes aimed to encourage students and youth to explore careers in construction.



EDUCATIONAL AND CAREER OUTREACH

COFFS HARBOUR BYPASS

The Ferrovial-Gamuda Australia joint venture was awarded the main package for the biggest infrastructure project in Coffs Harbour's history. The new highways, interchanges, local roads and pedestrian infrastructure will improve not only transport efficiency, but also safety for local and interstate motorists.

We ran the following outreach programmes:

- Student and youth programmes, (Science and Engineering Challenge, Girls Can Too Programme and Women in Construction)
- Career expos
- Allowing Aboriginal peoples to do salvage in culturally significant areas
- Minimising construction effects with noise treatment, acoustic shed, and vegetation screen



Engaging with the community occurs alongside construction and it is an enjoyable activity for community engagement officers.



COMMUNITY PROGRESS INITIATIVES

DEFU AND WEST COAST STATIONS AND TUNNELS, MRT CROSS ISLAND LINE

In Singapore, Gamuda has been entrusted by the Land Transport Authority to design and construct Defu and West Coast Stations and Tunnels for the MRT Cross Island Line, benefiting more than 140,000 households and industrial areas.

Our interactive approach to convey the construction methodology using a smart TV made technical aspects of the project more understandable to the public.



INFRASTRUCTURE DEVELOPMENT LIAISON

KAOHSIUNG MRT METROPOLITAN YELLOW LINE

Our successful delivery of the Kaohsiung Mass Rapid Transit (MRT) Orange Line in 2008 led to us clinching the Yellow Line, marking Gamuda's third rail and sixth infrastructure project in Taiwan.

The addition of the 22.8 km line is expected to serve 1.16 million people, significantly improving connectivity for over 40 percent of the city's total population and further enhancing services in NiaoSong, SanMin, LingYa, XinXing, FengShan and QianZhen.

Our stakeholders included utilities service providers. Through site joint investigations and meetings, we were able to divert affected utilities above the metro alignment.





CLIMATE ACTION COALITIONS

GUANTANG MARINE BRIDGE

Proving its mettle in constructing in challenging environments, Gamuda completed the 1.61 km Guantang Marine Bridge in 2024.

A dedicated risk management team scheduled work around wind, wave, tide and current forecasts to minimise risks to workers as Taiwan is prone to typhoons and earthquakes. A steel box cofferdam was constructed to keep workers dry and away from the waves, which can average a few metres high depending on the season. Precast segmental box girders reduced offshore lifting, concreting work and the need to work at height. This project enabled us to clinch two safety awards in Taiwan (see page 27).



We paid attention to stakeholders' concerns and feedback through consistent joint site investigations, meetings, open communication and good collaboration with other contractors.



SAFETY RECOGNITION PROGRAMMES

161 KV SONGSHU TO GUANGFENG UNDERGROUND TRANSMISSION LINE

Gamuda was chosen by Taiwan Power Company, a state electric power industry enterprise in Taiwan to design and build the 161 kV underground transmission line and auxiliary electrical and mechanical system, spanning 7.3 km from Songshu to Guangfeng.

To improve working conditions and safety, enhance community relations, and minimise environmental impact on wildlife and ecosystem, we took measures to reduce noise disturbances.

We use a TBM launch shaft with a depth of 30 metres, constructed with six layers cast on-site and jacked down by four cylinders. A sound enclosure resembling a large factory is built to envelop the construction site. Inside, sound-absorbing and insulation panels are installed to reduce sound transmission and create a quieter environment.



Our cable tunnelling works involved TBM mining, open-cut and pipe jacking.



ENVIRONMENTAL CONSERVATION COLLABORATIONS

ULU PADAS HYDROELECTRIC DAM

The 187.5 MW hydroelectric dam will substantially contribute to Sabah's power supply grid with a reliable renewable energy source and invigorate the western coastal corridor's socio-economic growth.

The project will seek certification under the international Hydropower Sustainability Standard, aligning with best practices across environment, biodiversity, Indigenous peoples, water quality, and climate change mitigation.

Our Special Environmental Impact Assessment report thoroughly outlines our social focus on the human rights of the Indigenous peoples and the importance of their ancestral lands. We also engaged with Partners of Community Organizations in Sabah (PACOS) to develop the Social Impact Management Plan.

Our social engagement session with residents in Tenom together with a joint venture partner, Kerjaya Kagum Sdn. Bhd.



GREEN SPACE CULTIVATION

SUNGAI RASAU WATER SUPPLY SCHEME (STAGE 1)

Gamuda is the main contractor for the Sungai Rasau Water Supply Scheme – the country's first dual-function Off-River Storage with water supply and flood mitigation capabilities. We improved recycled mining pond water through aeration, algae control, destratification, and perforated pipe systems.

The project is expected to increase the water reserve margin to 20.9 percent and produce up to 700 million litres of clean water daily.

It was awarded the **5-Star Sustainable INFRASTAR Certification** by the Construction Industry Development Board (CIDB), making it the first ever water treatment plant to achieve this rating.

We proposed landscaping and tree-planting works as part of our stakeholder engagement activities. We are also in discussion SK (A) Bukit Kemandol and SK (A) Bukit Cheeding on upgrading school facilities.



URBAN REGENERATION ENGAGEMENT

YEN SO SEWAGE TREATMENT PLANT AND YEN SO PARK

Backed by our expertise in drainage and wastewater treatment projects, we proposed to build the Yen So Sewage Treatment Plant and rejuvenate Yen So Park to the Hanoi government.

We worked alongside the Hanoi People's Committee on design, construction, testing and commissioning works of a plant that can treat up to 200,000 m³ of wastewater daily.

This environmental rehabilitation is a remarkable turnaround story, transforming one of the city's most polluted and inhospitable locations into a thriving green lung.

Dato' Lin Yun Ling, Gamuda Group Managing Director (second from right), at the Yen So groundbreaking ceremony in December 2007.



FIABCI WORLD PRIX D'EXCELLENCE AWARDS 2018 WORLD GOLD WINNER
ENVIRONMENTAL (REHABILITATION/ CONSERVATION) CATEGORY

World Gold Award for Environmental (Rehabilitation/Conservation), FIABCI World Prix d'Excellence Awards 2018



Merit Innovative Planning Award (Masterplan Sector), Malaysian Institute of Planners (MIP) Planning Excellence Awards 2018





ECOLOGICAL CONSERVATION AND SOCIO-ECONOMIC BUILDING

PENANG SILICON ISLAND

The 2,300-acre island development project over the next 10 to 15 years will be one of the key enablers towards fulfilling Penang's vision – Smart City Planning, Green Technology Park and World-Class Tourist Destination, addressing environmental sustainability. Silicon Island's masterplan has been awarded a **5-Diamond rating in the Low Carbon Cities 2030 Challenge by the Malaysian Green Technology and Climate Change Corporation.**

We are collaborating with the state government to develop a Social Impact Management Plan (SIMP), to address, mitigate and monitor the social impacts that the project could have on the stakeholders and surrounding communities.

At the heart of our community priorities, we focus on local fishermen and local economies. Our programmes will target education, upskilling and training, boosting business growth, and subsidies geared towards enhancing livelihoods and economic resilience for the fishing community.



Penang's Silicon Island is getting international attention as a green investment model featuring unique design and ESG features.

Pusat Perkhidmatan Setempat Nelayan (PPSN).

One-stop public information and grassroots service centres reaching out to 13,011 people through 898 activities. Approximately RM154,000 allocated for PPSN programmes and about RM10 million ex-gratia disbursed to fishermen. PPSNs also help fishermen with licence and insurance renewals and appeals to the Malaysian Fisheries Development Authority for living allowance and petrol subsidy renewals.



Upskilling and Training.

Two seafarer training sessions held; 20 graduated, enabling fishermen to obtain a Certificate of Competency (COC) from the Marine Department to operate pontoons and ships to ferry passengers as an alternative source of income.

New Boats and Engines.

84 new boats and 89 engines provided.



Temporary Jetties.

63 sheds to be built in phases (2 completed).



Contributing to Local Economy and Jobs Creation.

RM1.39 billion contributed. 1,140 resumes registered and 377 locals hired (including 176 Penangites). PPSNs have created jobs, hiring fishermen, their children, and other locals as project information officers. Meanwhile, they have also contributed to local businesses.



Education Support Programmes. Partnered with Universiti Sains Malaysia (USM), 20 schools and five tuition centres. A total of 555 students have benefitted from the programmes:

- Learning recovery classes (reading, writing and arithmetic proficiency) for Primary 1 to 3.
- *Jaya Didik* tuition sponsorship programme for fishermen's children from Primary 1 to Form 6.
- Hybrid education programme for selected Form 2 to Form 5 students.
- Cash incentives for fishermen's children who successfully enrol into institutions of higher learning (IPT).
- Book vouchers for fishermen's children who attain a CGPA of 3.0 and above in their exams at IPT.
- Parenting sessions with fishermen to emphasise the importance of supporting their children in their studies.

INDUSTRY AND HUMAN CAPITAL DEVELOPMENT

With the evolving dynamics in construction and the growing adoption of technologies, Gamuda's social impact is geared towards industry transformation and human capital development.

[Learn more](#)

AT A GLANCE

10	industry, vocational and upskilling programmes regionally
>100,000	employees and supply chain partners benefited from these programmes
RM6.39 MILLION	invested in industry and human capital in 2023



SKILLS ENHANCEMENT COLLABORATIONS

Through collaborations with agencies such as the Construction Industry Development Board (CIDB) and Master Builders Association Malaysia (MBAM), partners, academic and vocational institutions, Gamuda offers Industry Collaboration Programmes that uplift the sector and improve the supply chain.

Gamuda Plant Operator School (GPOS)	Streamlining competencies in crane and earthmoving plant operations. Over 45,000 people have been trained at GPOS.
Tunnelling Training Academy (TTA)	The world's first academy for tunnel boring machine technology. Gamuda built a local talent pool of tunnellers that didn't exist before in Malaysia.
Next-Gen Digital Industrialised Building System (IBS) TVET Course	Malaysia's first-ever TVET course on our Next-Gen Digital IBS in collaboration with VTAR Institute.
Building Information Modelling (BIM) Academy	Training employees and subcontractors to design and automate our projects with BIM tools and software.
Tunnelling and Infrastructure Academy (TIA)	Safe and simulated training environment to upskill our employees and subcontractors. Won the Excellence in Social Outcomes by the Infrastructure Sustainability Council.
Gamuda AI Academy	Offering world-class training and industry-leading technology to master full stack AI, harnessing the power of Google Cloud.



Average training hours per employee in 2023	20.9	26.9	22.9	20.6	15.7
Total investment in employee learning and development <small>*In-home currency</small>	RM6.39 MILLION				

6,714 training enrolments and 512 individual training events. Facilitated three pre-employment programmes (38 participants, including 42 percent female and 39 percent Aboriginal participation). 100 percent employment outcomes for the women and First Nations people in the Sydney Metro First Nations and Women in Tunnel Pre-Employment Programmes.

CULTURE OF SAFETY AND EXCELLENCE

Quality, Safety, Health and Environment (QSHE) are top priorities in Gamuda's operations. We are steered by a robust Integrated Management System (IMS), which includes our Occupational Safety and Health (OSH) Management System. We obtained ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018, and for 14 years in a row 0 NCR in SIRIM Recertification Audit 2023.



Our Group-wide OSH objectives are based on measurable key performance indicators (KPIs). Everyone at Gamuda is responsible for achieving the KPI-Linked Safety Performance and Risk Assessment.

- Annual zero lost time injury incidents
- Minimise non-compliance reports
- Achieving more than 85 percent of internally set QSHE objectives and targets
- Compliance with regulatory requirements

Gamuda also benchmarks its OSH performance against best practices in our countries of operation.



Work Health and Safety Act 2011



Law on Occupational Safety and Health (Law No: 84/2015/QH13)

Adopting the Australian Workplace Health and Safety (WHS) Standard, Gamuda became the first Malaysian-based company to achieve accreditation from the Office of the Federal Safety Commissioner, and be accredited as a Technically Assured Organisation by Transport for NSW. Gamuda Australia's Critical Risk Standards outline the mandatory critical controls that must be placed throughout a project lifecycle.

Gamuda Singapore is accredited the bizSAFE Star and certified as a Green and Gracious Builder.



Our consistent excellence in international safety standards has resulted in an impressive track record of achieving industry-leading safety performance for underground tunnelling works. Since 2018, Gamuda has been recognised by the prestigious British Safety Council.



Sword of Honour for MRT Putrajaya Line - 2022, 2020 and 2019



Five Star Occupational Health and Safety Audit for MRT Putrajaya Line (Underground) - 2021, 2020, 2019 and 2018



International Safety Award (with Distinction) - 2015 and 2019

THE 16th CONSTRUCTION GOLDEN SAFETY AWARD 2022



Gamuda's rigorous engineering and safety measures during the construction of the Guantang Marine Bridge in Taoyuan, Taiwan earned the Excellent Honour in Construction Golden Safety Award in 2022 and Excellent Honour in Public Construction Quality Award 2024. We became the first Malaysian company to win this safety award from Taiwan's Ministry of Labour.

PANDEMIC RESILIENCE

Our robust business continuity and crisis management plan ensures that we provide the highest level of protection to our workforce.

In our COVID-19 pandemic preparedness, we set up our own RT-PCR testing facility, providing fortnightly testing for the Group's 20,000 workforce. This reduced the risk to public health and the burden on the healthcare system, while allowing us to provide the Government with our best practices.

We pioneered providing high-quality Centralised Labour Quarters (CLQs) for all our foreign workers in Malaysia. Beyond clean and comfortable accommodations, the CLQ have the features they need to lead a healthy and balanced lifestyle, including welfare, medical, recreational and religious facilities.

Meanwhile, Gamuda Clinic offers employees and the public affordable outpatient medical services.



Quarantine blocks were also constructed within the CLQ to allow workers to isolate when required under the supervision of medical professionals.



BEYOND DIVERSITY

Our people are our most important asset. We aim to attract the best talents while nurturing and retaining our employees to create a workforce that is passionate about Gamuda's innovation and growth.

[Learn more](#)

AT A GLANCE

6,053 employees regionally, with a priority on local hiring

30% women in Management and 46% women executives

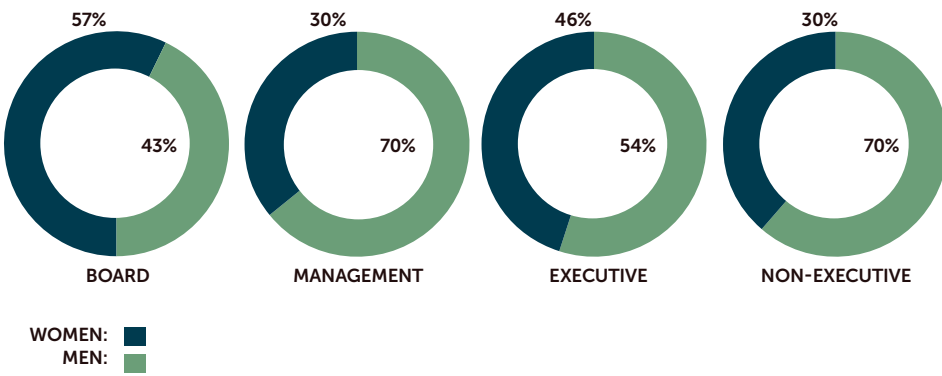
118 neurodivergent Enabling Academy graduates employed in various sectors



DIVERSITY, EQUITY AND INCLUSION

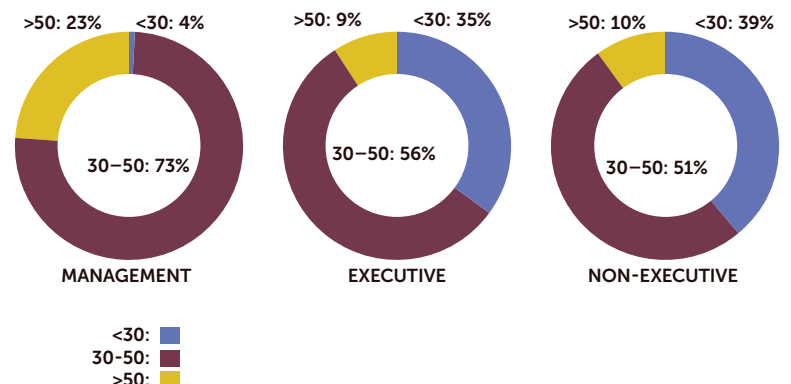
Gender Diversity

Our Gamuda Women Empowerment Network (GWEN) promotes the participation of women at all career levels at Gamuda.



Age Diversity

With 40 percent of our workforce being millennials and Generation Y, we see the need for more of them in senior management ranks. We started by placing talent with great potential in critical roles, moving them up the value chain as part of succession planning.



Neurodiversity

Enabling Academy (EA) is an employment advancement initiative that coaches and places neurodivergent young adults in professional jobs. Its Employment Transition Programme (ETP) provides training in various sectors – **property and construction, oil and gas, banking, Information Technology (IT), hospitality, retail, manufacturing, pharmaceutical, legal, and accounting** to increase employment placement.

Beyond boosting the employability of neurodivergent individuals, EA also trains partner companies seeking to embrace DEI in their workplace. To date, EA has placed 118 graduates in more than 100 partner companies, the likes of Petronas, PwC, SLB, HSBC, UOB, iCIMB, UNIQLO, Ipsos, DoubleTree Hilton, and Mandarin Oriental.

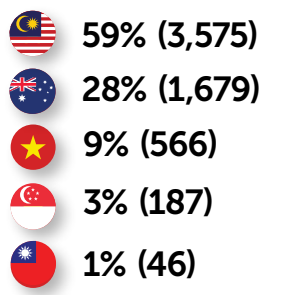
Local Talent Integration

In the region, Gamuda has 6,053 employees in 2023. Of this, 59 percent comprise our Malaysian workforce, 28 percent in Australia and 9 percent in Vietnam.

We prioritise hiring local workers for our regional operations including Indigenous people in Malaysia and Aboriginal and Torres Strait Islander peoples in Australia.

Australia (the company's largest overseas base) has grown significantly, with local hires complementing the skills and experience of Malaysian employees.

Employees by country



Total 6,053



COMMUNITY CARE

Gamuda engages with communities from all walks of life across the region. Yayasan Gamuda enables us to translate that care into action through impactful, long-term partnerships that carve a positive legacy for generations to come.

AT A GLANCE

RM15.2 MILLION	invested in community programmes in 2024
>7,700	beneficiaries of regional community programmes in 2024
98%	local suppliers and businesses

[Learn more](#)



Yayasan Gamuda was established in 2016 to oversee our community programmes. Its anchor programmes – Gamuda Scholarship, Enabling Academy, and Gamuda Inspiration Award (formerly in collaboration with the Star Golden Hearts Award) – aim to spark socio-economic multiplier impact. They primarily focus on education aid, sustainable employment opportunities, and empowering social work, whether Group or external efforts.

INDIGENOUS COMMUNITIES WHERE WE OPERATE

Gamuda is committed to respecting the rights of Indigenous groups according to the United Nations Declaration on the Rights of Indigenous Peoples, and always seeks their free, prior, and informed consent (FPIC) in any decisions that may affect them.

Orang Asli and Orang Asal
Inclusion of Orang Asli in our workforce and prioritising Orang Asli businesses in supply chain strategies.
Supporting cottage businesses at the Wetlands Arboretum Centre, Gamuda Cove.
Offering skills development and knowledge transfer sessions.
Providing financial aid to Orang Asli undergraduates through Gamuda Scholarship.
Strengths-Based Education programme for students and out-of-school children at Community Learning Centres.
Published storybook by Orang Asli writers to conserve their oral wisdom.
Gamuda Clinic offers essential healthcare among Orang Asli communities.

Aboriginal and Torres Strait Islanders
Embarked on Reflect Reconciliation Action Plan (RAP) to deepen engagement with communities and organisations.
Increased Aboriginal and Torres Strait Islander recruitment, retention and professional development.
Member of organisations that support Aboriginal and Torres Strait Islander businesses.
Invested AUD47 million in 76 Aboriginal businesses across three major projects in Australia.
Collaborated with Tribal Warrior Aboriginal Corporation to learn more about histories and culture.
Observing cultural events and education (i.e. social impact project, sensitivity training, National Reconciliation Week and NAIDOC Week).



INSPIRING CHANGEMAKERS

GAMUDA INSPIRATION AWARD

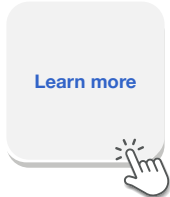
The Gamuda Inspiration Award (GIA) under Yayasan Gamuda (formerly in collaboration with the Star Golden Hearts Award) was established to give our external volunteerism efforts an identity and sustain them over the long term. Now a distinguished name in Malaysia, the GIA recognises individuals and groups for their contributions to society.

Having received 731 nominations nationwide in 2023, the GIA was awarded to the Bornean Sun Bear Conservation Centre and The MareCet Research Organisation, with grants amounting to RM150,000 each to support their work. Some of the past GIA winners are Iskul Sama diLaut Omadal (2022), Crisis Relief Services and Training (2021), Suriana Welfare Society Malaysia (2021), PWD Smart FarmAbility (2020), Seven Tea One (2020), Sujana Mohd Rejab (2019), UmieAktif (2018), Barefoot Mercy (2017) and Kedai Jalanan (2016).

Over the years, the GIA has helped further the impact of a wide range of social works – from wildlife conservation to supporting indigenous communities to providing education to underprivileged students – and hopes to inspire more changemakers nationwide.

AT A GLANCE

RM7.84 MILLION	in grants disbursed to support individuals and groups in their social work	>100	winners of the Star Golden Hearts Award and Gamuda Inspiration Award
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WINNER OF THE GIA 2023



“When the project first started in 2008, we had an ambitious plan to build the centre from scratch. Conservation works are quite challenging. With this grant, we can do more holistic and pragmatic work on the ground.”

Wong Siew Te, Founder, Bornean Sun Bear Conservation Centre

WINNER OF THE GIA 2022



“More than just the award grant, we’re grateful for Yayasan Gamuda support in Iskul’s work. Gamuda engineers helped us in the design and costing for the upcoming construction of a digital lab.”

Chuah Ee Chia, Co-founder, Iskul Sama diLaut Omadal

WINNER OF THE GIA 2019



“The (3D printing) machine has enabled me to produce thousands of visors to ensure that our (COVID-19) frontliners are well protected. I am grateful for the help from The Star and Yayasan Gamuda.”





Sujana Mohd Rejab, 3D Prosthetics Maker

LOCAL ECONOMIC EMPOWERMENT

The key to Gamuda's regional success is our local-first strategy. In addition to hiring locals, we prioritise working with at least 95 percent of local suppliers and businesses annually. We are committed to a fair and inclusive supply chain that empowers marginalised groups and SMEs.

In Australia, we have invested AUD47 million in 76 Aboriginal businesses across three major projects. Gamuda is a member of Supply Nation, NSW Indigenous Chamber of Commerce, Kinaway Indigenous Chamber of Commerce, and Yarpa Hub.

Local spending in 2023

-  98%
-  98%
-  95%
-  100%
-  100%

SHAPING FUTURE LEADERS

Beyond education aid, the Gamuda Scholarship is a holistic platform that shapes leadership qualities in scholars and springboards their careers with opportunities to work regionally. Since its inception, the Gamuda Scholarship has enabled more than 763 students, especially from the B40 (lower income group) and Indigenous communities, to undertake engineering and non-engineering courses in local and international public and private universities. The programme is a key part of Gamuda's strategy to cultivate a robust pipeline of high-potential talent.



REGIONAL EDUCATION AID

We provide scholarships to local students in Australia, Vietnam and Singapore.

National Rugby League School to Work Program

Gamuda Australia's partnership with the National Rugby League (NRL) School to Work Program enables Aboriginal and Torres Strait Islander youth to transition into further education, training, and meaningful employment. In 2024, 17 university and trade scholarships are committed, covering tuition fees, tools, personal protective equipment, uniforms, and transportation. The scholars will also have a paid internship with Gamuda to enhance their field experience while they study.

Gamuda Land Vietnam Scholarship

Gamuda Land Vietnam offered its inaugural scholarship programme in 2023 to help Vietnamese students pursue their tertiary education. Its success led to the return of a new season in 2024, expanding it to include majors in Business Studies, Business Administration, Human Resource Management, and Law.

Gamuda Singapore Scholarship

In collaboration with Singapore's Ministry of Education, Gamuda Singapore will offer scholarships to civil engineering students. The programme received applications from students from the National University of Singapore, Nanyang Technological University, Singapore Institute of Technology, and others.

VOLUNTEERING

Through Gamuda's corporate volunteerism and employee engagement, our employees can get personally involved in contributing their time, effort, and finances to causes that they are passionate about.



CROSS-REGIONAL CIVIC PARTICIPATION

GL Cares

GL Cares is an employee volunteerism programme to help communities near our Gamuda Land developments in situations of a natural crisis. During the height of the COVID-19 pandemic, GL Cares provided essential items to those affected by the pandemic.

Since 2013, Gamuda Land Vietnam and VinaCapital Foundation's Heartbeat have raised funds at its Run For The Heart annual charity for children requiring heart surgery for congenital heart defects.

In 2024, 167 children received financial support amounting to a total of VND6.1 billion (RM1.2 million) required for their surgeries.



Eco-Habitat Restoration

Gamuda Australia's graduates of 2023 participated in a unique social impact project, where they designed, built, and installed wildlife habitats to regenerate local flora and fauna in Western Sydney. They teamed up with the Deerubbin Local Aboriginal Land Council to create:

- 10 bee hotels to attract native bees, which will pollinate the threatened native fauna species throughout the area
- 10 bird boxes for kookaburras to use as nests to rejuvenate the native bird population
- 10 special PVC cockatoo bird boxes to attract them back to the area to rejuvenate the native flora and fauna
- 400 native seedlings were donated and planted by the team to regenerate bushland



Marine Ecological Conservation

Gamuda Australia partnered with Major Projects Group (a demolition company and certified social enterprise), dedicating 50 percent of profits to their Major Projects Foundation. The Foundation focuses on safeguarding and revitalising Australian coastal and Pacific Islands waters. This includes undertaking critical research into the M/V Limerick wreck off the coast of Ballina, New South Wales, which poses an environmental hazard, frequently leaking fuel into the surrounding ecosystem with recorded slicks up to 10 km. The partnership is part of the Collaborating for Change pillar in Gamuda's Seeds for Growth sustainability framework.





BIODIVERSITY ENHANCEMENT

Gamuda Green Plan 2025 is our strategic roadmap towards driving ESG within the Group, with Environmental and Biodiversity Conservation as one of its four key pillars. We are an early adopter of the Taskforce on Nature-related Financial Disclosures (TNFD).

AT A GLANCE

>750,000	trees planted in 16 developments
16	urban forest clusters within 16 developments
91	flora and fauna species of conservation importance were found

[Learn more](#)



ECOSYSTEM

Gamuda Land launched Gamuda Parks in 2018 to safeguard the natural environments across our townships. It has four main activities that promote biodiversity conservation.

One million trees	Setting up a wetlands arboretum	IUCN biodiversity conservation	In-house arboriculturists
We have planted and nurtured over 750,000 trees while developing 1,730 acres of greenspaces and waterscapes through 16 urban forest clusters within 16 developments.	The Wetlands Arboretum Centre at Gamuda Cove received Malaysia's first EDGE Advanced (Zero Carbon Ready) certification. It was opened to academics, researchers and the public in 2024.	Over 200 trees were identified under the International Union for Conservation of Nature's (IUCN) protected species.	There are three in-house arborists as of 2024.
		42 flora species and 49 fauna species of conservation importance were found.	Over 400 employees completed 11 modules under Gamuda Parks Urban Ecology Biodiversity.



Gamuda Land developed the 90-acre Wetlands Arboretum Centre at Gamuda Cove, a natural sanctuary for wildlife conservation, nature research and forest fitness. We collaborate with the Department of Wildlife and National Parks of Peninsular Malaysia (PERHILITAN) as the arboretum is built inside Paya Indah Wetlands, a protected and ecotourism area.

As a forest seedling bank and nursing ground for healthy plant stocks, seeds are gathered for propagation and research with a priority on native species and trees with

high values under the IUCN red list. Importantly, it was also designed for education and biodiversity research in collaboration with Forest Research Institute Malaysia (FRIM) and Universiti Malaya.

Penang Silicon Island combines advanced tech for eco-friendly master planning. We are collaborating with experts to implement the Penang South Reclamation Ecology Offset Masterplan (PEOM) to deploy artificial reefs and fish aggregating devices, release fish and prawn fries, and enhance coastline ecology, ultimately

benefiting the local fishing communities in the long-term. In collaboration with the Forestry Department, we are planting 200,000 mangrove trees and other coastal species.

ENVIRONMENTAL REVIVING

For the Coffs Harbour Bypass project, the Ferrovial-Gamuda Australia joint venture developed the Construction Biodiversity Management Plan to mitigate the impact on native flora and fauna.

We have reduced vegetation clearing by 20 percent (from the approved 48.17 hectares to about 38 hectares). We have undertaken landscaping and revegetation works covering about 150 hectares, built 16 fauna connectivity structures (15 koalas and one glider) and installed 165 nest boxes.

For the Ulu Padas Hydroelectric Dam project, we are collaborating with local academic institutions and civil societies to develop the Ulu Padas Conservation Masterplan (UPCM) and Upper Padas Social Impact Management Plan (UPSIMP).

The UPCM aims to conserve local biodiversity and ecosystems in compliance with the Special Environmental Impact Assessment (SEIA). The project will also seek certification under the Hydropower Sustainability Standard.

The UPSIMP aims to deliver benefit-sharing and community development programmes for the Indigenous peoples nearby to improve their overall well-being.



ETHICAL BUSINESS PRACTICES

Gamuda is committed to maintaining high standards in an ethical business environment and robust governance throughout the Group's ventures including our overseas operations, aligning with global practices.

[Learn more](#)



GOVERNANCE STRUCTURE AND POLICIES



GOVERNANCE

We comply with the Code of Business Ethics, Anti-Bribery and Corruption, Human Rights and Responsible Procurement policies, and we align with the Malaysian Code of Corporate Governance.

In 2023, 0 fines, penalties or settlements related to corruption, socio-economic and environment were recorded.



SUPPLY CHAIN MANAGEMENT

We implement ESG criteria in procurement of contracts and conducted 50 ESG awareness sessions with 1,200 suppliers since 2022. The Quality, Safety, Health and Environment department conducts annual audits to ensure suppliers meet the ISO 45001 criteria and our Sustainability KPIs. All suppliers commit to our Anti-Bribery and Corruption Policy. We promote transparency via open tenders with non-discriminatory procurement processes.



DIGITAL TRANSFORMATION AND INNOVATION

Our digital transformation policies are guided by Gamuda Excellence Transformation (GET). We leverage digital innovation to catalyse our ESG implementation such as Next-Gen Digital IBS, Building Information Modelling, Augmented Reality and Virtual Reality. Next-Gen Digital IBS enables us to manufacture products with 40 percent less embodied carbon.



CYBER SECURITY AND DATA PROTECTION

An IT Centre of Excellence has been established as part of our efforts to strengthen cybersecurity. We are obtaining ISO/IEC 27001:2022 certification to align with international best practices. These initiatives are supported by our Information Security Policy. In 2023, there were no reports of customer privacy breaches or customer data losses.

REAFFIRMING OUR COMMITMENT TO SUSTAINABLE DEVELOPMENT

As we progress, Gamuda will continue to be a responsible engineering and construction leader, driving our social impact performance in measurable ways to ensure we are always on the right track. As we gain traction in our regional growth, we will accelerate our efforts to bring multiplier socio-economic benefits that cascade across stakeholders, societies, and the countries where we operate.



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