



Ranhill



SUSTAINING GROWTH MOMENTUM

SUSTAINABILITY REPORT 2023

10TH ANNUAL GENERAL MEETING

 25 June 2024, Tuesday,
2.30 p.m.

 Ballroom 1 & 2,
Intercontinental Kuala Lumpur,
165, Jalan Ampang,
50450 Kuala Lumpur.



For more information:
Scan the QR code to view our
SR2023
<https://ranhill.com.my/sustainability/sustainability-reports/>

Our BUSINESSES

WE ARE A RESPONSIBLE GLOBAL BUSINESS, ENSURING A SUSTAINABLE BALANCE BETWEEN ENVIRONMENTAL PROTECTION, SOCIAL RESPONSIBILITY AND PROFITABILITY IN ALL ASPECTS OF WHERE WE DO BUSINESS.

Environment Sector

-  Treated Water Supply Services
-  Water, Wastewater Treatment & Reclaimed Water Treatment

Energy Sector

-  Energy and Renewable Energy ("RE")

Engineering Services Sector

-  Engineering, Procurement and Construction Management ("EPCM"), Engineering, Procurement, Construction and Commissioning ("EPCC"), Project Management Consultancy ("PMC"), Operations and Maintenance ("O&M")
-  Non-Revenue Water Management

Our REPORTS REPORTING SUITE

ANNUAL REPORT 2023 ("AR2023")

AR2023 provides a comprehensive account of Ranhill's financial performance as well as the audited financial accounts of the Group.

It also provides strategic information pertaining to the Group's business and operational strategies, risks and opportunities, outlook and prospects as well as information pertaining to the business model and industry value chain.

SUSTAINABILITY REPORT 2023 ("SR2023")

SR2023 provides a detailed account of the Group's sustainability performance as per its identified material Economic, Environment and Social ("EES") topics.

SR2023 is developed in reference to the Global Reporting Initiative 2021 disclosure requirements, FTSE4Good Bursa Malaysia Index, Sustainability Accounting Standards Board ("SASB") sustainability disclosures and (where relevant), the Taskforce on Climate Related Financial Disclosures ("TCFD").

CORPORATE GOVERNANCE REPORT ("CG2023")

CG2023 demonstrates how Ranhill has applied corporate governance practices of the Malaysian Code of Corporate Governance 2021 ("MCCG 2021") including updates prescribed by the code in FY2023.

Cover RATIONALE

As a forward-thinking company, Ranhill Utilities Berhad ("Ranhill") continues to provide the world with the distinctive technologies and innovative thinking that enables a successful transition for industries and businesses towards a more sustainable future. The Group's ecosystem depicted by its Environment, Energy and Engineering Services sectors, deliver stellar solutions that enable businesses and industries to navigate a post pandemic, globalised business environment and to progressively transform and evolve and to remain relevant amidst a changing world. Ranhill's proven track record and distinctive business model is harnessed to chart a course of stellar prospects while navigating the challenges towards unlocking the full potential of companies and industries by providing a pathway towards embracing the future.

SUSTAINABILITY AND ENVIRONMENTAL, SOCIAL AND GOVERNANCE ("ESG")

As part of our commitment to protect the environment, this sustainability report is printed on FSC® certified mix paper.

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CORPORATE PHILOSOPHY



OUR MISSION

TO BE A REGIONAL LEADER IN WATER, WASTEWATER AND ENERGY WITH EMPHASIS ON CIRCULAR ECONOMY AND A LEADER IN TRANSITION ENERGY ENGINEERING SOLUTIONS



OUR VISION

ENRICHING LIVES THROUGH SUSTAINABLE SOLUTIONS



OUR VALUES

1

RESPECT

Respect for the environment, communities we serve and for our employees.

2

RESOURCEFUL

Determination in sourcing and adopting innovative solutions.

3

RESULT

Focussed on delivering growth and value to our stakeholders.

ENRICHING LIVES

Ranhill aspires to lift the quality of life by being at the forefront of nation-building through sustainable environment and energy solutions using innovative and clean technology.

SUSTAINABLE SOLUTIONS

Ranhill aspires to meet the needs for an enhanced quality of life and a cleaner planet through innovation.

We subscribe to the triple-bottom-line approach, to the Environment (Planet) and Communities (People) whilst achieving our Financial Objective (Profit).

We inspire our employees to be innovative in providing solutions beyond customers' expectations.

RANHILL FACT SHEET

Provides Clean Water to 4 Million Consumers in Johor, Malaysia 	99.8% Water Supply Coverage Rural / Urban 100% Clean Water Supply Coverage (Urban)	46 Water Treatment Plants 	724 Active Treated Water Reservoirs 
24,150 KM Total Pipelines 	3,623 KM Mains Distribution	20,527 KM Reticulation	Total Capacity 2,171 MLD Treated Water
Ranhill had Engineered: - Over 800 MLD Water Treatment Plants - Over 601 KM of Highways - Over 200 KM of Railway - Over 20,000 Acres of Landbank - Over 4 Million sq.m of Building Space 		Total Capacity of Water, Wastewater and Reclaimed Water Treatment Plant in International Footprint Thailand: 117 MLD China: 227 MLD 	
Provide Electricity 1.2 Million People in Sabah, Malaysia 	Owns and Operates Combined Cycle Gas Turbine ("CCGT") Rugading: 190 MW Teluk Salut: 190 MW	Owns and Operates Solar Power Plant Bidor: 50 MW	
NRW Level 25.0%	Employees 4,203 	Total Percentage Capacity of Water, Wastewater and Reclaimed Water Treatment Plant Local: 86.0% International: 14.0%	

You can find more details on our website on www.ranhill.com.my



FTSE4Good Ranhill is a constituent of the FTSE4Good Bursa Malaysia Index since 2019



Participant of United Nation Global Compact (UNGC) since 2008

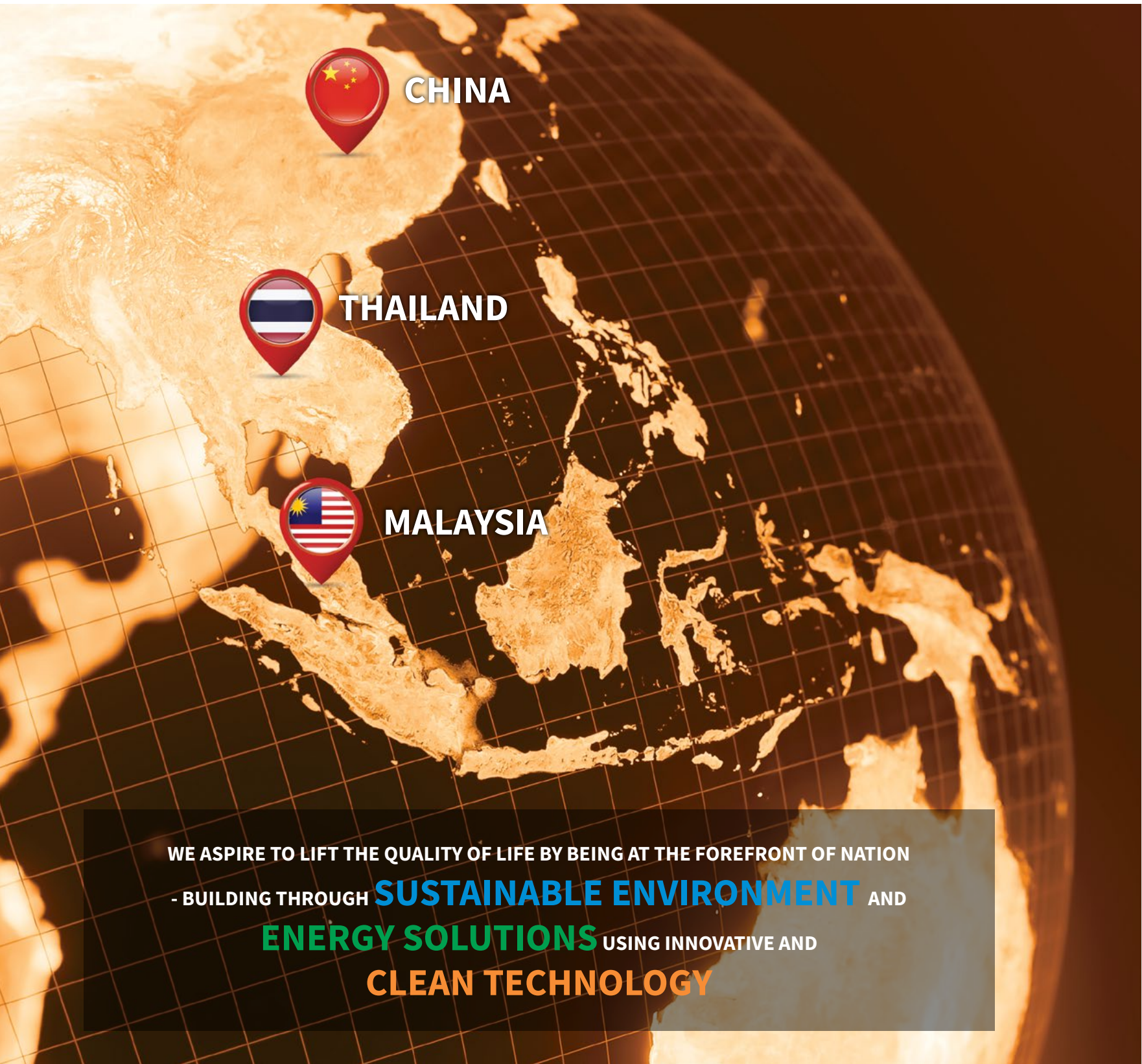


The Edge ESG Award 2022 (Gold) Utilities Category



The Edge ESG Award 2023 (Gold) Utilities Category

OUR PRESENCE



CHINA



THAILAND



MALAYSIA

WE ASPIRE TO LIFT THE QUALITY OF LIFE BY BEING AT THE FOREFRONT OF NATION

- BUILDING THROUGH **SUSTAINABLE ENVIRONMENT** AND

ENERGY SOLUTIONS USING INNOVATIVE AND

CLEAN TECHNOLOGY

OUR PRESENCE

MALAYSIA

Water Supply Services in Johor, Malaysia

- Exclusive licence to provide source-to-tap water supply services throughout the state of Johor
- 46 water treatment plants
- The second largest water operations in the country with total design capacity of 2,171 MLD

Engineering and Infrastructure Solutions Specialist

- ExxonMobil Exploration and Production Malaysia Inc (“EMEPMI”) - Provision of Engineering, Procurement and Construction Management (“EPCM”) Services
- Develop the Kasawari Gas Development Project as part of the overall block SK316 development strategy off the coast of Sarawak
- Shell Rosmari & Marjoram Project Offshore Gas Plant
- Senai-Pasir Gudang-Desaru Expressway (with 500m main span cable-stayed bridge)
- Kuala Lumpur International Airport and KLCC
- The world’s largest Carbon Capture Storage (“CCS”) project - the Malaysia Kasawari CCS in Sarawak

Power Business in Sabah, Malaysia

- The largest Independent Power Producer (“IPP”) in Sabah, Malaysia
- Owns and operates two 190 MW CCGT power plants in Kota Kinabalu Industrial Park
- 21-year PPA with SESB for the sale of up to 380 MW of electricity generating capacity
- Awarded the EPCC and operations for the 100 MW Kimanis CCGT power plant

NRW Specialist

- Ranhill has saved 774 MLD through NRW projects since 2005
- Developed 251 strategic and all mains’ models with over 1 million total number of connections
- Designed and established over 1,196 District Metered Areas (“DMAs”)
- Over 258 KM of pipe works replaced

CHINA

- Concession agreement with local authorities or industrial park management councils
- 12 wastewater treatment plants with consessions ranging from 25-30 years
- Total treatment capacity of 227 MLD

THAILAND

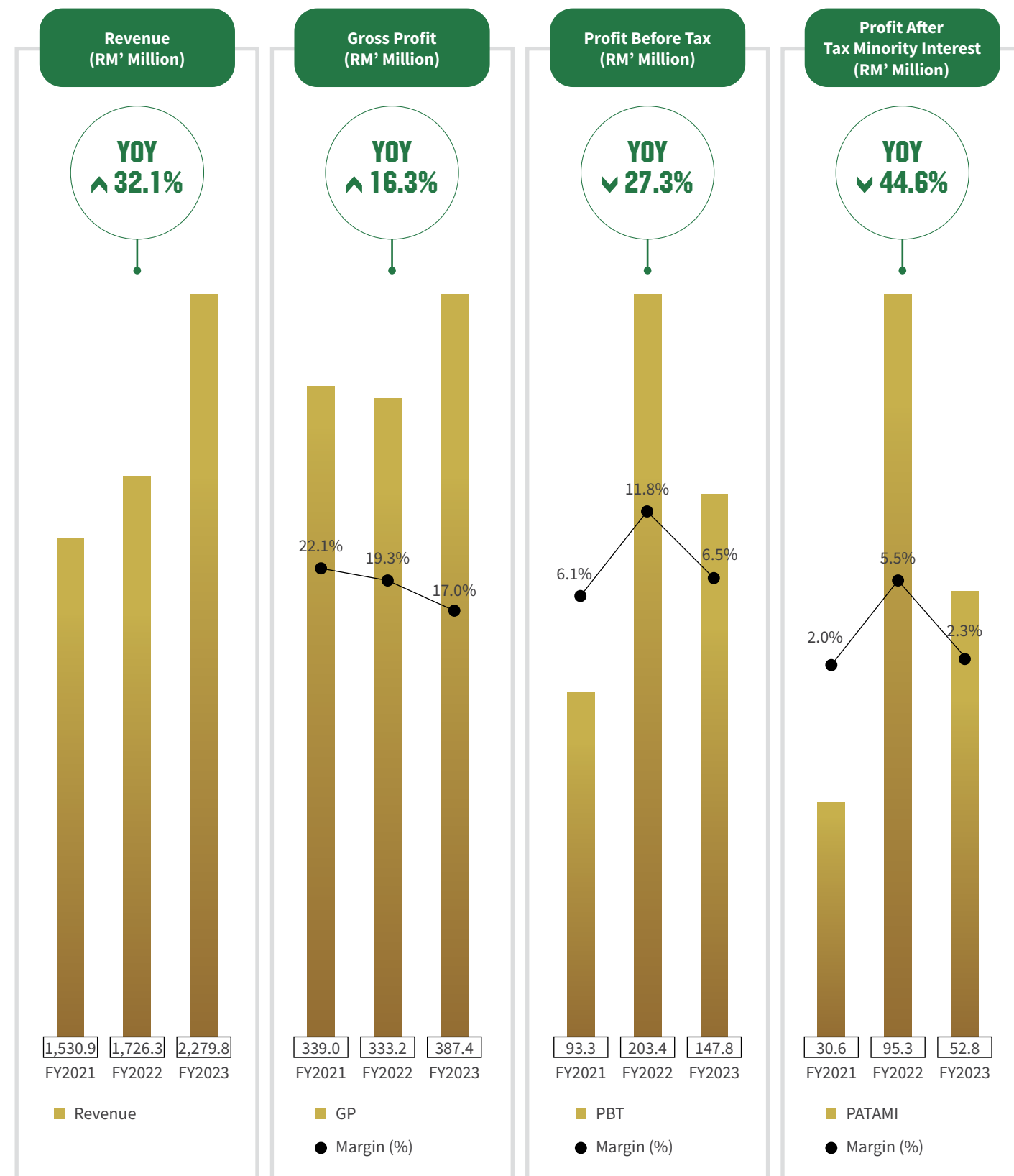
- Total of 9 water, wastewater and reclaimed water treatment plants
- 100 MLD of total water and wastewater treatment capacity
- 17 MLD of reclaimed water treatment plant capacity

OTHER COUNTRIES

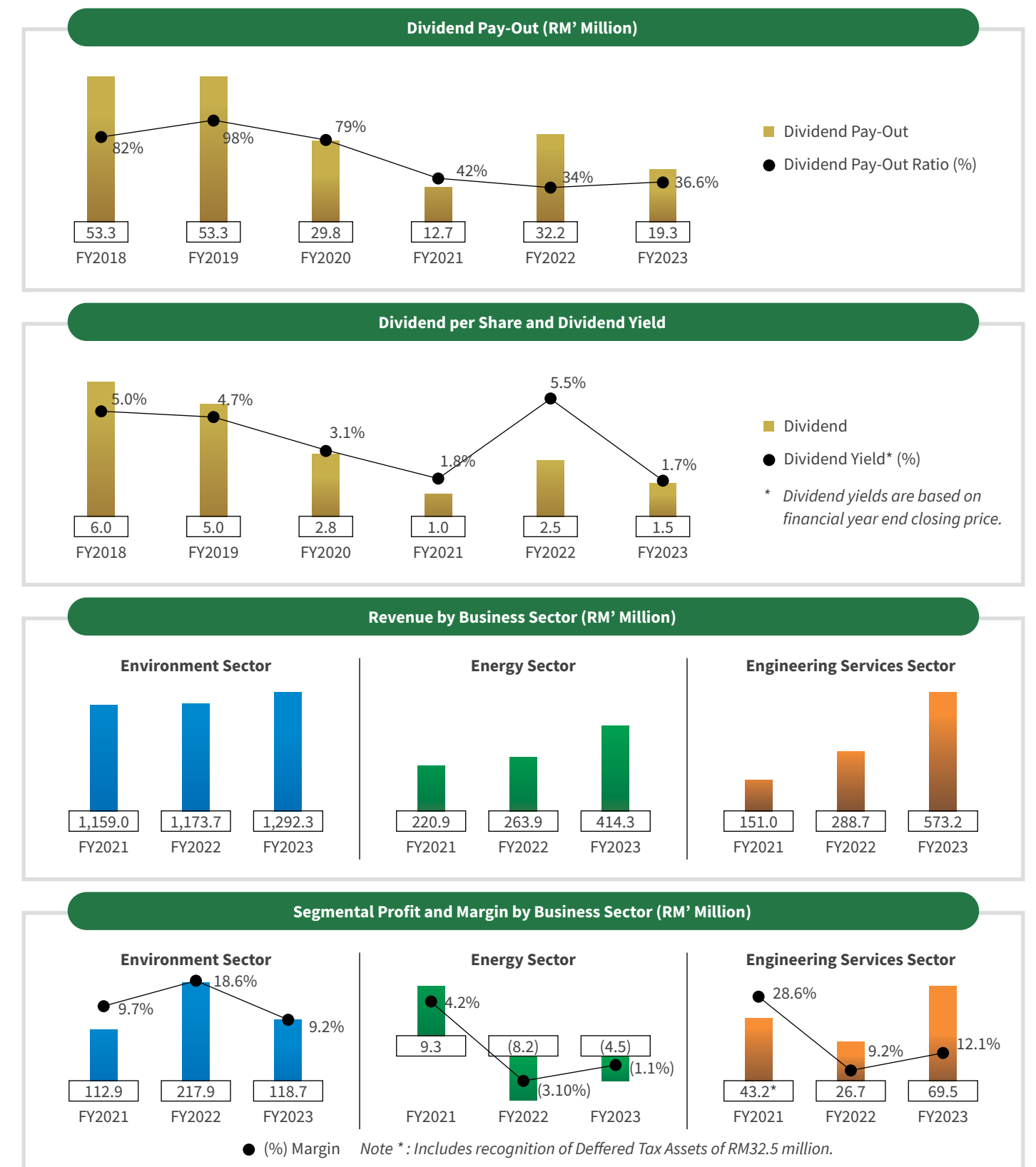
(Multi Disciplinary of Engineering Services)

- Engineering works for Santos WHP EPCI with Sapura Engineering, Western Australia
- Pre-FEED for HI Development Project, Nigeria
- Engineering Support to Sembcorp Marine under an EPCI contract awarded by North Oil Company (“NOC”) for Gallaf Batch 2 project, located field, off Qatar
- Block 15-1/05 Lac Da Vang Oil Development, Vietnam
- Neptune Deep Project, a FEED for gas de-hydration fixed platform (NNM CPP) in 120m of water in the Black Sea off the coast of Romania
- Zawtika M-9 Development Project, Offshore, Myanmar
- Marina Doha Residential Doha Office Tower, Qatar
- Built a 113.5 MLD potable water treatment plant for Haldia Development in West Bengal
- Bangladesh-Engineering for Public Sanitation Facility for 23 districts funded by the Islamic Development Bank
- First designed for float over project and detailed design, procurement support in Offshore Bombay, India for the B193 Development Project
- Detailed engineering and project management services of 10,800 residential in Tajura, Libya
- Provide project management services to Saudi Aramco, King Abdullah University of Science and Technology (“KAUST”)
- Provide management and construction services for King Saud University for Girls (“KSUG”) in Riyadh
- P-82 Floating Production Storage and Offloading (“FPSO”) contract, which will incorporate carbon capture and closed flare technology features in Brazil

GROUP FINANCIAL HIGHLIGHTS



GROUP FINANCIAL HIGHLIGHTS



NON-FINANCIAL HIGHLIGHTS

Ranhill measures its EES progress against the four pillars of its sustainability framework and selected UNSDGs.



ENVIRONMENTAL AWARENESS & PRESERVATION

UNSDGS



ACHIEVEMENTS AND HIGHLIGHTS

Group Commenced collaboration with the Malaysia Green Technology and Climate Change Corporation (“MGTC”) to implement a progressive adoption of the recommendations under the Taskforce on Climate Related Disclosures (“TCFD”) framework.	RSE - Continued compliance with all KPIs set by Sabah Electric Sdn Bhd (“SESB”) including air emissions, effluents and noise levels. - Despatched total energy of 2,617 GWh to the Sabah electricity grid.
Ranhill SAJ, RWS, RWT, RWTT and AnuRAK - Compliance to all SPAN KPIs in 2023. - Continued expansion and refurbishment of the water infrastructure network in Johor. 681,406,791 m³ of treated water produced for Johor. - Production of 28 MLD of greywater; 17 MLD and 11 MLD from Thailand and Forest City, Malaysia respectively. 293,628 kWh of clean energy generated from mini solar and mini hydro installations at WTPs / 222,570.1 KgCo₂e avoided. 12 additional District Metered Areas (“DMAs”) established, bringing total to 1,196. - Completed the PR1JB (Johor Pipe Rehab) contract. - Awarded the 2.0 MLD Desalination Plant at Sungai Simpang Arang, Gelang Patah, Johor.	RBSB - Expanded order book to RM416.8 million in 2023. - Received ‘Best Dam Safety Towards Community Award’ for the Klang Gate Dam Break Analysis Study. - Completed 50 MW LSS plant in Bidor, achieving COD in February 2024. RW - Secured were the Qatar North Field Production Sustainability (“NFPS”) Offshore Compression Complexes Project and the ISDN China contract. - Continued to achieve strong progress on existing projects in hand including the world’s largest CCUS project: Malaysia Kasawari CCUS located in Sarawak.

FUTURE PLANS

- 24.5% NRW level target for Johor by 2025 which will contribute to the National NRW level target of 31% in 2025.
- Increase reclaimed plant capacity.
- Increased use of solar and mini hydro at more WTPs.
- Committed to 25% reduction in emissions per electricity generated in Energy Business and 30% emissions reduction in Water Business by 2030.
- Continuous enforcement against polluters and water thieves in concerted efforts with regulatory authorities.
- Reduce Scope 1 and Scope 2 emission level as compared to 2022 base year by 90% as early as 2050.

NON-FINANCIAL HIGHLIGHTS



CONTRIBUTION TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

UNSDGS



ACHIEVEMENTS AND HIGHLIGHTS

Group - Continue to have active engagement with diverse regulatory, industry and societal stakeholders. 100% local procurement for operating entities. - Initiated special CSR project to uplift 60 Orang Asli villagers in Kg Sudak, Gerik, Perak.	RSE - Total CSR contributions worth RM18,500 to various needy causes. RWTT and AnuRAK @ Thailand Operation 858 unique visitors to the Amata Leaning Centre in Thailand.
Ranhill SAJ Water rebates provided to 2,726 poor and hardcore poor households in Johor, worth RM730,000.	RW A collaboration with Expro at Kampung Orang Asli Jeram Kedah, installing Pico Solar systems in 50 houses to benefit 500 indigenous villagers.

FUTURE PLANS

- Provide access to underserved areas (water & power).
- Capacity building - Collaboration with the Ministry of Higher Education and universities to develop talents for both the water and power industry.
- To maintain 100% customer complaints resolution rate.



INSPIRATIONAL WORKPLACE & CULTURE

UNSDGS



ACHIEVEMENTS AND HIGHLIGHTS

Group - Employee satisfaction levels ranging 85%-91% across all operating entities. 148 participants in the Young Water Professionals (“YWP”) programme. 768 new hires, 204 women, 584 below 30 years old. 1:1 ratio male-female salary ratios.	100% return to work rate post parental leave. - RM312.5 million paid in salaries and benefits to employees. - RM35.8 million paid to employees’ retirement funds. - RM3.3 million paid for employee medical care and healthcare. - Zero cases of excessive working hours recorded.
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FUTURE PLANS

- Encourage greater employee diversity and inclusivity across the Group.
- Provide opportunities for Person With Disability (“PWD”).
- Drive succession planning.
- Identify and equip employees with Industry 4.0 knowledge.

NON-FINANCIAL HIGHLIGHTS



ENHANCING GOVERNANCE ACROSS THE GROUP

UNSDGS



ACHIEVEMENTS AND HIGHLIGHTS

Ranhill SAJ

- Zero confirmed cases of corruption reported for FY2023.
- 100% customer complaints resolution rate.
- 2 hours of anti-corruption training for the Board, Management and staff.
- 100% of Group assessed for corruption risks including subsidiaries.
- Zero whistleblowing cases reported in FY2023.
- Continued high worker representation across all companies on Health and Safety Committees.
- 9.06 million manhours without a Loss Time Injury (“LTI”).
- Zero fatalities and LTIs.
- Zero public health and safety incidents.

RW

- Registered 20 million manhours worked without a Lost Time Injury (“LTI”).

FUTURE PLANS

- Implementation of ISO Certification group wide (ISO 45001 Occupational Health & Safety Management System).



Ranhill Worley reached 20 million safe hours, showcasing our steadfast dedication to occupational, health and safety

MESSAGE FROM CHAIRMAN AND CHIEF EXECUTIVE

TAN SRI HAMDAN MOHAMAD

Chairman and Chief Executive



DEAR ESTEEMED STAKEHOLDERS,

REFLECTING ON 2023, A YEAR MARKED BY RESILIENCE AND STRATEGIC THINKING, I AM PROUD AND GRATEFUL TO HIGHLIGHT THE SIGNIFICANT MILESTONES ACHIEVED BY RANHILL UTILITIES BERHAD (“RANHILL” OR “THE GROUP”). SUSTAINABILITY REMAINS AT THE HEART OF OUR STRATEGIC APPROACH AND IS THE CATALYST IN SPURRING US AT RANHILL, TO SEEK NEW IDEAS AND SOLUTIONS IN MEETING OUR STAKEHOLDERS’ NEEDS FOR ENERGY, WATER AND INFRASTRUCTURE.

We continue to grapple with the polar opposites of a world hungry for cheaper and more accessible energy sources, yet at the same time, looking to accelerate its transition to renewable energy (“RE”). A world that is dependent on hydrocarbons to fuel its socio-economic growth even as a growing cognisance emerges on the spectre of significant, irreversible impacts arising from climate change.

The reality is that the world is in a transitional period. Even as we decarbonise, the wheels of the global economic engine remain greased by “dirty” energy sources. However, being mindful of the economic realities does not mean being resigned to the situation. Rather, taking stock and accepting the realities

is the cornerstone for adaptation and the implementation of new strategic approaches.

Ranhill, through its respective businesses continues to seek ways to develop sustainable solutions. Solutions that dovetail with the present realities, while progressively driving a shift towards greener and cleaner approaches. We continue to be part of a just transition in the energy sector.

Our involvement in international Carbon Capture and Storage (“CCS”) solutions such as the Kasawari Project, the largest global offshore CCS project to date, reflect our commitment to combine both commercial perspectives with sustainability considerations. Kasawari, once completed can capture up to 3.3 million tonnes per annum of CO₂. A total of about 71 million to 76 million tonnes of CO₂ from the Kasawari CCS project will be reinjected into the M1 field via pipeline, which is approximately 138 km away from the platform.

Importantly, the technology, expertise lent to these projects are inherent to Ranhill. We bring homegrown capabilities to internationally acclaimed, game-changing projects; industry firsts and this affirms our commitment towards building what the world needs in a more sustainable manner.

In February 2024, our 50 MW solar power plant in Bidor, Perak achieved commercial operations. This marks our contribution towards supplying clean energy to the national grid of Peninsular Malaysia and thus progressively driving the ongoing national energy transition away from coal based driven energy generation.

We are presently residing in a world of immense challenges, dynamic changes but importantly one of transition and with that, many possibilities and opportunities. Our optimism of a better future is reflected in the conscious choice of our business activities. We aim to expand our footprint in RE, to decarbonise our operations and to play our part in managing water resources in Johor towards ensuring sustainability.

MESSAGE FROM CHAIRMAN AND CHIEF EXECUTIVE



Large Scale Solar Farm ("LSS4") located at Bidor, Perak

In the future, we could aim to leverage new and emerging solutions such as hydrogen production and other possibilities. We shall continue to evolve and move forward.

In managing our own carbon footprint, our Roadmap to Net Zero 2050 charts a clear and progressive pathway towards decarbonisation. The pathway shall drive Ranhill to achieve a 90% reduction of both Scope 1 and Scope 2 emissions by 2050; with the remaining fugitive and residual emissions addressed through carbon removal or offsets solutions. Our roadmap is provided on page 39 of this report. At the same time we will work towards addressing Scope emissions, including efforts to decarbonise our supply chains through improved data management and also through stakeholder engagement.

In Johor, our constant efforts in addressing non-revenue water ("NRW") in the state has enabled a further savings of 13 MLD in 2023 alone, with NRW levels declining to 25.0%. This is a 1.3% reduction from 2022 and surpasses SPAN's target of 25.5%.

We have also continued to make strides on the social front, notably registering new performance milestones for Occupational Safety and Health. In 2023, Ranhill Worley registered a noteworthy 20 million manhours without a loss time incident ("LTI"). We have also continued to uphold the basic human right of access to clean and affordable water by providing rebates to 2,726 poor and hardcore poor households in 2023 alone. In the past five years, total value of rebates provided stand at RM4.1 million.

Our efforts have been well recognised and in 2023 Ranhill received the Gold Award in the Utilities category at The Edge Malaysia ESG Awards for the second consecutive year. The award takes into account our transparent and comprehensive sustainability disclosures as well as our continued commitment to good Environmental, Social, and Governance ("ESG") practices.

Ranhill SAJ was nominated by Suruhanjaya Perkhidmatan Air Negara ("SPAN") as the Best Public Operator and the Best Innovation in The Water Industry. In addition, at the National Energy Awards 2023 Ranhill SAJ

took the top prize in the Renewable Energy Category for Micro Hydro Application at the Gunung Ledang Water Treatment Plant in Tangkak, Johor. We were also first runner-up in the ASEAN Energy Awards for the Renewable Energy Project, Off-grid Category.

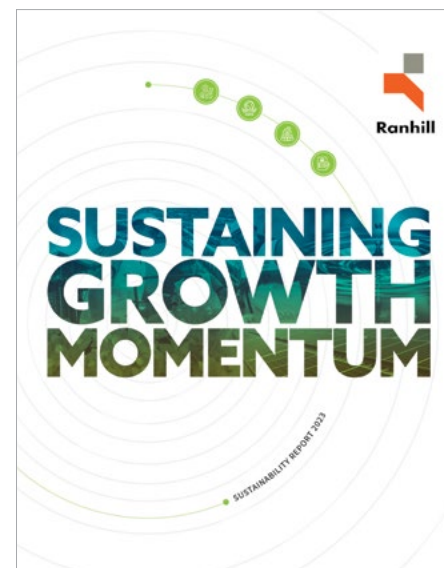
The full details of our efforts, achievements, and the lessons learnt in 2023 are provided in the pages of this sustainability report. As we continue to integrate sustainability into our operations, we remain committed to collaborating with all stakeholders, towards developing a culture and organisation, where sustainability is inherent in every facet of our operations, decision and strategies, which clear performance measurements.

As we look back on 2023, I extend my heartfelt gratitude to our shareholders and employees, whose steadfast support and dedication have been pivotal to our accomplishments.

Warm regards,

TAN SRI HAMDAN MOHAMAD
Chairman and Chief Executive

ABOUT THIS REPORT



INTRODUCTION

RANHILL UTILITIES BERHAD ("RANHILL" OR "THE GROUP") PRESENT ITS 8TH STANDALONE SUSTAINABILITY REPORT ("SR2023"). SR2023 REFLECTS RANHILL'S CONTINUED COMMITMENT TOWARDS TRANSPARENT AND ACCOUNTABLE DISCLOSURE ON ITS JOURNEY OF SUSTAINABILITY AS EVIDENCED IN THE MANY OUTCOMES AND RESULTS ACHIEVED FOR FINANCIAL YEAR ENDED 31 DECEMBER 2023.

SR2023 has been developed in accordance with the following reporting frameworks:

- ▶ Bursa Malaysia Sustainability Reporting Requirements
- ▶ Global Reporting Initiative 2021 ("GRI")
- ▶ FTSE4Good Bursa Malaysia Index
- ▶ Sustainability Accounting Standards Board ("SASB") Sector Specific Disclosures
- ▶ Task Force on Climate Related Financial Disclosures ("TCFD")
- ▶ United Nations Sustainable Development Goals ("UNSDGs")
- ▶ GHG Protocol Corporate Standard
- ▶ United Nations Framework Convention on Climate Change ("UNFCCC") on Intergovernmental Panel on Climate Change ("IPCC") 2006 Guidelines

SCOPE AND BOUNDARY

SR2023 has been scoped to provide disclosures based on all corporate entities that Ranhill has equitation control of. Essentially, the Group and all subsidiaries in which Ranhill has had a majority equity stake of during the financial year. These are:

- ▶ Ranhill SAJ Sdn Bhd ("Ranhill SAJ")
- ▶ Ranhill Water Services Sdn Bhd ("RWS")*
- ▶ Ranhill Water Technologies Sdn Bhd ("RWT")
- ▶ AnuRAK Water Treatment Facilities Co., Ltd ("AnuRAK")
- ▶ Ranhill Water Technologies Thai Ltd. ("RWTT")
- ▶ Ranhill Sabah Energy ("RSE") comprising Ranhill Sabah Energy 1 Sdn Bhd ("RSE I") and Ranhill Sabah Energy II Sdn Bhd ("RSE II")
- ▶ Ranhill Bersekutu Sdn Bhd ("RBSB")
- ▶ Ranhill Worley Sdn Bhd ("RW")
- ▶ Ranhill Management Services Sdn Bhd ("RMS")

* In December 2023, RWS and RWT were merged to create Ranhill Technologies Sdn Bhd ("RTSB"). Hence, future sustainability reporting will see the scope and boundary of reports changed to include the new entity.

Excluded are outsourced activities, activities and operations of joint venture companies that the Group does not have

management control. Where meaningful and accurate data is available, Ranhill has endeavoured to provide disclosures on its value chain. We exercise a "local-where-we-operate" practice.

Ranhill has used the GRI principle of materiality to determine content SR2023. Materiality is determined based on the following criteria:

- ▶ Impact Materiality: topics / issues / concerns that would / could have a significant impact on the environment and society.
- ▶ Financial Materiality: topics / issues / concerns that would / could have a significant impact on financial value creation.
- ▶ Stakeholder materiality: topics / issues / concerns that stakeholders deem as being material.

SR2023 covers the reporting period from 1 January 2023 to 31 December 2023 ("FY2023"). Most statistics presented in this report are given based on a 3-year period on a rolling basis.

REFERENCES

All references to "Ranhill", "the Company", "the Organisation", "the Group", "us", "our" and "we" refer to Ranhill Utilities Berhad.

REPORT QUALITY AND DATA ASSURANCE

Report quality is achieved based by the GRI principles of accuracy, balance, clarity, comparability, reliability and timeliness. All data contained within SR2023 has been sourced internally and has been verified by the respective business units or information owners.

INTERNAL ASSURANCE

Data has been internally assured by Ranhill's Internal Audit, Group Corporate Assurance Division ("GCAD"), with co-sourcing with Deloitte PLT as an independent verifier on selected parameters.

ABOUT THIS REPORT

EXTERNAL ASSURANCE

As part of our ongoing commitment to enhance our sustainability reporting, we've engaged Deloitte PLT, an independent verifier, to carry out a limited assurance exercise on selected indicators in this report.

STATEMENT OF USE

The Head of Sustainability and ESG acknowledges responsibility for the following statement of use: The information reported by the Group for the financial year ended 31 December 2023 ("FY2023") has been prepared in accordance with the GRI Standards.

FORWARD LOOKING STATEMENTS

Any forward-looking statements such as targets, future plans, operations and forecast figures is based on reasonable current assumptions. Readers are advised not to place undue reliance on such statements as our business is subject to risks and uncertainties beyond Ranhill control. Actual results may differ.

REPORT AVAILABILITY AND FEEDBACK

SR2023 is available for download at: www.ranhill.com.my/sustainability/sustainability-reports/

Only a limited number of printed copies are available towards reducing paper consumption and environmental footprint. To request a printed copy or, to submit feedback or questions on this report, please contact:

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80350 Johor Bahru,
Johor, Malaysia
Tel : +607 2255 300
Fax : +607 2255 310
Email : sustainability@ranhill.com.my

MEMBERSHIP IN ASSOCIATIONS

Ranhill is a member of the United Nations Global Compact Malaysia Brunei Network ("UNGCMYB"). The Group and / or its subsidiaries are members of the following associations and professional bodies:

WATER SECTOR

- Malaysia Water Association ("MWA")
- Construction Industry Development Board ("CIDB")
- National Institute of Occupational Safety and Health ("NIOSH")
- The Institution of Engineers, Malaysia ("IEM")

ENERGY SECTOR

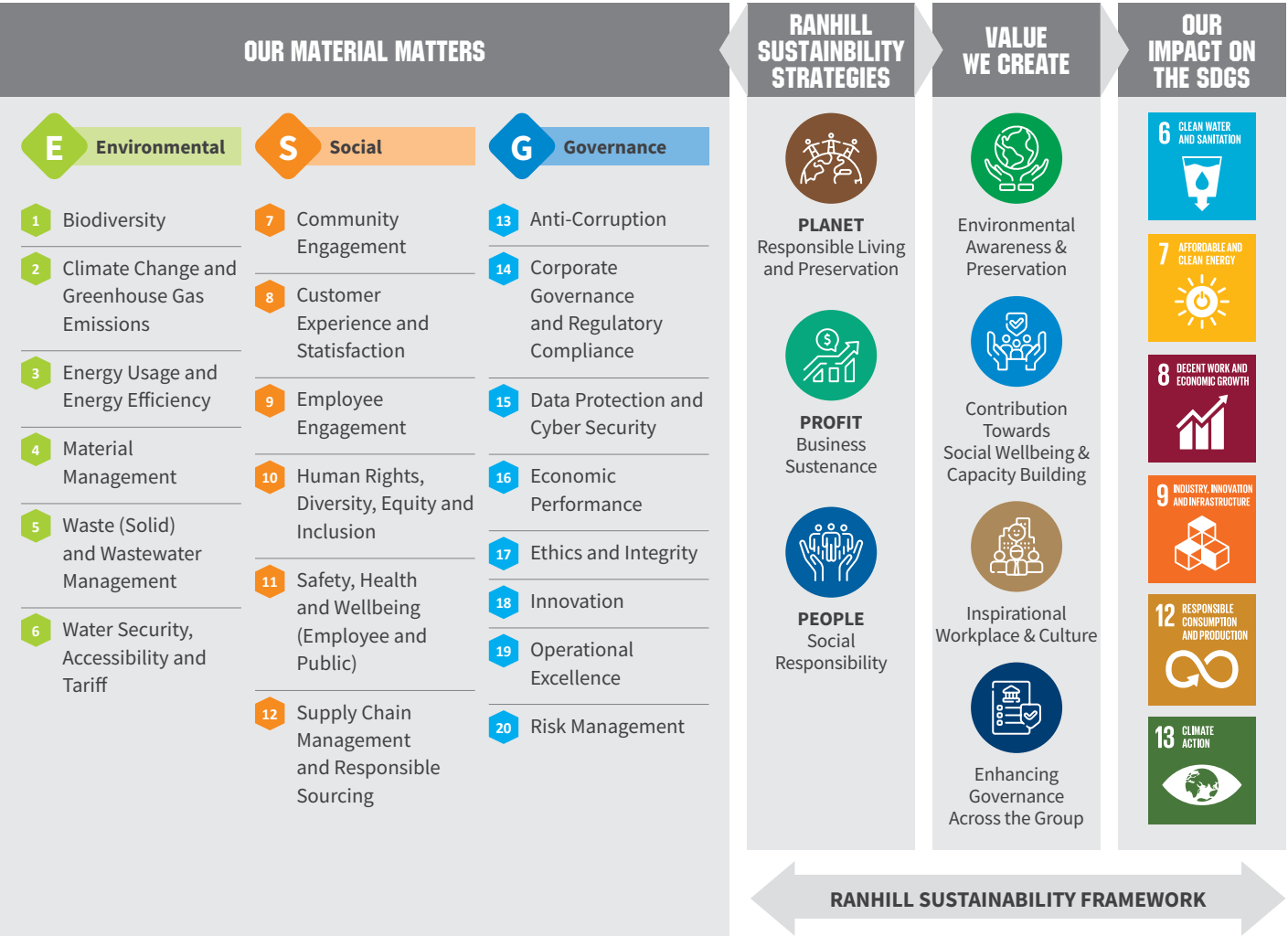
- Akaun Amanah Industri Bekalan Elektrik ("AAIBE")
- Sabah and Labuan Grid Code ("SLGC")
- Industrial Advisory Panel for Universiti Tenaga Nasional

ENGINEERING SERVICES SECTOR

- Board of Engineers Malaysia ("BEM")
- Malaysian Oil and Gas Engineering Council ("MOGEC")
- Malaysian Oil, Gas and Energy Services Council ("MOGSC")
- Malaysia Institute of Management ("MIM")
- Malaysia Employers Federation ("MEF")

MANAGEMENT'S APPROACH TO SUSTAINABILITY

INTRODUCTION



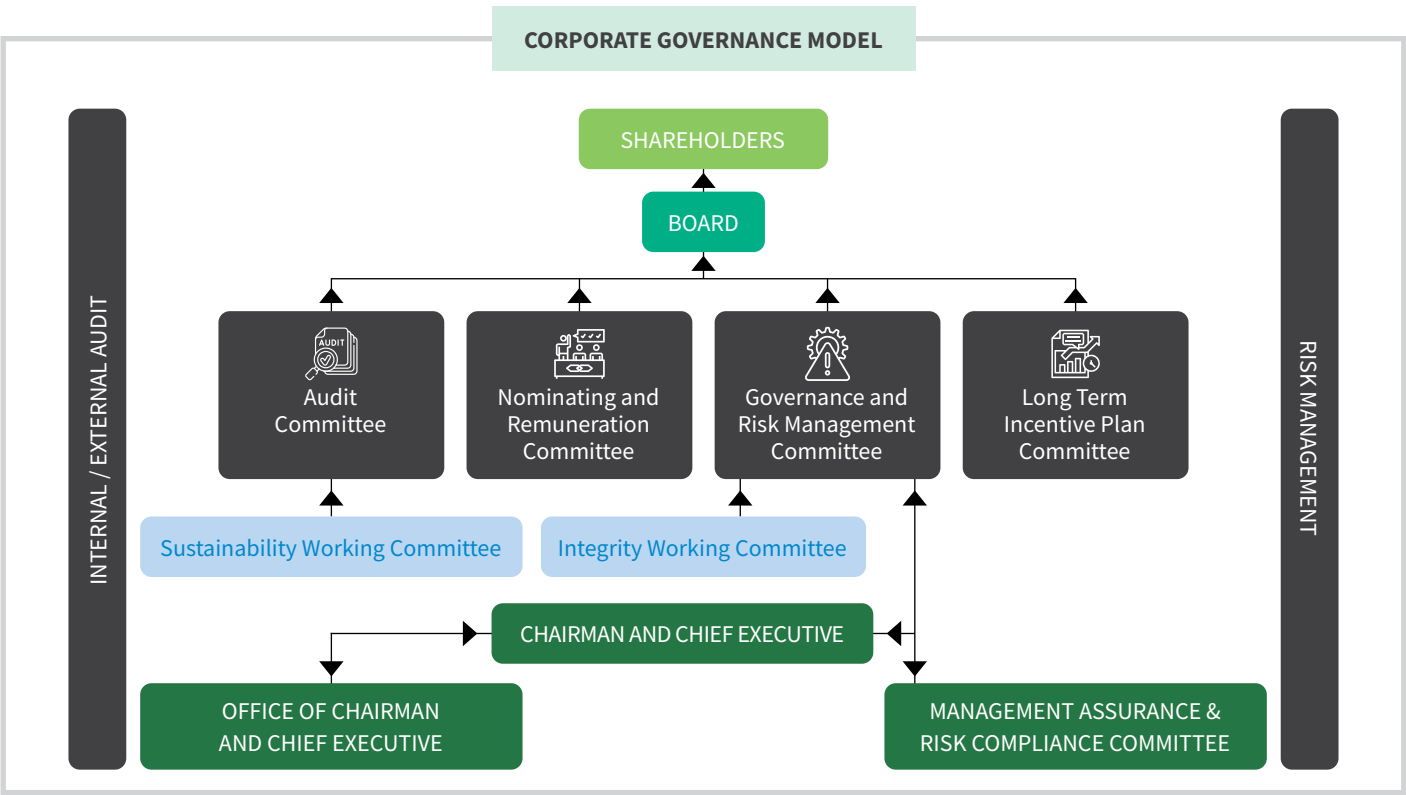
In ensuring a strategic approach to sustainability, Ranhill has established the Ranhill Sustainability Framework. The framework is designed to embed sustainability into the mainstream of the Group's strategic thinking and into its business model. The framework in effect, serves as the bridge in linking business and operational considerations with material ESG matters or topics towards developing an integrated approach to value creation.

In this manner, the pursuit of the ESG agenda serves to manage environmental and social impacts, as well as aligning ESG towards supporting business goals and developing robust oversight on how ESG can influence or impact financial value creation. The framework in essence, enables Ranhill to develop a double materiality perspective encompassing both impact and financial materiality perspectives.

In this manner, Ranhill can continue to effectively realise its vision and mission towards the creation of both financial and non-financial values that provide equitable progress and development across all four identified objectives which are: Environmental Awareness & Preservation, Contribution Towards Social Wellbeing & Capacity Building, Inspirational Workplace & Culture and Enhancing Governance Across the Group.

By focussing on these four pillars, Ranhill actively contributes to the betterment of the environment and society while ensuring the robustness of the business model. Thus delivering a positive impact that is consistent with its selected United Nations Sustainability Development Goals ("UNSDGs") and the three pillars of People, Planet and Profit ("3P").

SUSTAINABILITY GOVERNANCE STRUCTURE



INTRODUCTION

In essence, good governance reflected in strong leadership, robust internal process and controls, reporting processes, check and balance systems as well as accountability and ownership is absolutely essential for the successful pursuit of sustainability. Good governance provides the solid bedrock upon which an organisation can develop and execute strategies, monitor progress, achieve optimum resource allocation and ensure that sustainability is an agenda that is well executed.

The Ranhill Governance structure is driven by this principle; that governance is essential to driving an effective management approach to all material matters. Similar to Risk management, good governance is the responsibility of all levels of the organisation and is dependent not just on systems and policies, but the continued existence of a supportive organisational culture and mindset. However, systems, structures and processes as well as policies serve to develop an organisational environment that enables a desired culture to emerge and eventually reside within the organisation.

Setting the appropriate tone from the top is the Board of Directors who hold the ultimate responsibility and oversight on corporate governance. The Board is accountable to the Group's institutional and retails shareholders. The Board is supported by various Board

level sub-committees, which includes a dedicated Governance and Risk Management Committee ("GRMC").

The role of the GRMC is to enable a more comprehensive coverage of risks arising from material ESG topics. The involvement of the GRMC reflects Ranhill's high commitment to prioritise EES matters and to integrate these into Group business and operational strategies and decision making.

The GRMC, in strengthening its capability to ensure effective checks and balances and internal controls is supported by the management level Integrity Working Committee ("IWC").

The role of sustainability governance is driven by the GRMC but also supported by the Board level Audit Committee, whom the management level Sustainability Working Committee ("SWC") reports to. The SWC is tasked to develop sustainability programmes and action plans. The SWC is a cross functional working team whose members come from all business divisions and operating companies.

The Management Assurance Risk Compliance Committee ("MARCC") comprises Senior Management and Department Heads across the Group's organisational structure.

SUSTAINABILITY GOVERNANCE STRUCTURE

The governance structure facilitates company level involvement for sustainability governance. It operationalises sustainability enabling comprehensive on material ESG matters and the implementation of action plans towards realising respective KPIs and targets. There is clear accountability, data collection and reporting processes at all organisational levels. Responsibility and oversight is shared, with each level within the structure have specific roles. Matters of sustainability are owned by the respective parties. Action plans are implemented and the results monitored together with monitoring of resources allocated i.e. budgets, human capital, etc.

The governance structure is leveraged with regard to managing and addressing climate change, human and labour rights, occupational safety and health and other material topics. A key aspect of the structure is the existence of two-way communication where information or directives are conveyed from the Board in a top-down manner, while feedback, results and data is disseminated from operational levels to the leadership.

The Board of Ranhill and Senior Management have stipulated that the management of all subsidiary companies are to align to the Group's sustainability framework and through the existing sustainability governance structure, to constantly focus on improving ESG performance. This includes strengthening data collection, undertaking relevant strategies and embedding ESG into business and operational planning and tactical execution. Specifically, subsidiary companies are to focus on energy and resource consumption, waste management, emissions and also social matters such as OSH, human and labour rights and talent management and development.

GOVERNANCE STRUCTURE COMPONENT	SPECIFIC ROLES AND RESPONSIBILITIES
Board of Directors	The Board continues to execute its role as the highest governance and decision making body pertaining to all matters including sustainability. The Board aligns its approach with the MCCG practices, including Practices 4.1-4.5, which pertain to governance and management of sustainability. The Board sets broad direction and goals such as the Ranhill Net Zero Carbon Roadmap and approves the same. It monitors progress achieved by the Group in relation to these goals. The Board also maintains oversight on all material sustainability topics and advises Management as required to ensure sustainability continues to be an integral aspect of the Group's overall business strategy. The Board is guided by its Board Charter.
Governance and Risk Management Committee ("GRMC")	The GRMC is a sub Board Committee and reports to the full Board on a regular basis. Its roles and responsibilities are spelt out in its Terms of Reference ("TOR"). Essentially, the GRMC is tasked with ensuring Board level oversight of all risks including sustainability risks identified by the Group's Risk Management framework. The GRMC receives regular risk reports that outline risk factors, severity levels, probabilities of occurrence and ensures that the existing risk management framework is robust and well implemented. Increasingly, ESG risks are being considered within the overall approach to risk management, including climate risks.
Integrity Working Committee ("IWC")	The purpose of the IWC is to assist the MARCC and the in fulfilling its responsibilities relating to the issues of ethics and integrity within the Ranhill Group ("the Group"). The authority, functions, responsibilities and duties of IWC are extended to all subsidiary companies.
Sustainability Working Committee ("SWC")	The SWC is the bridge of conduit between the Board and operational levels within Ranhill. The SWC's role is to operationalise sustainability; developing effective implementation plans, setting tactical level KPIs and targets, identifying improvement areas, developing internal capacity and integrating the concept of sustainability across all facets of the Group's operations.
Management Assurance Risk Compliance Committee ("MARCC")	The MARCC is a support function that provides strategic guidance, support and other resources to the SWC, GRMC and the IWC.

SUSTAINABILITY GOVERNANCE STRUCTURE

GOVERNANCE STRUCTURE COMPONENT	SPECIFIC ROLES AND RESPONSIBILITIES
Chairman and Chief Executive	The Chairman and Chief Executive is the highest, designated Executive level talent within Ranhill who has direct oversight and leadership on Sustainability. The Chairman and Chief Executive attends Board meetings, management level meetings and essentially aims to translate Board aspirations and matters discussed at Board level, into business plans and operational plans; and ensures these are implemented accordingly.
Office of the Chairman and Chief Executive	The Office of the Chairman and Chief Executive supports the Chairman and Chief Executive in the execution of his duties.

BOARD REMUNERATION AND SUSTAINABILITY TARGETS

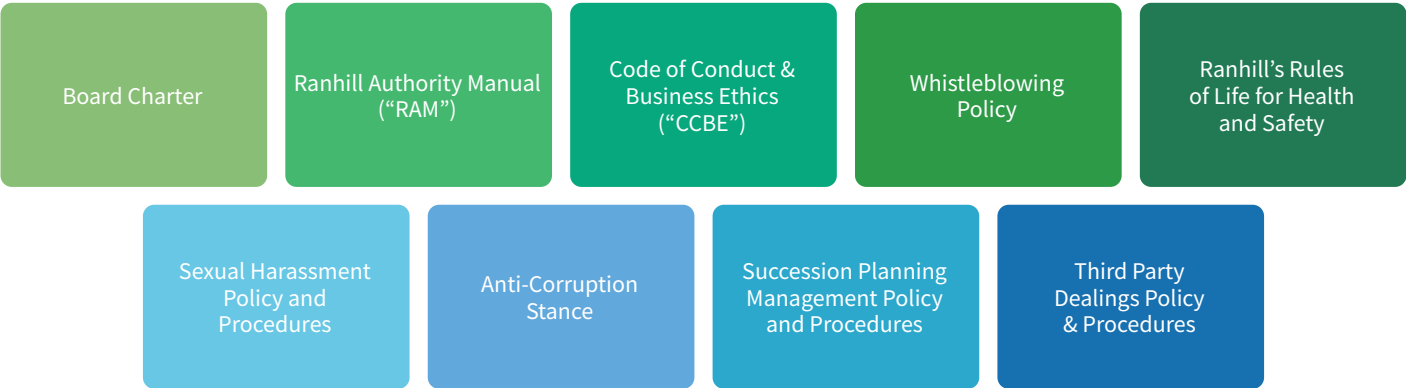
Ranhill has linked the achievement of sustainability targets with the remuneration of senior executives within the Group. At several of the Group's subsidiaries, remuneration of Senior Management have been linked to the level of regulatory compliance achieved against the Key Performance Indicators ("KPIs") set by industry regulators. These include environmental and social performance considerations.

SUBSIDIARY	DESIGNATION	KPIS LINKED TO REMUNERATION
RSE	CEO, Head Of Plant and the Safety and Health Officer	Occupational Safety and Health ("OSH")
Ranhill SAJ	CEO	Water quality as well as customer satisfaction KPIs as prescribed by Suruhanjaya Perkhidmatan Air Negara ("SPAN")

PROMOTING GOOD GOVERNANCE THROUGH INTERNAL POLICIES

In addition to its sustainability governance structure, Ranhill also cultivates good governance via the implementation of the following guidelines and policies, in addition to its main ESG Policy:

POLICIES AND PROCESSES FOR GOOD GOVERNANCE



All new staff are informed of the Company's policies as part of their induction process. Similarly, when polices are updated with new clauses and provisions, Ranhill ensures the amendments are communicated to employees and all other relevant stakeholders in a timely manner.

Ranhill also aligns itself to the recommended corporate governance practices of the regulator, Bursa Malaysia and the Malaysian Code on Corporate Governance ("MCCG") 2021. The Corporate Governance report also showcases how Ranhill has applied the stipulated practices of the MCCG 2021.

SUSTAINABILITY GOVERNANCE STRUCTURE

CODE OF CONDUCT AND BUSINESS ETHICS

A key aspect to achieving and maintaining good governance within the organisation is to go beyond systems and policies and to cultivate a conducive organisational culture. The propagation and permeation of a culture of accountability, integrity and ethical behaviour is reinforced in Ranhill through the Group's Code of Conduct and Business Ethics ("CCBE"). The CCBE is applicable Groupwide and in certain cases, also applies to dealings, interactions and relationships with external stakeholders.

The CCBE has been developed in firstly, ensuring regulatory compliance with matters related to good governance and ethical behaviour. This includes with regards to corruption and bribery, sexual harassment, conflict of interest, money laundering, criminal breach of trust, discrimination, giving of gifts and receipt of the same, human and labour rights and other relevant topics. In particular, the CCBE draws from Section 17A of the MACC Act 2018. The CCBE can be viewed here:



The CCBE is to be complied with by all levels of the organisation; from the Board of Directors to all employee levels. The Code is also extended to the Group's supply chain comprising contractors, suppliers of goods and services, business partners and anyone who has a business dealing with Ranhill.

Annually, a briefing on the CCBE is held by for all Board members, senior management and staff. In addition, all new employees are briefed on the Code by Group Human Resources ("GHR") during their induction session. Likewise, all incoming directors are also briefed on the Code. The CCBE is published in the employee handbook that is distributed to all staff during their induction session.

The CCBE is periodically reviewed to ensure congruence with changes in the law and present marketplace norms and guidelines. RBSB, has implemented the ISO37001 Anti-Bribery Management System ("ABMS").

FORMATION OF INTEGRITY WORKING COMMITTEE

Ranhill has established its Integrity Working Committee ("IWC").

The IWC comprises Head of Group Legal & Compliance as the Chairperson and representatives from Ranhill's key subsidiaries: Ranhill SAJ, Ranhill Sabah Energy, Ranhill Water Services, Ranhill Water Technologies, Ranhill Bersekutu Sdn Bhd, Ranhill Worley as well as representatives from the Group Human Resources Division, Group Corporate Secretarial and Group Corporate Assurance Divison.

The IWC's role is to ensure a high level of integrity across the Group which includes ensuring regulatory and procedural compliance. However, beyond compliance, the IWC is tasked as promoting awareness, undertaking educational activities and also serving as the first line of investigating any whistleblowing or corruption cases as well as any reports or incidents of breach of ethics and non-compliance.

The IWC reports to the MARCC and GRMC in matters pertaining to ethics and integrity within Ranhill. It is supported by the Group Legal Compliance department as well as the various operating functions within the Group including Group Human Resources, Group Procurement, the SWG.

STRONG ANTI-CORRUPTION STANCE

Ranhill continues to adopt a zero-tolerance approach to all forms of corruption. These include bribery, favouritism, kickbacks, the receiving and giving of gifts, favours, hospitality and more.

Ranhill's CCBE defines what constitutes as corrupt acts. The CCBE states that both the beneficiary and the giver of the corrupt act will be censured by the company and if necessary, reported to the relevant authorities for further enforcement action.

Beyond the Board, Senior Management and employee, Ranhill's no compromise stance on anti-corruption also covers any individual and organisation that has a dealing with the Group. This includes consultants, advisors, suppliers, community leaders, politicians and others. The Group's approach to anti-corruption has been conveyed Groupwide to all governance bodies and staff.

Ranhill SAJ requires all employees to sign an anti-corruption declaration as a pre-requisite for recruitment. Ranhill SAJ has implemented best practice based on ISO 37001: Anti-Bribery Management System standard and complied to Integrity Framework for Licensee and Certification Agency issued by Suruhanjaya Perkhidmatan Air Negara ("SPAN") on 10th July 2019.

All operating companies under Ranhill comply with Section 17A and have developed procedures and controls to ensure compliance. In 2023, there were zero cases of non-compliance within the CCBE and zero confirmed cases of corruption.

EXTENDING ANTI-CORRUPTION STANCE TO THE VALUE CHAIN

All tender documents, and Request For Proposals ("RFPs") come attached with the Group's anti-corruption requirements. Suppliers must acknowledge their understanding of the anti-corruption documents and provide written affirmation to be free from corrupt practices and will remain as such throughout their business dealings with the Group.

SUSTAINABILITY GOVERNANCE STRUCTURE

Where relevant, audits or background checks may be conducted on suppliers, prior to the awarding of contracts. Any supplier who is found to have engaged in corrupt practices will be reprimanded accordingly. Action taken can range from immediate contract termination to reporting the offender to the authorities for legal action. Reminder memos are sent to all suppliers on a periodic basis reminding suppliers to continue adopting a zero-tolerance stance on corruption, including bribery.

ANTI-CORRUPTION TRAINING

All Ranhill operating companies have held briefings on Corruption and Bribery, and Section 17A MACC Act for staff. Other forms of training and briefings were the CCBE briefing for all staff. The Board, Management and staff have received at least two hours of anti-corruption training.

In 2023, all managerial and operational staff have received information on anti-corruption and bribery. This includes a mandatory 2-hour briefing on the Ranhill anti-corruption Policy & Procedures. The same materials are made available to staff at all times via the Intranet.

ASSESSMENT OF OPERATIONS AT HIGHER RISK TO CORRUPTION

As in previous years, Ranhill has continued to assess its operations for potential corruption risks or vulnerabilities. This includes identifying any aspects of the Group’s operations which may be higher prone to corruption. Findings indicated that no parts of the operation, subsidiary companies or aspects of operations were deemed to be of high risk. The assessment was undertaken by GCAD sending out a detailed Corruption Risk questionnaire to CEOs of all operating companies under the Group. Findings were then further assessed through interviews conducted with the heads of key departments whose activities may have higher exposure to corruption. The quantitative and qualitative information was analysed and risk weightages and scores developed to enable a development of a comprehensive risk assessment on overall and individual department risks exposure levels to corruption.

Findings were derived after assessing the present level of anti-corruption controls and internal processes put in place.

Description	2021	2022	2023
Total number of operations assessed for risks related to corruption	5 out of 5 operations assessed for risks related to corruption.	Ranhill through its Group Legal and Compliance had assessed for risk related to corruption.	Seven (7) Ranhill subsidiaries were assessed for the annual corruption risk assessment.
Percentage of operations assessed for risks related to types of corruption	The Group Level: 100% Subsidiaries Level: 80%	Subsidiaries Level: 100%	100%
Number of corruption risk assessments based on types of corruption, including bribery	Bribery Risk Analysis presented to MARCC and reported to Board of Directors.	Nil	Each subsidiary underwent risk assessments in six areas: Gifts, Entertainment, and Hospitality; Procurement and Tendering; Donation, Sponsorship, and Political Contributions; Dealing with Government Officials / Authorities and Revolving Door; Hiring Practices / Recruitment and Promotion; and Facilitation Payments.
Significant risks related to corruption identified through the risk assessment	Nil	Nil	Nil

SUSTAINABILITY GOVERNANCE STRUCTURE

Description	2021	2022	2023
Total number of governance bodies members that the organisation’s anti-corruption policies and procedures have been communicated to		Board of Directors, GRMC, MARCC and the IWC.	
Percentage of governance body members that the organisation’s anti-corruption policies and procedures have been communicated to	N / A	The company’s anti-corruption policies had been briefed to all governance bodies.	
Number and percentage of employees that have received training on anti-corruption by employee category:			
• Number of managerial staff		Total of 423 managerial and executive staff	Managerial: 7.2%
• Number of operational staff		Total: 2440 Attendees: 2440 Percentage: 100%	Operational: 26.6%
• Number of executive staff		Total of 423 managerial and executive staff	Executive: 66.2%

WHISTLEBLOWING CHANNEL

In accordance with the Whistleblower Protection Act 2010 (“Act 711”), Companies Act 2016 and Capital and Market Services Act 2007, Ranhill has established its dedicated Whistleblowing Channel.

The whistleblowing channel serves as a confidential channel for employees or external stakeholders to raise a complaint or to notify management of any “red flags” i.e. incidents of wrongdoing. These could be incidents, actions or even non-action that conflict with the CCBE and the Group’s zero-tolerance stance on corruption. Other matters such as infringement of labour and human rights, discrimination, harassment and more can also be reported via the whistleblowing channels.

The Group Whistleblowing channel comes under the purview of GCAD. All whistleblowing reports will be investigated by GCAD and supported by the IWC with the findings presented to Ranhill’s whistleblowing committee. If the report is substantiated, appropriate action will be taken on the perpetrator such as suspension of duties, termination of employment, cessation of the business relationship if involving a business partner or supplier and other forms of punitive measures.

If required, the matter is escalated to Senior Management and the Board and in some cases to external authorities such as the Malaysian Anti-Corruption Commission (“MACC”) or the police for necessary enforcement action.

Whistleblowers may choose to make reports anonymously. In the event whistleblowers have chosen to reveal their identity, provided said report was made in good faith, the whistleblower is granted confidentiality of identity (unless the identity of the whistleblower must be revealed to enforcement authorities). Internally, the whistleblower’s identity is kept a secret and is accorded protection from any form of reprisal, harassment or pressure.

Additional measures may be instituted to protect the whistleblower. These include temporary relocation of work premises if in close proximity to the actual graft incident or perpetrator.

SUSTAINABILITY GOVERNANCE STRUCTURE

The whistleblowing channel can be accessed by any stakeholder via the following channels:

- Website: <https://4uwecare.com>
- Telephone/Hotline: +1700-81-5333
- Email: whistle@4uwecare.com
- Letter:
 - a) PO Box 10891, 50740, Kuala Lumpur
 - b) Head, Group Legal, Ranhill Utilities Berhad, Bangunan Ranhill SAJ, Jalan Garuda, Larkin 80350 Johor Bahru, Johor Darul Takzim

POLITICAL VIEWS AND CONTRIBUTIONS

Ranhill remains an apolitical organisation and does not favour, promote or support any political party.

DATA PRIVACY AND SECURITY

Ranhill adheres to the Personal Data Protection Act (“PDPA 2010”) with regard to the management of data and ensuring data privacy. Several of the group’s subsidiaries, namely as the Johor state’s water operator, Ranhill SAJ, in the course of their business operations collects and stores a wide range of customer data. The company

manages millions of residential and commercial customer accounts. Such accounts would inevitably contain personal data such as national registration identification card numbers, home addresses, phone numbers and other data.

This information is necessary for operations i.e. managing customers’ water accounts i.e. issuing bills, providing customer service and more. Hence, collection, storage and use of such data is necessary in the delivery of services.

Ranhill SAJ aligns to the PDPA 2010, with regard to collection, storage and use of data. The company has implemented policies and procedures to safeguard personal data, obtain consent for data processing, and provide individuals with the right to access and collect their personal information.

All care is taken to safeguard such data and in ensuring data is used only for the intended purposes and by relevant parties only. Data is collected with the consent of data owners at all times and is stored and protected through the use of sophisticated IT systems including firewalls and dedicated servers. Data is used only with the permission of data owners procured prior. Data is not made available to 3rd parties without the prior consent of data owners or unless officially requested by law enforcement of government agencies.

2023 saw zero complaints received pertaining to data breach.

Description	2021	2022	2023
No. of data breach cases and complaints received	0	0	0

OPERATIONAL SITE CERTIFICATION

Governance is further reinforced by ensuring strict adherence to all regulatory requirements as well as adoption of industry best practices. The former includes ensuring operational sites are certified. Beyond compliance, these certifications attest to how Ranhill ensures all of its sites are fit for purpose and are safe and secure as possible with the necessary procedures and equipment in place to address any emergency or contingency.

SITE CERTIFICATION – RANHILL SAJ

- ISO 9001: Quality Management System (for HQ, 8 WTPs and company-wide practices) - This certification ensures that we integrate customers’ needs, compliance obligations, and other applicable requirements into our business processes, goals, and strategic direction. Through proactive monitoring and evaluation, we enhance customer satisfaction and fulfil our compliance obligations.
- ISO 45001: Occupational Health & Safety Management System (for HQ, 8 WTPs and company-wide practices) - We prioritise providing a healthy and safe workplace, protecting the wellbeing of all individuals in the workplace, eliminating hazards, and reducing occupational health and safety risks.
- ISO/IEC 17025: (for Central & Mini Laboratory) - Laboratory Accreditation Scheme of Malaysia - This certification applies to our Central and Mini Laboratories and ensures the reliable and accurate monitoring of water quality supplied to consumers.
- ISO/IEC 27001: (for Billing Information System) Information Security Management System - We have implemented this certification for our Billing Information System to protect our business information assets from all threats and maintain the security of our customers’ information.

SUSTAINABILITY GOVERNANCE STRUCTURE

- ISO 50001: Energy Management System - (for HQ & 5 WTPs). Enables Ranhill SAJ to procure energy-efficient products and services that impact energy performance. It also guides us in designing for energy performance improvement.
- MS 1480: Hazard Analysis Critical Control Point - This certification is implemented in our 44 Water Treatment Plants (WTPs) to ensure the production of safe treated water for our customers by implementing Hazard Analysis Critical Control Point (HACCP) principles.

OTHERS

RSE	ISO 9001: 2015 for both power plants
	ISO 27001: 2013 : RSE I (certified), RSE II (on going)
	ISO 45001: 2018 : Certification process for both plants are underway
RWS	ISO 9001: 2015
	ISO 45001
RWT	ISO 9001: 2015
	ISO 45001 - Completed Stage 1
	ISO 14001 - Completed Stage 1
RBSB	ISO 9001: 2015
	ISO 14001: 2015
	ISO 45001: 2018
	ISO 37001: 2016
RW	ISO 14001: 2015 - Environmental Management System

BOARD DIVERSITY AND COMPOSITION

Ranhill’s Board of Directors comprises a wide range of high-calibre professionals and subject matter experts with in-depth corporate and industry related expertise and experience. The Board is also diverse in terms of gender, age and ethnic compositions.

	2021	2022	2023
Board of Directors - Gender Breakdown			
Female (%)	33	14	40
Male (%)	67	86	60
Board of Directors - Ethnicity Breakdown			
Bumiputera (%)	57	56	60
Chinese (%)	43	33	30
Indian (%)	0	0	0
Others (%)	0	11	10
Board of Directors - Nationality Breakdown			
Malaysian (%)	100	89	90
Non-Malaysian (%)	0	11	10
Board of Directors - Disability Breakdown			
Non-Disabled (%)	100	100	100
Disabled (%)	0	0	0
Board of Directors - Age Breakdown			
30 years old and below (%)	0	0	10
31-50 years old (%)	0	0	10
51-65 years old (%)	44	44	20
65 years old and above (%)	56	56	60

STAKEHOLDER ENGAGEMENT

INTRODUCTION

In 2023, Ranhill continued to actively engage its diverse stakeholders. Stakeholder engagement is an essential aspect of the Group’s operations. However, the focus is on leveraging such engagement to develop stronger insights as to the expectations of stakeholders of Ranhill, notably in terms of value creation. This is essential as it enable Ranhill to review its own perspective of what it perceives stakeholders want or deem important and to align accordingly with these expectations, even as they evolve over time.

Such engagements are necessary towards ensuring excellent operational performance and sustained value creation as viewed from the following perspectives: customer satisfaction, product and service quality, regulatory compliance and also accurate identification and prioritisation of material topics.

Importantly, the voice of stakeholders are growing in significance. Regulatory bodies, investors even local communities are increasingly more vocal in demanding that businesses take a stronger interest and concerted action with regard to environmental and social matters and in safeguarding stakeholders’ interest.

This information can also be tapped in creating stakeholder value and in improving the business model to enable business and financial sustainability. Ranhill defines stakeholders as individuals, groups or entities that have the potential to influence or impact Ranhill’s operations. Individuals or groups who are, or may be potentially impacted by the Group’s presence or business operations are also regarded as stakeholders. Following is a snapshot of the Group’s stakeholder engagement activities for the financial year:

STAKEHOLDER ENGAGEMENT TABLE

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	RESULT / OUTCOME
 Employees	<i>Kindly refer to Appendix Six for specific engagement activities</i>	Activities that are designed to provide employees with opportunities to bond and build stronger relationships among themselves.	Improved staff morale, higher awareness and understanding of the Group’s business plans, reduced attrition rates, improved organisational culture and greater sense of belonging to the Ranhill brand among staff.
	Let’s Talk Value Management Townhall Session Ranhill SAJ 2023	Employee engagement forum to provide staff with a channel to voice their concerns and aspirations to Management.	
	Signing Ceremony Collective Agreement (“CA”)	Renewal of the ongoing collective bargaining agreement between Ranhill SAJ and entitled employees, towards ensuring the continued wellbeing and welfare of workers.	Successful renewal of the CA to mutual benefit of both parties and the continued assurance of a harmonious and positive working environment and relationship between Management and the employee union.
	MWA Conference 2023	One of Malaysia’s leading water industry events with Ranhill’s participation represented by relevant subsidiary companies. Objective of participation is to showcase the latest industry technologies, successes achieved over the past year and to engage in industry dialogue and to exchange views with other industry players.	Further establishment of Ranhill as a leading water industry player, strengthening of brand recognition and credibility, exposure to new technologies and methodologies and generation of leads for business development.
	Hari Alam Sekitar: Edmi Electronics Sdn Bhd	To continue collaborating with external parties towards promoting awareness and driving concerted action on mitigating environmental impact and to undertake programmes that deliver environmental benefits such as e-waste recycling, employee and community awareness and more.	A successful collaborative effort that achieve intended objectives. These included creating greater awareness and driving concerted action for environmental preservation among targeted stakeholders.

STAKEHOLDER ENGAGEMENT

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	RESULT / OUTCOME
 Employees	SKM	Development of skilled, technical water talents for the industry.	Development of 591 SKM talents in 2023.
	Virtual R-CARE H+ Program: Malaysian Corporate Team Marathon - Online Group Workout - Outdoor Team Building - Monthly Sharing Session - R-Care Fun Day 2023	Ranhill prioritises the mental and emotional wellness of its employees.	Employees maintained positive morale and good health throughout the pandemic year. Participation in R-care programs continued to rise.
 Frontliners, Operators, Receptionist and Customer Service Staff	Customer Service Efficiency Blueprint	Improve skills and service levels of frontliners such as operators, receptionists and front desk staff.	Improved customer service levels which lead to customer satisfaction.
	Exhibition	Water Conservation Demonstration.	Consumer behavioural change requires long term effort. Through this programme, the practices on water conservation were successfully shared with the public.
	Website, social media and SAJ Info Centre	Information on planned and unplanned water disruption and issues on water supply.	Faster and efficient notification to customers, which reduces concern and frustration. Contributes to reduce complaints during water disruptions and water supply issues.
 Financial Community	9 th Annual General Meeting	Open communication with shareholders, analysts and investors beyond key events of the corporate calendar. This includes platforms such as domestic and international roadshows, seminars and conferences.	Our shareholder engagement programme provides a direct avenue for shareholders, investors or clients to access information and engage with the company.
	Stakeholder Engagement - Kurma Gift 2023 - Iftar Ranhill SAJ Bersama Media		
 Government and Regulators	Briefings and Presentations - Comm 2 Comm: Pengurusan Aset Air Berhad - Water Safety Plan 2023	Briefing on Ranhill SAJ matters to EXCO Johor State, Parliament and ADUN. Presentation at Iskandar Malaysia Ecolife Challenge organised by Iskandar Regional Development Authority and Johor Education Department on water consumption and conservation awareness.	One of the recommended ways to advertise to a target market and create brand awareness and also for operational efficiency.
	Working Visit - Lawatan Kerja Pengurusan Air Pahang Berhad (“PAIP”) - Lawatan Kerja YB Menteri Sumber Asli, Alam Sekitar Dan Perubahan Iklim & Perasmian Command Centre Ranhill SAJ - Lawatan Kerja Syarikat Air Melaka Berhad (“SAMB”) - Lawatan Tapak Projek Naik Taraf WTP PT Sulong	Business development, partnership building, problem-solving, project implementation.	The Group is complying with various regulatory requirements set by our regulators and clients.

STAKEHOLDER ENGAGEMENT

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	RESULT / OUTCOME
 Government and Regulators	Exhibitions - Asia Pacific Climate Week 2023 - Pameran Program Sayangi Sg Johor - Pameran Hari Alam Sekitar Peringkat Kebangsaan	Display information on operational and services.	One of the recommended ways to advertise to a target market and create brand awareness and also for operational efficiency. The Group is complying with various regulatory requirements set by our regulators and clients.
	Events - Majlis Perasmian Tangki Air Baharu Benut 4 - Meet & Greet: Adun Iskandar Puteri - Lawatan Timbalan Ketua Menteri Sabah - Jelajah Bermotor MR CEO 2023 - Malaysia International Water Convention 2023	Regulatory compliance, policy formation, stakeholder engagement.	
 Local Communities	- Community Engagement - Program Back To School 2023 - Misi Pasca Banjir Negeri Johor 2023 - Kongsi Berkat Ramadhan 2023 - Walkabout Bazar Ramadhan 2023 - Iftar Ranhill SAJ With Asnaf & Anak Yatim 2023 - IMELC: PPD Pasir Gudang at SK Taman Rinting - Let's Save Water Together Program at Horizon Hill Development Sdn Bhd - IMELC: PPD Pontian at SK Melayu Raya Pontian - Ceramah Jimat Air SK Kota Jaya (Sekoja) Kota Tinggi - Jom Cekap Jom Jimat SK Nusantara - IMELC: Lawatan Kelestarian - Akses Bekalan Air Percuma Keluarga En Zainal - Generasi Jimat Air Negeri Johor SMK Convent BP - Launching a clean water and green energy programme at Kg Sudak, Gerik, Perak	Contribution of groceries and other necessary items to underprivileged families and individual through various CSR programmes. Installing water filtration systems, providing solar power, and educating the local Orang Asli community on basic hygiene and healthcare.	Creating brand awareness and giving back to the community.

STAKEHOLDER ENGAGEMENT

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	RESULT / OUTCOME
 Media	Events - MPI Sponsorship - The Malaysia Book Of Record Award - Press Conferences	Malam Wartawan Malaysia.	Dissemination of information through mainstream media.
 NGOs	Briefings, presentations and collaborations	Collaboration with Kloth Malaysia on fabric waste initiative.	Support from NGOs is important to influence public opinion towards the Company.
 Suppliers / Vendors	Regular supplier and vendor meetings, tender briefings and tender site visits	Engagement with suppliers is important to ensure that proper transparency and governance are being practiced in procuring their services.	A fair, transparent and win-win relationship with our vendors and suppliers.



STAKEHOLDER ENGAGEMENT ON WATER ISSUES

ASIA-PACIFIC CLIMATE WEEK 2023



Ranhill collaborates with UNGC and PwC Malaysia in the Johor CEO Roundtable, fostering dialogue, sharing experiences, and catalysing impactful change in business sustainability during Asia Pacific Climate Week 2023

Ranhill participated in the Asia-Pacific Climate Week 2023 held in Johor Bahru from 13 to 17 November 2023. The event, jointly organised by the Johor state government and the Government of Malaysia, was designed to foster dialogue and spur tangible initiatives across four key domains: energy systems and industry, urban and rural settlements, infrastructure and transport, as well as land, ocean, food, and water conservation, alongside societies' health, livelihoods, and economies.

Ranhill participated in lending its insights as a sustainable water, energy and infrastructure player, towards promoting greater industry awareness and action and to play a role in the development of local ecosystems that will enable sustainable solutions to emerge in addressing the various challenges faced.

STAKEHOLDER ENGAGEMENT



ISKANDAR MALAYSIA ECOLIFE CHALLENGE (“IMELC”)



Ranhill's Green Initiative: Water Conservation Talk at Sekolah Kebangsaan Taman Rinting

The Iskandar Malaysia Ecolife Challenge (“IMELC”) stands as a beacon for environmental consciousness, spearheaded by the Iskandar Regional Development Authority (“IRDA”) in collaboration with Ranhill SAJ, a leading partner in sustainable initiatives. This high-impact programme serves as a pivotal platform for Ranhill SAJ, a key partner renowned for its expertise in water conservation, to advocate for sustainable practices and enlighten communities about the crucial importance of preserving this vital resource for a sustainable future.



AMATA NAKORN INDUSTRIAL ESTATE LEARNING CENTRE (THAILAND)



Water and Environment Institute for Sustainability (“WEIS”) visiting Amata Nakorn Industrial Estate Learning Centre, Thailand

RWTT’s Amata Learning Centre continues to serve as a top draw as an educational centre – attracting tourists, students, industry professionals, government officials and academia. The centre continues to promote awareness on water management and water related issues and industry solutions. These include greywater or reclaimed water, water pollution, water treatment, NRW and more. The learning centre is a non-profit initiative aimed at promoting a stronger sustainability consciousness with regard to preservation of water resources, sustainable water use and cultivating increased understanding of circular economy principles through the use of greywater.

	2021	2022	2023
Total Visitors at Amata Nakorn Industrial Estate Learning Centre	35	371	858

ASSESSING AND PRIORITISING MATERIAL TOPICS

Ranhill’s President and Chief Executive had reviewed the previous year’s materiality matrix (and topics) and post internal deliberation with the CEOs of operating companies, had called for a management reassessment. This was intended at providing greater clarity on the positioning of the topics, to establish a clearer context of how topics were deemed significant while ensuring that on-ground business and operational realities were given due consideration in the materiality assessment process.

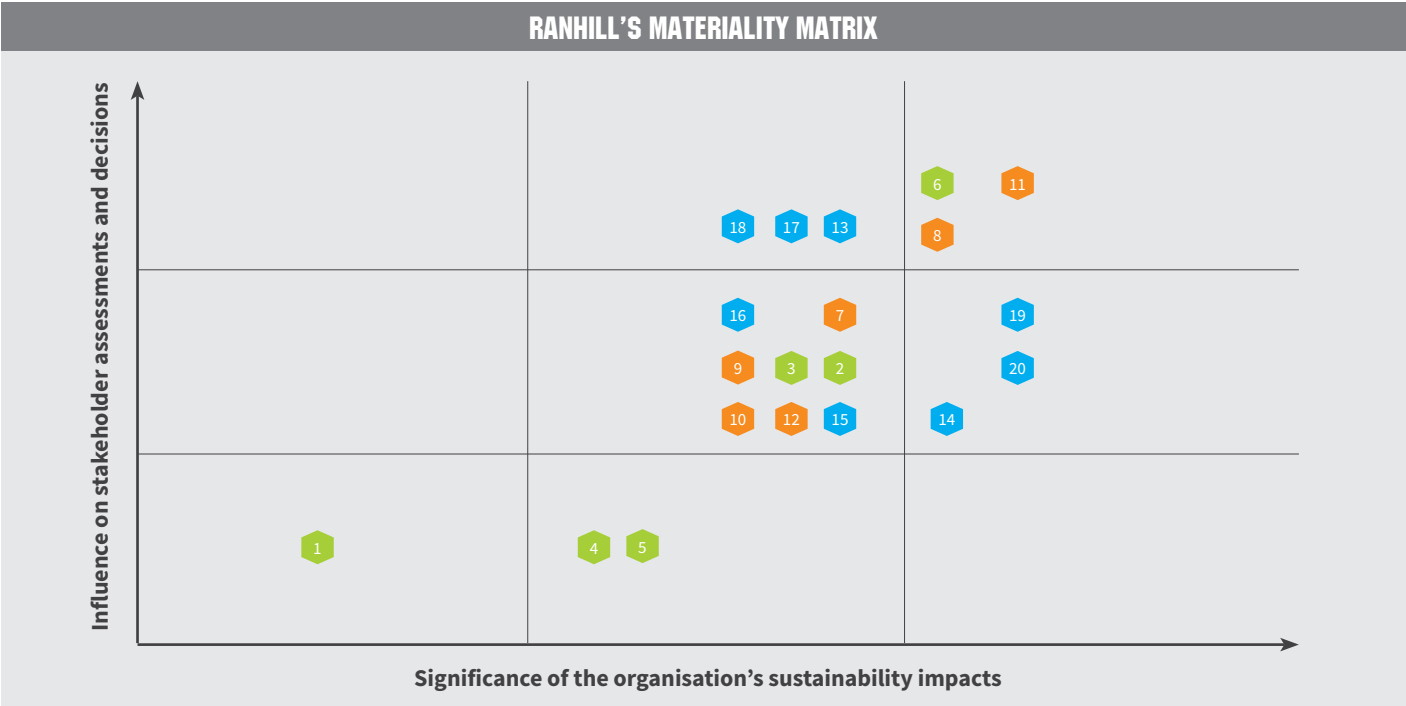
This led to an in-depth reassessment, which saw the participation of the CEOs of operating companies, who shared their strategic views based on the extent of importance (materiality) of each of the identified 20 topics. Materiality was defined as in the actual and / or potential business impacts of said topic to their respective business operations. An additional consideration was how important a specific topic was / is to key stakeholder groups. These included regulators, customers, investors, employees and others.

The views of the CEOs were supplemented by the Group CFO, who considered the materiality of topics from the perspective of financial materiality. The presence of an Independent, Non-Executive Director (“INED”) enabled an external perspective, drawing from the experience and approaches of other companies as well as the said director’s expertise and experience. The INED also played an additional role, in asking specific questions and seeking clarification on the views and decisions of the CEOs and the CFO.

Also lending their strategic perspectives were representatives from Group Corporate Communications and Group Sustainability. The session was moderated by an external sustainability guidance and advisory consultant, who offered support in terms of industry practices and approaches, as well as providing explanations on the definition of topics for the benefit of all participants.

The outcome achieved from the management review and reassessment exercise was a more reflective and business relevant matrix. The Management Matrix developed provides a launchpad for a more expansive materiality assessment exercise, involving external stakeholders to be undertaken in 2024.

MATERIALITY MATRIX



ASSESSING AND PRIORITISING MATERIAL TOPICS

FOCUS AREA - MATERIALITY		
E Environmental 1 Biodiversity 2 Climate Change and Greenhouse Gas Emissions 3 Energy Usage and Energy Efficiency 4 Material Management 5 Waste (Solid) and Wastewater Management 6 Water Security, Accessibility and Tariff	S Social 7 Community Engagement 8 Customer Experience and Satisfaction 9 Employee Engagement 10 Human Rights, Diversity, Equity and Inclusion 11 Safety, Health and Wellbeing (Employee and Public) 12 Supply Chain Management and Responsible Sourcing	G Governance 13 Anti-Corruption 14 Corporate Governance and Regulatory Compliance 15 Data Protection and Cyber Security 16 Economic Performance 17 Ethics and Integrity 18 Innovation 19 Operational Excellence 20 Risk Management

Going forward, Ranhill may reassess its materiality exposure based on a double materiality perspective towards including financial materiality (along with impact materiality) in line with the requirements of IFRS S1 and S2.

ECONOMIC PERFORMANCE



Ranhill has developed performance ratios, towards establishing efficiency or intensity benchmarks

ECONOMIC VALUES CREATED

2023 has seen Ranhill continue to record improved financial performance, which is integral towards driving sustainability initiatives and in ensuring effective shared prosperity or distribution of values created to stakeholders.

In essence, the undertaking of sustainability strategies, programmes and initiatives often requires significant amounts of financial capital, which must be invested or spent upfront. Hence, continued robust financial performance is intrinsically tied to driving the ESG agenda. For example, adoption of Renewable Energy (“RE”) requires significant CAPEX in procurement of solar panels, development of suitable infrastructure and more. Similarly, the undertaking of social investments or Corporate Social Responsibility (“CSR”) requires not just budget, but also manpower and investments of other capitals.

As prior mentioned, 2023 has seen Ranhill register robust fiscal performance as evidenced in revenue and earnings growth. Further details of the Group’s financial performance are provided in the Group Financial Highlights section of SR2023 on pages 6-7. Readers may also choose to review detailed performance disclosures as provided in the Management Discussion and Analysis section of AR2023.

INDIRECT ECONOMIC VALUES CREATED

Ranhill also measures its performance in terms of economic values distributed to stakeholders. These include distribution of dividends to shareholders, payment of taxes to the government (which enables social and infrastructure development), repayments to financiers and contributions to for a wide range of charitable and social causes.

	2021 RM’ Million	2022 RM’ Million	2023 RM’ Million
Payments to Employees (salary and emoluments)	289.8	358.8	456.7
Payments to Suppliers and Partners (operating expenses)	1,471.2	1,733.3	2,276.1
Taxes Paid to Government (income tax, by country)	26.6	60.8	49.9
Returns to Shareholders (dividends)	12.7	32.2	19.3
Repayments to Financiers (loans, finance costs, distribution costs and non-controlling interests)	163.4	155.8	215.9

SUPPORTING LOCAL PROCUREMENT

Ranhill as much possible, subscribes to a commitment to procure locally for its business requirements, with local being defined as in local as in where the Group operates. The exception to local procurement is when goods or services are unavailable locally or are unavailable at a compelling value proposition. In such instances, the Group may choose to procure from foreign or overseas suppliers.

Local procurement is preferred as it enables shorter supply chains, thus improving the time take for receipt of goods, materials and services, enables reduced environmental impact and also contributes to local employment and local job creation and entrepreneurship opportunities. Local vendor development and technology and knowledge transfer are also some of the benefits generated from local procurement.

ECONOMIC PERFORMANCE

Besides a focus on local procurement, management’s approach is driven by merit; that is vendors are selected from a tender process involving multiple bids for consideration. A tender and quotation committee is formed to evaluate all bids received and to recommend the best bid based on costs, scope of works, prior track record, and other set criteria. If necessary, the process may involve the participation of the CEO and Board of the respective subsidiary.

However, exceptions can be made in the event of emergency situations where a quick appointment is necessary to facilitate urgent works to prevent severe loss to assets, infrastructure or even to people.

Where relevant, suppliers must also have all necessary regulatory certifications and qualifications. In essence, fit to undertake the jobs they’re bidding for. These include being registered with the Registrar of Companies and also with the relevant regulatory authorities or industry bodies such as, CIDB, Ministry of Finance (“MoF”) and SPAN, Registrar of Companies (“ROC”) and other relevant authorities. Ranhill SAJ verifies the eligibility of all suppliers in the tender process via the relevant authority’s websites. 100% of new suppliers were screened for social criteria.

All tenders come attached with the Group’s ABAC policy as a reminder to all bidders of Ranhill’s strict zero tolerance policy with regard to corrupt practices and that suppliers must be corrupt free as a prerequisite to participate in the tender. Failure to adhere to the aforementioned would present grounds for disqualification from the tender process, termination of the contract awarded and being reported to the regulatory authorities for further action.

Ranhill SAJ’s and RSE have developed their respective Procurement Policies and Procedures. The former’s is consistent with requirements of SPAN, Water Services Industry Act, Product Specification and the company’s SIRIM certified ISO9001: 2015 operation manual. Matters of procurement are managed by Ranhill SAJ’s Contract and Procurement Department.

RSE’s Procurement Policies and Procedures provide specific requirements with regard to procurement budget, tender processes, formation of tender committees, contractor registration processes and evaluation, emergency procurement guidelines, exemptions for sole sourcing as well as terms for approval and payment.

All tenders are to be approved by the CEO or company Board, depending on the procurement value. The tender initiators prioritises local and Bumiputera suppliers or contractors for the tender invitation. The selected supplier or contractor is chosen based on merit that is the supplier capabilities to meet the tender specifications and price offer.

No department is designated for the procurement process. The tender is initiated by the relevant department, monitored by the Tender Secretary, evaluated by Tender Committee and approved by the CEO or Board.



As in previous years, Ranhill’s continues to maintain a close to 100% local procurement track record.

ECONOMIC PERFORMANCE

PROPORTION OF SPENDING ON LOCAL PROCUREMENT

Percentage of Proportion Spending on Local Procurement	2021	2022	2023
Ranhill SAJ	100	100	100
RWS	100	100	100
RWT	93.75	97.92	99.07
RSE	100	100	100
RBSB	93	100	100
RW	100	100	100

SUPPLIER ASSESSMENT

All suppliers are assessed on a regular basis to ascertain their performance and the overall quality of their works and services. In particular, Ranhill SAJ has implemented an alphabet grading system with “A” being an excellent classification and “D” being poor. Contractors rated “C” will be given a warning notification to improve their services with specific feedback on improvement areas identified. Those rated “D” will be removed from the Approved Supplier List and barred from bidding or undertaking any Ranhill SAJ jobs for a year.

Similarly, other subsidiaries have also implemented their respective supplier assessment systems:

RANHILL SAJ

Number of Local Suppliers	2021	2022	2023
Supplier A	353	304	299
Supplier B	476	490	510
Supplier C	54	54	50
Supplier D	19	21	13
Total Number of Local Suppliers	902	869	872
Percentage of Local Suppliers (%)	100	100	100

RWS

Supplier’s Performance (%)	2021	2022	2023
Supplier A	92	88	90
Supplier B	94	92	94
Supplier C	96	96	92
Supplier D	88	0	90
Percentage of Local Suppliers	100	100	100

Increasingly, suppliers are also being screened for their ESG performance; that is their level of compliance to environmental and social standards set by the government and their overall efforts in adopting sustainability practices within their business operations. ESG considerations or requirements is explicitly stated in for example, Ranhill SAJ’s Procurement Policy & Procedures (“P & P”) which have stipulations for suppliers to display good ESG practices at all times.

The Group has thus far, not discovered any negative social or environmental impacts arising from its supply chain and will look to strengthen supply chain audit and assessments going forward.

ENVIRONMENTAL AWARENESS AND PRESERVATION



We adopt methodologies to **reuse existing resources** and to **produce minimal waste** as much as possible within the value chain

INTRODUCTION

Ranhill's business model is dependent on natural capital such as water and energy resources. Hence, environmental awareness and preservation is directly linked to financial materiality as well as being important safeguarding stakeholders. The health of the rivers and the continued availability to energy sources and the transition to more eco-friendly alternatives are fundamental to Ranhill's ability to sustain the business model and ensure continued value creation.

Hence, the focus on the environment is driven by a motivation to be a force for good, to safeguard the future and to play a meaningful role in ensuring a liveable environment, while delivering a positive impact to society.

Hence, the Group's focus on safeguarding water resources, continuously pursuing efficiency in water consumption notably through progressive reduction of NRW, improving operational efficiency, transitioning to RE based energy for its own operations as well as to meet the nation's energy needs and also pursuing opportunities such as carbon capture and storage and adopting circular economy approaches such as enabling the use of greywater for non-potable applications.

This is progressively transitioning its business operations and that of clients from a linear based resource consumption model to one centred on reduced resource consumption by adopting methodologies to reuse existing resources and to produce zero waste as much as possible within the value chain.

Guided by the International Water Association's ("IWA") guideline, "Water Utility Pathways in a Circular Economy", Ranhill's adoption of the circular economy approach is exemplified in the Group's reclaim water treatment operations and its 50 MW Large Scale Solar ("LSS") plant. At Ranhill SAJ's Sultan Iskandar WTP, solar panels provide 63 kWp of clean energy while at the Gunung Ledang WTP, the mini hydro installation generates 73 kWp of clean energy.

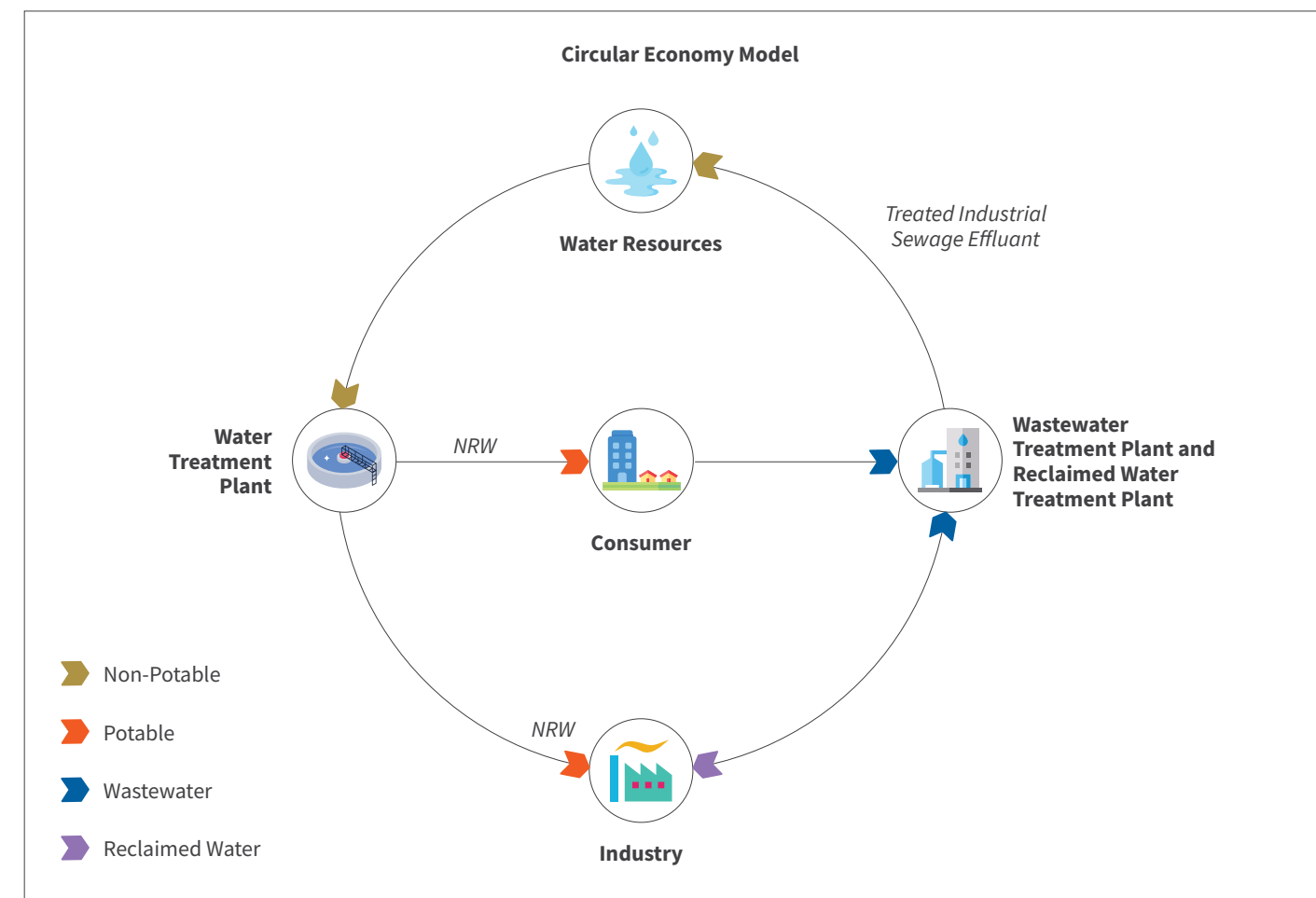


Ranhill's 54 kWp Solar PV System at the 20 MLD Sultan Iskandar WTP Extension Project



Micro Hydro Application at Gunung Ledang Water Treatment Plant, Tangkak, Johor

ENVIRONMENTAL AWARENESS AND PRESERVATION



CIRCULAR ECONOMY APPLICATION – GREYWATER PRODUCTION

Through RWT, Ranhill has brought a circular economy approach to the management of wastewater in Malaysia and Thailand.

RWTT's and AnuRAK WWTPs provide a zero discharge solution at Amata Industrial Park both in Rayong and Chonburi, Thailand. The same concept of zero discharge solution also applied in Malaysia through Forest City STP4 project in Johor.

In essence, beyond just treating wastewater for safe disposal into the drainage system, wastewater undergo further treatment processes which converts wastewater into grey or reclaimed water. The greywater is fit for non-potable industrial or commercial use.

Benefits of leveraging greywater is as follows:

- Reduced dependence on treated potable water. This reduces water consumption costs.

- Development of a reserve water source for use in the event of regular water supply disruption.
- Less effluent produced which potentially reduces environmental impacts on rivers and other water bodies.
- The ability to continuously reuse the same quantity of greywater.

Cumulatively, from its reclaimed water operations in Thailand and Malaysia, RWT produces 28 MLD of greywater; 17 Million Litres Daily ("MLD") from Thailand and 11 MLD from operations at Forest City.



24 MLD Wastewater Treatment Plant in Amata Industrial Estate Chonburi, Thailand

ENVIRONMENTAL AWARENESS AND PRESERVATION

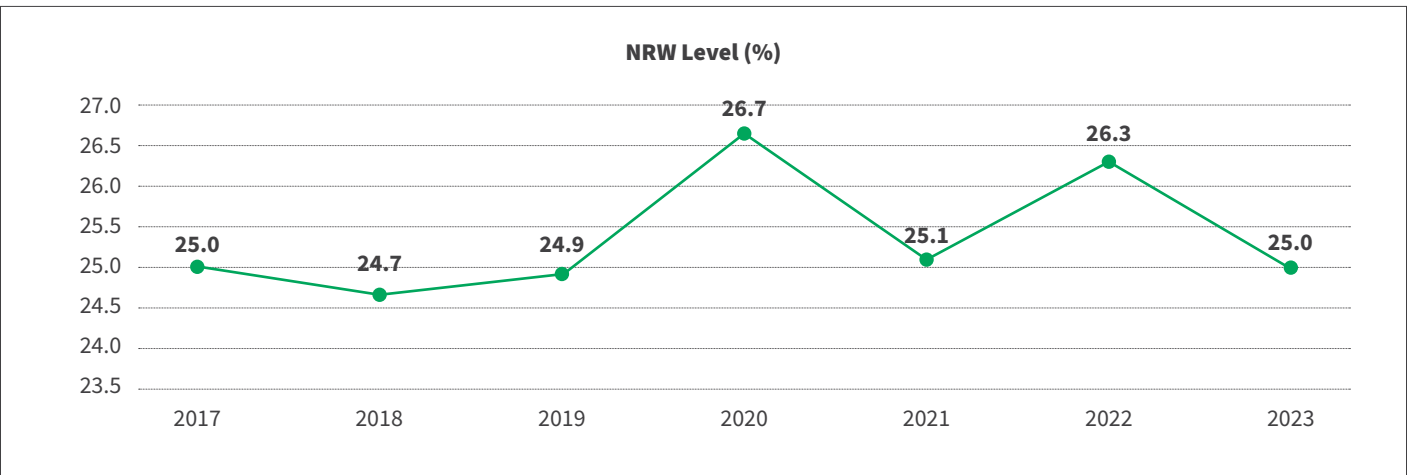
CIRCULAR ECONOMY – CCGT DRIVEN ENERGY GENERATION

The circular economy approach is also practiced at the operations of the Ranhill’s two CCGT power plants in Kota Kinabalu, Sabah.

RSE’s CCGT plants can operate in a combined cycle mode – producing electricity from gas fuel as well as from the steam generated from the production process. This enables reduced consumption of fossil fuels to generate the same quantity of electricity. According to the American Gas Association, natural gas emits 90,000 fewer pounds of CO₂ per billion British Thermal Unit (“BTU”) than coal.

ADDRESSING NON-REVENUE WATER

In 2023, Ranhill has succeeded in further reducing NRW rates in Johor to 25.0%, outperforming against SPAN’s set target of 25.5%. This equates to additional savings of 16.3 MLD and further entrenches Johor state’s position as having the lowest NRW rates in Malaysia. In terms of monetary savings. The additional 16.3 MLD saved is equivalent to RM3.16 million in water production costs.



In 2023 Ranhill rehabilitated and replaced 180.2km of pipeline, mostly in Johor. An additional 12 DMAs established bringing the total to 1,196 DMAs. Addressing NRW loss is imperative as the impact is profound on the entire water ecosystem.

Financial Impacts

- Reduced revenue lost.
- Contributes to reduced CAPEX and OPEX.

Supply Impacts

- Reduces need to abstract additional water from rivers.
- Reduces requirements for additional infrastructure i.e. WTPs and etc.
- Alleviates issues of low reserve margins, particularly in high water consumption locations.

Environmental Impacts

- Reduces energy consumption, particular electricity as there is less requirement to abstract additional water.

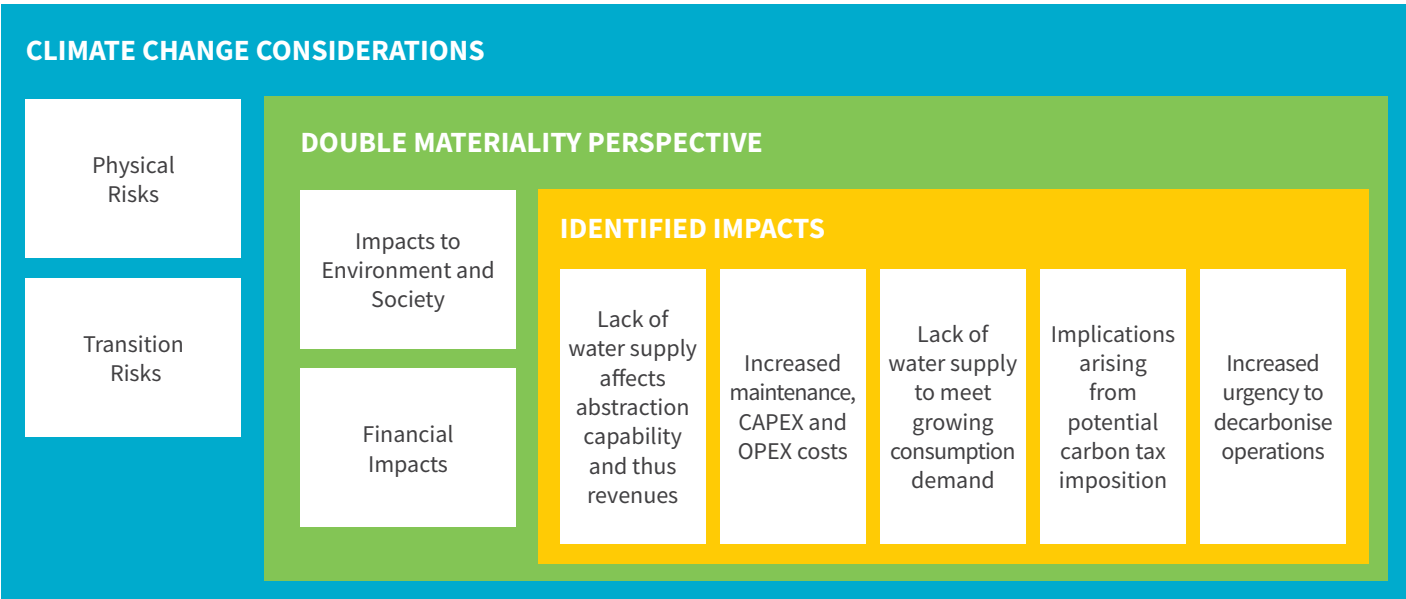
ENVIRONMENTAL AWARENESS AND PRESERVATION

RESPONDING PROACTIVELY TO CLIMATE CHANGE IMPACTS

Ranhill remains cognisant of its physical and transition climate risks and at the same time, continues to take necessary climate action to prevent, reduce and manage its contribution to climate change impacts. In essence, the management approach to climate change is driven from a business and operational perspective as well as consideration for environmental and social impacts.

The Group continues to provide climate related disclosures based on the TCFD pillars of Governance, Strategy, Risk Management and Metrics and Targets. The Group has, to an extent identified its climate related risks and opportunities. These include the impact of climate change on water sources and water infrastructure, potential impacts of carbon tax and emissions ceiling that might be imposed in various future operating scenarios and the emergence of new opportunities, particularly in the water and energy sector.

A snapshot of physical and transition risks have been provided as follows (see pages 80-83 for further information on Ranhill’s TCFD disclosures).



In 2023, Ranhill commenced collaboration with the Malaysia Green Technology and Climate Change Corporation (“MGTC”) and has implemented a progressive adoption of the recommendations made under the TCFD framework.

Working together with MGTC, Ranhill was able to develop a comprehensive carbon baseline for the Group. The exercise covered carbon emissions Scopes 1, 2 and 3. With the development of its carbon baseline, Ranhill now has the impetus to chart a sustainable and effective pathway towards achieving carbon neutrality or net zero carbon status as early as 2050.

ENVIRONMENTAL AWARENESS AND PRESERVATION

RANHILL NET ZERO AS EARLY AS 2050 ROADMAP

This Ranhill Net Zero 2050 Roadmap outlines the Group’s transition plan consisting of targets, strategies and actions towards adopting a low carbon business model and ultimately achieving a net zero carbon status as early as 2050.

The roadmap covers the operations of Ranhill’s major subsidiaries based in Malaysia, under its Energy and Water business based on a 2022 base year figure of 1,932,031 tCO₂eq. These subsidiaries are Ranhill SAJ, RWS, RWT, RSE I, RSE O&M I, RSE II, RSE O&M II, RBSB and Ranhill Solar.

Ranhill Net Zero diagram (next page) summarises the path, target and respective business mitigation strategies.

The goal is to reduce Scope 1 and Scope 2 emission level as compared to its 2022 base year by 90% as early as 2050. The balance residual emissions will be addressed through carbon removal or offsets solutions. The roadmap shall also address measurement and reduction of Scope 3 emissions. All seven (7) greenhouse gases¹ will be addressed in this roadmap, ensuring comprehensive coverage.

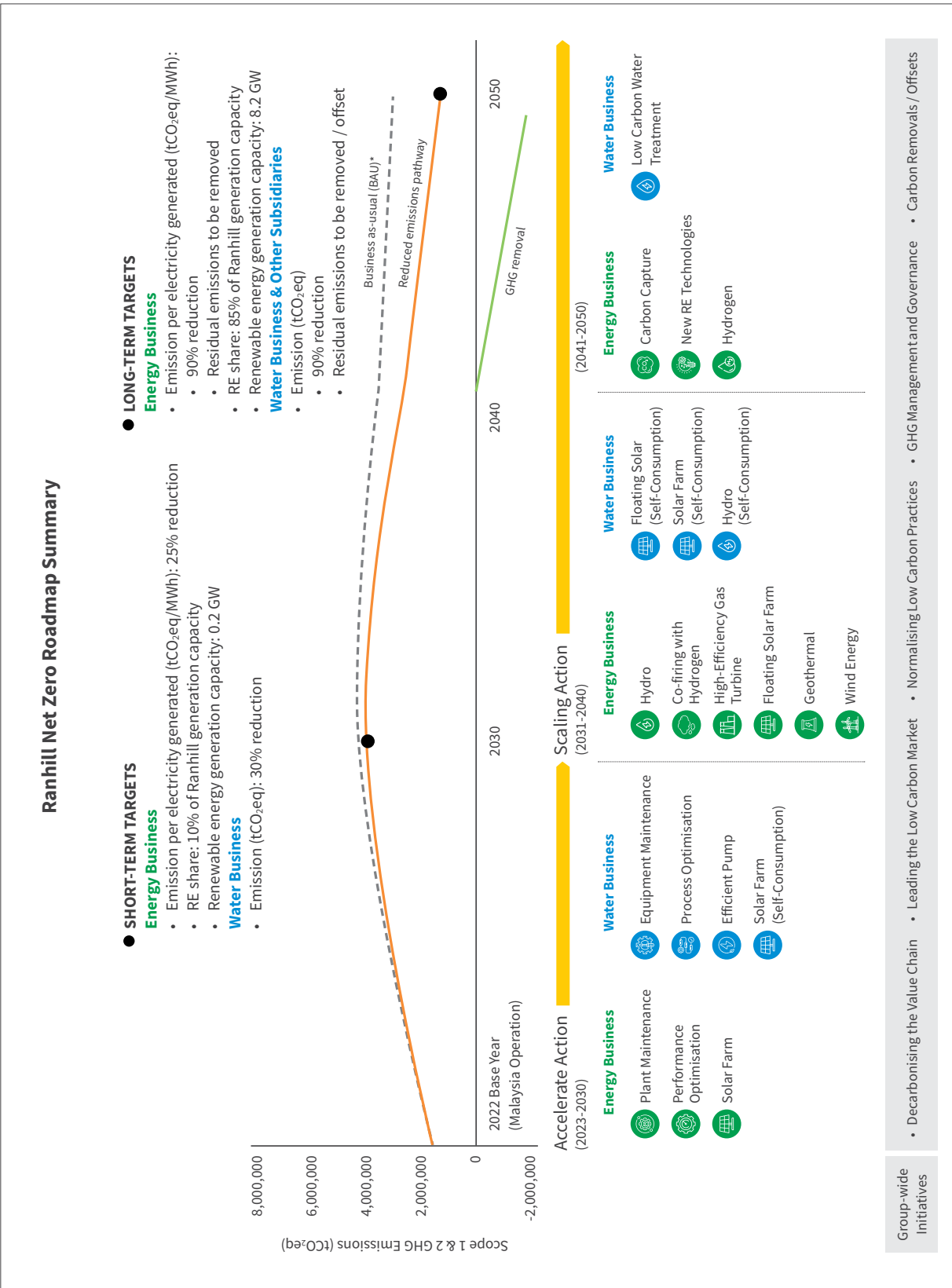
As for short-term targets, by 2030, Ranhill is committed to a 25% reduction in emissions per electricity generated in our Energy Business and a 30% emissions reduction in our Water Business.

The energy business will pivot to focus on renewables by expanding its portfolio of utility-scale solar farms while also exploring the potential of geothermal and wind energy. With regards to the CCGT operations, Ranhill shall continue pursuing optimal operational efficiencies and going forward explore carbon capture and storage technologies.

For Ranhill’s water operations, namely the operations of Ranhill SAJ, the Group shall seek to displace its electricity consumption from the grid with RE alternatives via electricity sourced from our solar farms while energy efficiency and optimisation of operations will revolve around replacement of less efficient motors as well as pump scheduling regimes respectively for “Source-to-Tap” operations.

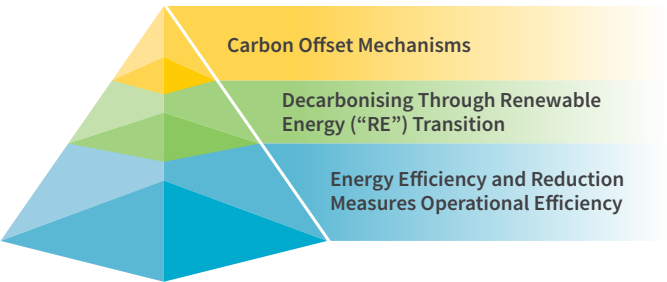
¹ Carbon dioxide (CO₂), Methane (CH₄), Nitrous oxide (N₂O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulphur hexafluoride (SF₆), Nitrogen trifluoride (NF₃)

ENVIRONMENTAL AWARENESS AND PRESERVATION



ENVIRONMENTAL AWARENESS AND PRESERVATION

RANHILL’S TACTICAL EXECUTION TOWARDS NET ZERO 2050



1 Energy Efficiency and Reduction Measures Operational Efficiency

Presently, across all of its operations, Ranhill continues to pursue a wide range of energy efficiency and operational productivity measures. These include identifying quick wins across the business process and if necessary, re-engineering processes where possible to reduce fuel and electricity consumption. This may entail the undertaking of energy audits to identify improvement opportunities, wastages and also focussing on creating greater employee awareness on being mindful of avoiding energy wastages and to ensure optimum energy efficiency at all times.

Given the higher emissions from direct energy use, such as consumption of combustive fossil fuel based sources, efforts will also be undertaken adopting more eco-friendly alternatives such as transitioning to fleet electrification as well as use of electric variants such as electric forklifts and electric vehicles in contrast to conventional diesel and fuel powered assets, machinery and equipment.

Other measures potentially include further adoption of small-scale solar use i.e. for street and outdoor lighting, use of motion and time sensors for outdoor lighting and more.

2 Decarbonising Operations Through Transition to Renewable Energy (“RE”)

The pivot to RE would provide significant impetus in driving Ranhill towards Net Zero as early as 2050 and the realisation of its interim 2030 decarbonisation targets.

The Group’s efforts in leveraging mini-hydro and solar have been effective and therefore, similar installations can be implemented at other suitable WTPs. This approach is also not resource intensive, but the effects in reducing carbon would be gradual and would take a longer time.

Hence, larger scale RE adoption is warranted. Among measures to be adopted include further participation in LSS projects as well as the Corporate Green Power Programme (“CGPP”). The development of green power projects, under the CGPP would enable Ranhill to supply the RE energy produced into the national grid, while consuming an equal amount for its WTP operations. This would enable a more expeditious approach in decarbonising its water operations.

3 Carbon Offset Mechanisms

Residual emissions which are unavoidable can be offset or neutralised through the purchase of carbon credits via Bursa Malaysia Voluntary Carbon Market (“VCM”) or other approved trading mechanisms.

4 Supply Chain Stipulations

While the above strategies would largely address Scope 1 and Scope 2 emissions, Ranhill is cognisant that it also needs to address Scope 3 emissions.

Hence, the focus going forward, in working with its supply chains, commencing locally and thence looking at overseas suppliers. The effort would start with developing oversight i.e. carbon baseline on more aspects of Scope 3 emissions beyond employee commuting and business travel. The goal is to further develop a comprehensive carbon baseline for Scope 3 emissions, working with larger suppliers at first before cascading the initiative to more suppliers progressively.

With this, Ranhill would be able to better ascertain how the Group is a contributory factor to indirect carbon emissions; and accordingly, develop effective strategies to mitigate and reduce Scope 3 emissions.

Presently, vendors are required to either comply with or supply equipment that follows the specifications and criteria of the Energy Management System (EnMS ISO 50001:2018) practiced. Setting such criteria may lead to higher procurement costs but this promotes the continuous “greening” of the Ranhill supply chain.

ENVIRONMENTAL AWARENESS AND PRESERVATION

ENERGY CONSUMPTION

INTRODUCTION

The largest consumers of energy within the Group are Ranhill SAJ and RSE. These two businesses account for close to 99% of energy consumed and contribute 99.6% of the group’s total emissions.

The former consumes both direct and indirect energy sources energy to power the operations of WTPs. Electricity is by far, the largest energy source relied on to power the operations of 46 WTPs in Johor. Diesel and petrol is typically used to power company vehicles as well as machinery and diesel gensets in cases of disruption to grid sourced electricity.

RANHILL SAJ

Ranhill SAJ approach to energy management is driven by adherence to its ISO 50001 certified Energy Management System Certification (“EnMS”). Ranhill SAJ also ensures adherence to the Efficient Electric Power Management Regulations 2008 (“EMEER2008”). The focus is on pursuing energy efficiency through operational and productional efficiency, progressive transition to RE and participation in the CGPP to decarbonise operations.

Ranhill SAJ has also developed its carbon footprint data analysis methodology system, that provides carbon scope coverage across all three scopes. Data and analysis is gathered and analysed respectively by an inhouse Carbon Footprint Team. Please see Appendix Three for more information.

Findings and insights derived from the analysis is used to identify opportunities for energy consumption and emission reduction. Focus is placed on the pump systems deployed at WTPs, which are the main consumers of energy.

RSE

For RSE, natural gas is consumed as the primary fuel source for the Teluk Salut and Rugading power stations. Natural gas is a cleaner fossil fuel compared to diesel and other hydrocarbon fuels typically used for combustion at power plants.

In addition, both power plants consume less than 5% of total electricity generated to power its own operations i.e. various machinery and for lighting, heating, and cooling purposes. This is known as auxiliary load, which is a necessary aspect of the power generation process. Power plants may also at times, consume electrical energy from the grid for the same purpose.

RSE adheres to the Grid Code For Sabah and Labuan (Amendments) 2017. The company continues to seek opportunities to reduce energy consumption by focussing on operational efficiency – ensuring the turbines and all related assets, machinery and equipment are operating in optimum condition. Scheduled maintenance is performed on a timely manner to ensure assets, machinery and equipment is fit for purpose and does not consume excessive energy as intended.

OTHERS

RWT consumes energy sourced from the national electricity grid for the operations of its WTP, WWTP and Reclaimed Water Treatment Plants (“RWTP”) in Malaysia and Thailand.

ENVIRONMENTAL AWARENESS AND PRESERVATION

GROUP ENERGY CONSUMPTION

Total energy consumed has increased due to increased consumption demand for water and electricity in 2023. Hence, the increase in energy consumption figures. However, from an energy intensity perspective as in energy consumed against revenues generated, the Group continues to register an improvement in terms of consumption efficiency.

Total Energy Consumption	GROUP		
	2021*	2022	2023**
Direct Energy Consumption Diesel (litres)	1,615,311.30	11,115,682.84	11,997,626.97
Direct Energy Consumption Diesel (kWh)	16,637,706.39	114,491,533.29	123,575,557.80
Direct Energy Consumption Diesel (GJ)	59,766.52	411,280.27	443,912.20
Direct Energy Consumption Petrol (litres)		329,032.20	356,912.64
Direct Energy Consumption Petrol (kWh)		2,533,547.96	2,748,227.34
Direct Energy Consumption Petrol (GJ)		9,114.19	9,886.48
Direct Energy Consumption Natural Gas (MMBtu)	10,131,129.20	21,561,653.88	22,333,813.62
Direct Energy Consumption Natural Gas (kWh)	2,969,433,968.52	6,319,720,752.84	6,546,040,771.70
Direct Energy Consumption Natural Gas (GJ)	10,690,367.53	22,751,857.18	23,566,640.13
Indirect Energy Consumption (kWh)	321,100,678.80	374,144,126.01	375,764,074
Indirect Energy Consumption (GJ)	1,155,962.44	1,346,918.85	1,352,750.67
Solar Derived Electricity Generated (kWh)	113,219.00	134,631.00	293,628.07
Solar Derived Electricity Generated (GJ)	407.59	484.67	1,057.06
Total Energy Consumed (kWh)	3,307,285,572.71	6,811,024,591.10	7,048,425,371.92
Total Energy Consumed (GJ)	11,906,504.08	24,519,655.16	25,374,257.74
Energy Intensity (kWh / revenue RM’ Million)	2,160,353.76	3,945,446.67	3,090,328.95
Energy Intensity (GJ / revenue RM’ Million)	7,777.45	14,203.59	11,125.16

* The 2021 energy consumption data may seem unusual due to a change in reporting boundary, which now includes the entire Group starting from 2022.

** Data for Ranhill SAJ, RSE I and RSE II are assured by Deloitte PLT.

RENEWABLE ENERGY GENERATION

Ranhill SAJ taps RE, namely solar and hydro derived electricity from its Sultan Iskandar and Gunung Ledang WTPs.

	2021	2022	2023
Sultan Iskandar WTP (solar) (kWh)	48,397.00	25,605.00	76,823.10
Gunung Ledang WTP (hydro) (kWh)	64,822.00	109,026.00	216,805.00
Total RE (kWh)	113,219.00	134,631.00	293,628.10
Carbon Avoided (kgCO ₂ e)	85,820.00	102,050.30	222,570.10

ENVIRONMENTAL AWARENESS AND PRESERVATION

GHG AND CARBON EMISSIONS

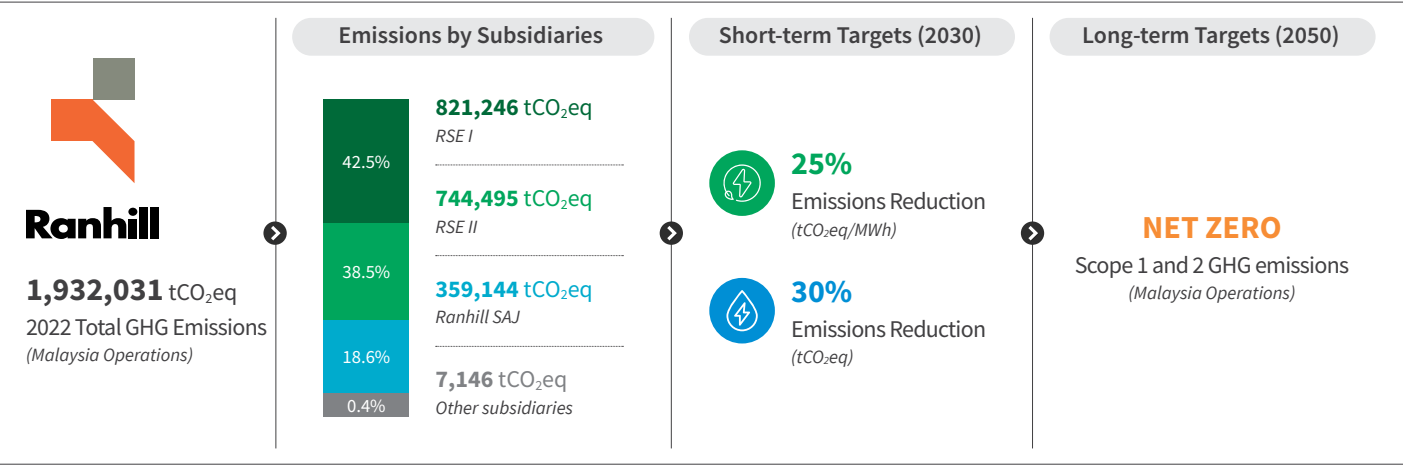
INTRODUCTION

Scope 1 and Scope 2 GHG emissions contributed the bulk of Ranhill’s emissions which mainly came from gas-fired power plants subsidiaries (RSE I and RSE II).

Ranhill remains cognisant of the impact of carbon emissions on the environment and society. As prior mentioned on pages 38-41, the Group continues to take necessary action to reduce carbon emissions from its operations.

For the Group to realise its Net Zero targets, holistic strategies that encompass all subsidiaries are warranted, irrespective of their business nature and operations. This extends to covering all Scope 1, 2 and 3 for carbon emissions.

As for short-term targets, by 2030, Ranhill is committed to a 25% percent reduction in emissions per electricity generated in our Energy Business and a 30% emissions reduction in its Water Business. The approach also extends to Scope 3 emissions, where we are dedicated to measuring and reducing our environmental footprint comprehensively. Kindly refer to Appendix Three for the full GHG inventory and carbon accounting analysis.



CARBON EMISSIONS

	2021	2022	2023*
Group Scope 1 (tCO ₂ eq)	349,204.70	1,309,266.62	1,357,602.92
Group Scope 2 (tCO ₂ eq)	187,843.90	291,556.49	292,907.11
Group Scope 3 (tCO ₂ eq)	15,941.87	331,155.13	453,290.06
Total (tCO ₂ eq)	555,011.47	1,931,978.24	2,103,800.09

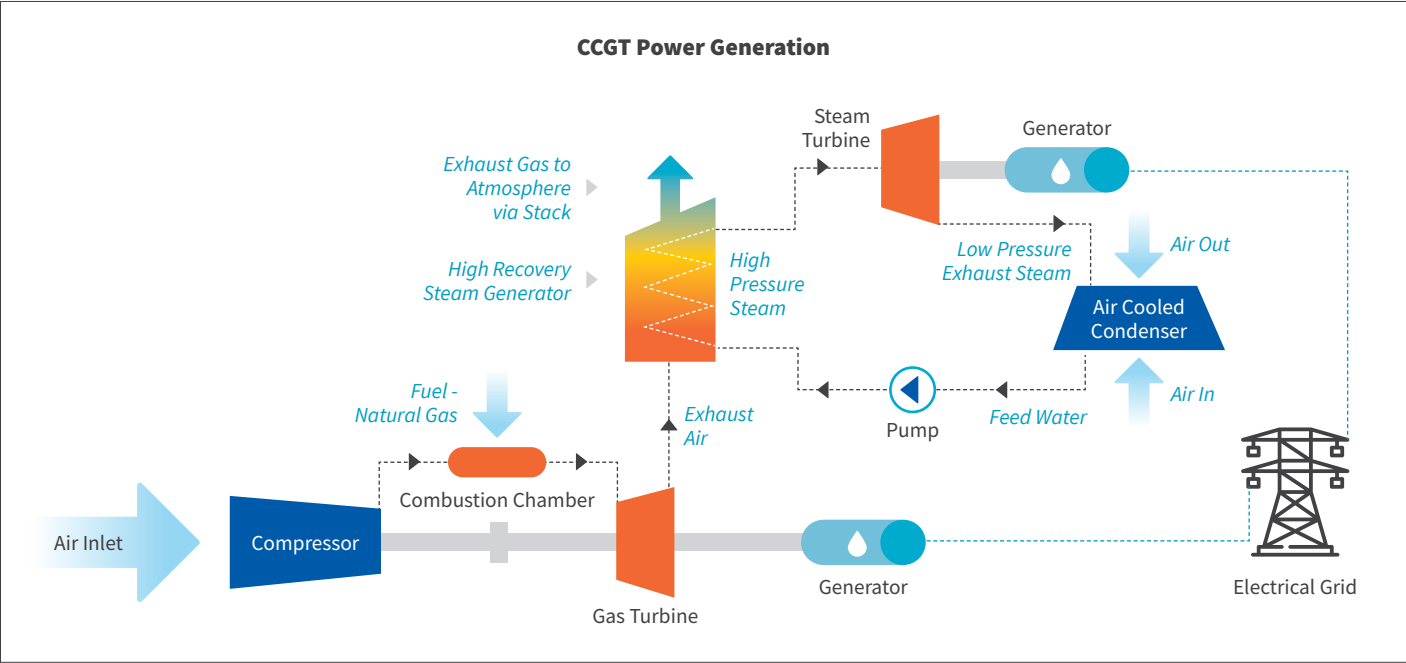
* Data assurance by Deloitte PLT for Scope 1 and Scope 2 for Ranhill SAJ, RSE I and RSE II.

Intensity Carbon Emissions (Tonnes CO ₂ e) / Revenue (RM’000)	2021	2022	2023
Revenues (RM’000)	1,530,900.00	1,726,300.00	2,280,800
Scope 1 Intensity	0.2	0.8	0.6
Scope 2 Intensity	0.1	0.2	0.1
Scope 3 Intensity	0.01	0.2	0.2
Total Carbon Intensity	0.3	1.2	0.9

Note:
The increase in total carbon emissions and emissions intensity between 2021 and 2022 is due to the expansion of the GHG inventory boundary to include the entire Group in the latter year. 2021’s boundary was primarily set to Ranhill SAJ’s carbon footprint analysis data.

ENVIRONMENTAL AWARENESS AND PRESERVATION

Both of RSE’s CCGT power plants, as much as possible run in Combined Cycle mode. This is to minimise the release of carbon and other emissions into the atmosphere. Combined cycle enables initial gases to be reused in the combustion process to create additional energy. RSE’s Environment Policy states that operations are to minimise the consumption of resources towards reducing waste generated and environmental impacts including emissions. Effective maintenance is performed regularly to optimise gas turbine performance and efficiency. Higher efficiency and lower heat rate contribute to lower emissions.



OTHER AIR EMISSIONS

Ranhill also records production of other emissions beyond carbon, emitted from the operations of RSE’s CCGT power plants.

Nitrogen Dioxide and Carbon Monoxide emissions levels within the permissible limits set by the DOE, which are emissions not exceeding 150 mg/m³ for Nitrogen Dioxide and 100 mg/m³ for Carbon Monoxide. Emissions levels are monitored by DOE via the Continuous Emissions Monitoring System (“CEMS”).

Measurement of results is based on SOPs set by the DOE of Sabah and is conducted by an independent 3rd party environmental consultant. Results can also be influenced by the following:

- Quality of gas supplied to the gas turbine during the measurement period.
- Load demand during sampling.
- Operational conditions of the gas turbine i.e. temperature, efficiency and other ambient factors.

ENVIRONMENTAL AWARENESS AND PRESERVATION

RSE I AND RSE II AIR EMISSIONS

Air Emissions Data	2021	2022	2023
NOx Emissions (excluding N ₂ O) (mg/m ³)	RSE I HRSG 11: 49.77 mg/m ³ HRSG 12: 40.30 mg/m ³ HRSG 21: 46.03 mg/m ³ HRSG 22: 40.06 mg/m ³	RSE I HRSG 11: 21.01mg/m ³ HRSG 12: 21.77mg/m ³ HRSG 21: 17.40 mg/m ³ HRSG 22: 19.61mg/m ³	RSE I HRSG 11: 12.04mg/m ³ HRSG 12: 11.49mg/m ³ HRSG 21: 11.34 mg/m ³ HRSG 22: 10.95mg/m ³
	RSE II HRSG1A = 8.29mg/m ³ HRSG1B = 7.06 mg/m ³	RSE II HRSG1A = 25.15 mg/m ³ HRSG1B = 11.40 mg/m ³	RSE II HRSG1A = 20.58 mg/m ³ HRSG1B = 23.40 mg/m ³
Other Standard Categories of Air Emissions Identified in Relevant Regulations – CO (mg/m ³)	RSE I HRSG 11: 55.6mg/m ³ HRSG12: 47.4 mg/m ³ HRSG 21: 41.6 mg/m ³ HRSG 22: 40.0 mg/m ³	RSE I HRSG 11: 12.6mg/m ³ HRSG 12: 10.0 mg/m ³ HRSG 21: 9.4 mg/m ³ HRSG 22: 7.05 mg/m ³	RSE I HRSG 11: 0.0 mg/m ³ HRSG 12: 0.0 mg/m ³ HRSG 21: 0.0 mg/m ³ HRSG 22: 0.0 mg/m ³
	RSE II HRSG1A = 0.57 mg/m ³ HRSG1B = 0.86 mg/m ³	RSE II HRSG1A = 17.98 mg/m ³ HRSG1B = 21.53 mg/m ³	RSE II HRSG1A = 0.80 mg/m ³ HRSG1B = 1.05 mg/m ³
Greenhouse Gas (GHG) Emissions Associated with Power Deliveries (tCO ₂ eq) (%)	RSE I HRSG 11: 8.06% HRSG 12: 6.66% HRSG 21: 3.52% HRSG 22: 7.02%	RSE I HRSG 11: 2.70% HRSG 12: 2.60% HRSG 21: 2.70% HRSG 22: 3.20%	RSE I HRSG 11: 1.00% HRSG 12: 1.22% HRSG 21: 1.36% HRSG 22: 1.06%
	RSE II HRSG1A = 3.55% HRSG1B = 4.58%	RSE II HRSG1A = 1.17% HRSG1B = 1.20%	RSE II HRSG1A = 1.02% HRSG1B = 1.00%

Note:
Station’s emission limit complied with Third Schedule, part A(2), Environmental Quality (Clean Air) Regulations 2014 (first enforced in June 2019), based on emission sources and O₂ references corrected at 15%.

ENVIRONMENTAL AWARENESS AND PRESERVATION

PRESERVING WATER RESOURCES

COMBATTING WATER POLLUTION

Safeguarding water resources is vital in ensuring sufficient water supply for the state of Johor. However, finite water resources in the state, namely upstream rivers, continue to face issues, namely pollution.

Causes of pollution include high level of untreated effluents discharged into rivers, primarily industrial effluent. Other pollutants include agricultural waste, domestic discharge as well as untreated sewerage. Most of these originate from illegal factory operations or illegal farms and farming activities. Sand mining, construction and rock-blasting activities creates sediment that is then typically washed into rivers by rain or by washing activities undertaken on work sites.

At times, effluents may be treated, however installed effluent treatment systems do not adhere to regulatory standards for effluent discharge or are poorly maintained. If effluent levels exceed the permissible threshold, then WTPs must be shut down. Shutting down WTPs is the only option to prevent contaminated water from being distributed through the network and to consumers. For example, the threshold level for ammonia content in water is 10 particles per million (“ppm”). However, ammonia discharge into rivers far exceed this threshold necessitating shutdown of affected plants.

The shutdown of WTPs leads to reduced water being supplied and sold and consequently, revenue losses. The revenue loss incurred corresponds to the duration of the shutdown, which can stretch from one-hour to several days.

Consumers suffer inconveniences or in the case of industrial or commercial customers, significant losses due to inability to operate their businesses due to lack of water supply.

Access to clean water is a basic human right which Ranhill SAJ adheres to so alternative measures to supply water including supplying water through tankers to affected areas. This leads to increased operating costs as well as GHG emissions attributed to increased diesel consumption by tankers.

In recent years, strict enforcement and close collaboration between Ranhill SAJ and regulatory authorities have led to the number of pollution cases dwindling. Ranhill SAJ’s ’s Environmental Crime Prevention Unit or UCJAS continues to work closely with Badan Kawalselia Air Johor (“BAKAJ”), the Department of Environment (“DOE”), Ministry of Health (“MOH”), SPAN and the Royal Malaysian Police in identifying pollution incidents and perpetrators, in collecting evidence and in bringing polluters to court.

Still, on an annual basis, cases are still reported and these have led to a wide range of issues including:

Impacts

- Excessive water pollutant levels poses harm to consumers.
- Contaminated rivers and water bodies can impact riverside communities as well as local wildlife.

Operational Impacts

- Necessity to shutdown WTPs that abstract water from along the polluted source.
- Damages to pipes due to airlocks that build up when water supply is shutdown.

Financial Impacts

- WTP shutdowns lead to inability to supply water and therefore revenue losses.
- Costs associated with provision of alternative supply i.e. sending water tankers, etc.
- Impacts to brand reputation and credibility.

ENVIRONMENTAL AWARENESS AND PRESERVATION

TOTAL NO. OF WATER POLLUTION INCIDENTS AND WTP SHUTDOWNS

	2021	2022	2023
Interruption due to Contamination* in Raw Water (No. of Cases)	2	1	0
Total Hours of Shutdown	16.2	52	0
Financial Losses (RM’ Million)	0.04	0.006	0

Note:
Data includes all types of interruption including ammonia contamination.

ADDRESSING AND PREVENTING WATER POLLUTION THROUGH TECHNOLOGY



Pollutant Removal System, Simpang Renggam, Johor

Ranhill SAJ’s responsibility as a private water operator only starts at the intake that is ensuring the quality of raw water supplied to domestic and non-domestic customers as per the KPIs set by SPAN. The responsibility of ensuring the quality and quantity of river water supply rests with other stakeholders. Nevertheless, as part of safeguarding its availability to natural capitals, Ranhill has taken the initiative in combatting river water pollution. These include deployment of a RM7.0 million Pollutant Removal System (“PRS”) at the Simpang Renggam WTP to reduce ammonia levels to below 10 ppm.

Ranhill also employs remote operated drones and high-tech probes to undertake surveillance on potential polluters or to verify pollution incidents. These methods also enable more effective gathering of samples which can be used to produce evidence in the event polluters are tried in court.

Apart from monitoring, reporting and evidence gathering, which are reactionary measures, Ranhill continues to focus on pre-emptive measures. This includes focussing on stakeholder awareness and education. Both are achieved through site visits to areas located adjacent to in proximity to rivers.

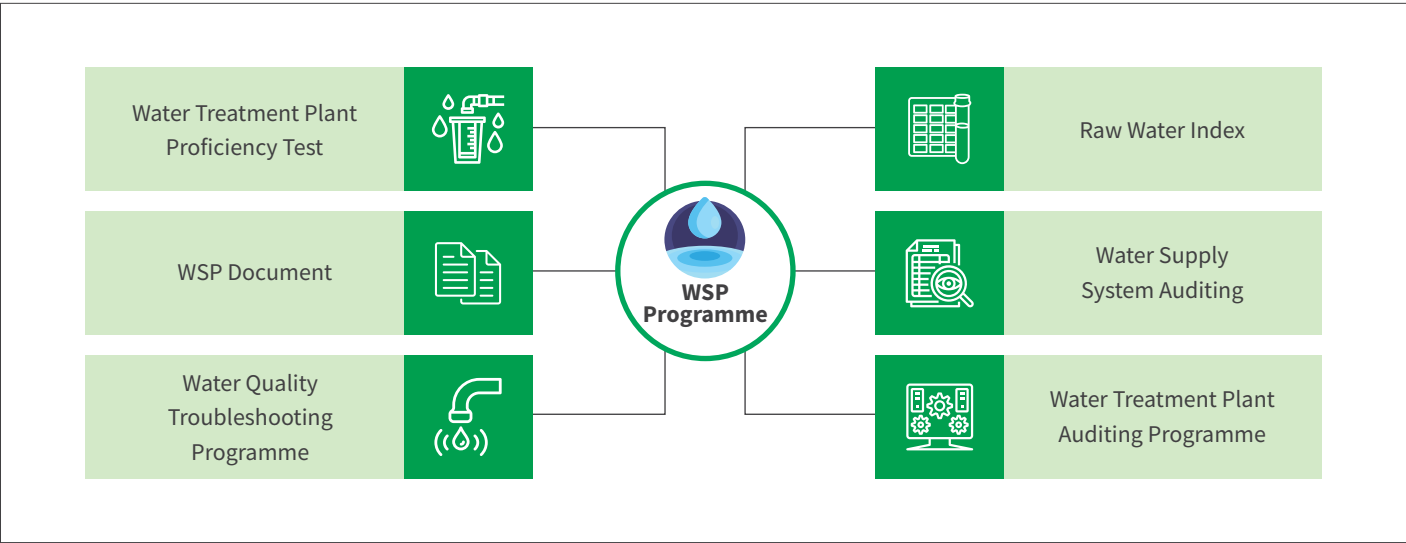
WATER QUALITY

Ranhill SAJ continue to adhere to all KPIs set by the water industry regulator SPAN in Malaysia. RWTT and AnuRAK adhere to the Thai equivalent for its operations in Thailand. Kindly refer to Appendices Two and Three for specific details on the compliance levels achieved.

Ranhill SAJ’s adherence is driven by its Water Safety Plan (“WSP”) which focusses on identifying all hazards that affect the safety and acceptability of drinking water.

ENVIRONMENTAL AWARENESS AND PRESERVATION

Risk assessment starts from the catchment areas right through to treatment and distribution and extends to the consumers’ premises. Among parameters monitored to ensure water quality are Dissolve Oxygen (“DO”), Biochemical Oxygen Demand (“BOD”), Chemical Oxygen Demand (“COD”), Suspended Solid (“SS”), pH level and ammonia levels. These and other parameters are monitored on a quarterly basis.



OPERATIONS IN WATER STRESSED AREAS

Ranhill SAJ is cognisant that some of its water operations in Johor are located in areas deemed to be water stressed locations. Water stressed locations are locations that have a water reserve margin below 15% as provided for in the SPAN Water and Sewerage Fact Book 2022.

MEASURES TAKEN TO SAFEGUARD WATER SUPPLY

Beyond combatting pollution, Ranhill SAJ continues to focus on all aspects of the water supply ecosystem. This includes at the abstraction points, the treatment, supply and distribution of potable water statewide.

Abstraction

- Raw water transfer activities
- Groundwater extraction



Supply and Infrastructure

- Reducing NRW levels
- Improving operational efficiency of existing WTPs
- Upgrading existing WTPs
- Adding new WTPs into the network
- Developing offriver storage



Capacity

- Ensuring sufficient reserve margins, notably at water stressed areas



ENVIRONMENTAL AWARENESS AND PRESERVATION



Raw water transfer pump from Sungai Johor to Upper Layang Dam, Sg Layang, Pasir Gudang, with a capacity of 180 million liters per day

RAW WATER TRANSFER

Ranhill SAJ, together with regulatory stakeholders, continue to make progress on several raw water transfer projects. These include the project to transfer 180 MLD of raw water from Sungai Johor to the Upper Layang Dam. There is also the Sg Ulu Sedili Besar water transfer project which when completed in 2031, will enable 600 MLD of raw water to be channelled from Sg Sedili to the Gembut WTP, thereby boosting reserve margins at Johor Bahru and Kota Tinggi.

Aside from ensuring sufficient supply and reserve margins, raw water transfer ensures higher dam and reservoir levels. Higher water levels in dam means larger water surface areas which increases oxygen levels.

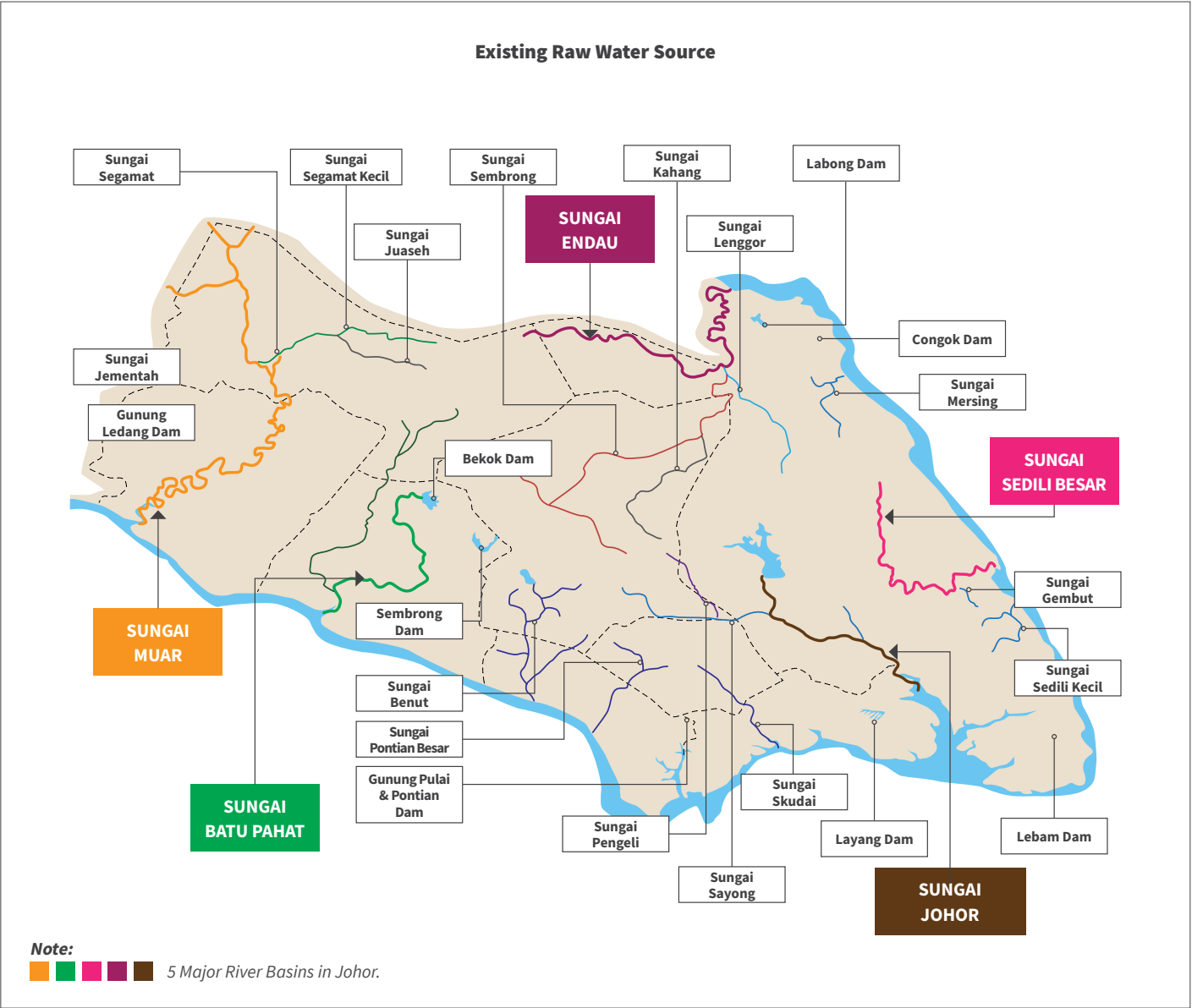
GROUNDWATER HARVESTING AND OFFRIVER STORAGE

Ranhill SAJ has achieved a degree of success in harvesting groundwater. At the Lok Heng WTP, 4 MLD of groundwater has been harvested. The quantities are typically small but efforts to explore groundwater potentials continue.

It is essential that groundwater harvesting be undertaken in a sustainable manner as over consumption could affect underground water tables. Quantities harvested should tally with the ability of aquifers to replenish themselves through rainfall.

ENVIRONMENTAL AWARENESS AND PRESERVATION

Following are Ranhill SAJ’s water sources across Johor:



WATER CONSUMPTION

On the back of meeting increased consumption demand Ranhill SAJ saw increased abstraction of water in 2023. This led to an overall higher consumption level for the Group year-on-year.

	2021	2022	2023
Group Water Consumption (m ³)	692,885,527	696,194,816	720,668,751

ENVIRONMENTAL AWARENESS AND PRESERVATION

RANHILL SAJ WATER CONSUMPTION

Ranhill SAJ consumes water through abstraction as well as for WTP maintenance activities, primarily.

	2021	2022	2023*
Raw Water Abstraction River (m ³)	417,035,411	412,930,624	434,919,724
Raw Water Abstraction Dam (m ³)	265,956,548	273,960,621	275,324,523
Total Raw Water Abstraction (m ³)	682,991,959	686,891,245	710,244,247
Average (m ³ / month)	56,915,997	57,240,937	59,187,021
Raw Water (m ³)	682,991,959	686,891,245	710,244,247
Treated Water (m ³)	653,207,737	671,311,627	681,406,791
In Plant Usage (m ³)	29,784,222	22,967,479	15,533,687

* The assurance of the data is provided by Deloitte PLT.

RWTT & AnuRAK WATER CONSUMPTION

RWTT and AnuRAK consumes water primarily for the operations of its WTP and WWTPs including maintenance activities.

	2021	2022	2023
Total Water Consumption (m ³)	9,775,278	9,169,864	10,273,372
Surface Water withdrawal (m ³)	9,794,829	9,165,281	10,301,852
Recycled Water (m ³)	4,749,304	4,418,503	4,456,620
Total Water / Effluents Discharged (m ³)	5,631,211	5,645,833	7,618,803

RSE WATER CONSUMPTION

Water is consumed mainly for the steam turbine operations. Raw water is used mainly to produce demineralised water for heat recovery steam generator and steam turbine operation. Water is heated to produce steam that drives the steam turbine. The rotating steam turbine then generates electricity. Water is also used for washing of the boilers and for maintenance works such as gas turbine offline water wash, boiler tube leaking, valves passing works and other purposes. Water is also consumed by employees for personal use.

Water use is optimised by ensuring both power plants continue to operate at a high efficiency with no water wastage or steam leakages. Pre-treated water is sourced from the state utility provider, Jabatan Air Sabah.

	2021	2022	2023*
Teluk Salut (m ³)	75,180	90,920	104,597
Rugading (m ³)	43,110	42,787	46,535
Total (m ³)	118,290	133,707	151,132

* The assurance of the data is provided by Deloitte PLT.

The increase in water consumption in 2023 is attributed to higher energy generated in tandem with increased consumption demand from the grid.

ENVIRONMENTAL AWARENESS AND PRESERVATION

WASTE MANAGEMENT

INTRODUCTION

Ranhill’s operations produce both scheduled and non-hazardous waste. The goal is to reduce waste production through the application of circular economic approaches by identifying opportunities across the value chain to reduce, reuse and recycle materials towards ultimately reducing wastes generated.

Waste management is material as waste products produce carbon emissions and when not well managed, can pollute water systems, contaminate land, dirty the environment and impact society.

All hazardous and non-hazardous waste is managed and disposed of, in accordance to regulatory requirements set by DOE. These include DOE’s Environment Act 1974 Effluent Standard A and Effluent Standard B and Scheduled Waste Order 2005. In Thailand, sludge is managed in accordance to Notification of Ministry of Industry Re: Industrial Waste Management and Disposal, B.E.2548 (2005).

Waste is managed and disposed of by DOE licensed third party contractors at government approved landfill sites. The waste disposal process adopted by Ranhill’s companies are as follows:



TYPES OF WASTE

Company	TYPES OF WASTE PRODUCED
Ranhill SAJ	Sludge
RSE	Heat from turbines, heat recovery steam generator and steam turbines, wastewater, electronics, used lubricating & hydraulic oil, contaminated sand & absorbent, used chemical container, contaminated oil filter, contaminated cotton rags, chemical waste from the lab.

TYPES OF WASTE PRODUCED

Among the key waste products produced by Ranhill’s operation is sludge. Sludge is produced from water and wastewater treatment operations, in Malaysia and Thailand. Sludge is sent to designated areas within the confines of the respective WTP area. In Malaysia, sludge is treated and managed according to the DOE’s Environment Act 1974 Effluent Standard A and Effluent Standard B and Scheduled Waste Order 2005.

ENVIRONMENTAL AWARENESS AND PRESERVATION

RBSB has been certified to ISO14001 (Environmental Management System) standard since 22 October 2015. The scope covers office management which includes RBSB’s ability to demonstrate sustainability solutions incorporated in the projects or to influence clients to incorporate sustainability solutions in their projects.

At RSE, waste produced by both power plants are managed in accordance to the requirements set by DOE. RSE’s Environmental Policy Statement unequivocally emphasises the company’s commitment to prevent pollution, reducing waste, and minimising resource consumption.

Among key strategic measures taken include optimising the useful life of the machines and to minimise overall waste quantities generated from operations. The former is achieved through regular maintenance of assets, machinery and equipment including undertaking refurbishment and overhauls of turbines and all major equipment.

SLUDGE PRODUCTION (RANHILL SAJ)

	2021	2022	2023
Total (kg)	91,935,416	93,788,980	96,025,961
Monthly Average (kg)	7,661,285	7,815,748	8,002,163

HAZARDOUS WASTE

	2021	2022	2023
Ranhill SAJ (MT)	Nil	Nil	Nil
RSE (MT)	88.2	86.6	37.5
RBSB (MT)	0.48	Nil	Nil

WASTE DIRECTED TO DISPOSAL

	2021	2022	2023
RSE (tonnes)	100.9	86.6	37.5
RBSB (tonnes)	0.5	Nil	0.5

WASTE RECYCLED

	2021	2022	2023
Recycled Waste (tonnes)	Nil	Nil	36
Non-Recycled Waste Generation (tonnes)	Nil	Nil	1.5
Percentage of Recycled Waste (recycling rate) (%)	Nil	Nil	93.7
Percentage of Non-Recycled Waste (%)	Nil	Nil	6.3

ENVIRONMENTAL AWARENESS AND PRESERVATION

EFFLUENTS MANAGEMENT AND DISCHARGE

All effluents discharged have been treated in accordance to standards set by the authorities such as the Standard B, 5th & 8th Schedule Environmental Quality (Industrial Effluents) Regulation 2009 issued by the DOE. There were zero cases of non-compliance recorded in 2023.

	2021	2022	2023
RSE (m ³)	12,629.37	11,558.37	11,354

Thus far, all discharge, effluents and emissions from operations remain within the permissible levels as stipulated by the DOE and other regulatory bodies. Ranhill or its subsidiaries have had zero incidents of fines, censures or any other form of punitive action for non-compliance to environmental regulatory standards.

RECYCLING INITIATIVES

Collaborating with Kloth Malaysia, Ranhill has established the Ranhill Re-bin initiative, which is aimed at collecting old or unwanted clothing. The programme continues to see traction with over 3,882.32 kg of cloth waste diverted from landfills and 8,677 kg of CO₂e emissions avoided.

	2022	2023
Waste Cloth Collected (kg)	1,189	2,693.7
Carbon Emissions Avoided (kgCO ₂ e)	2,187	6,021

E-WASTE INITIATIVE

Ranhill, together with Electronic Recycling Through Heroes (“ERTH”) has established an e-waste collection and recycling programme. The programme enables safe disposal of unwanted computers, mobile phones, peripherals and other forms of electronic waste and the recycling of the same. E-waste poses environmental and health risks, contains valuable resources, and contributes to resource conservation and energy efficiency when recycled. Hence, the importance of practicing waste separation for such items and recycling these as much as possible. The total amount collected for recycling for 2023 stood at 250 kg.



Ranhill's ESG Hub, located at Headquarters, to share Sustainability Insights on ESG

700.65 kg GHG Emissions Reduced



1.04 kg Toxic Metals Diverted



0.45 kg of Lead



0.59 kg of Arsenic



122.25 kg Total (Metals)



0.01 kg of Gold



8.35 kg of Copper



18.15 kg of Aluminum



95.73 kg of Steel



ENVIRONMENTAL AWARENESS AND PRESERVATION

ENSURING ENVIRONMENTAL REGULATORY COMPLIANCE

At the operational level, all of Ranhill's operations, including those of subsidiaries comply with the necessary regulations for environmental performance. These include regulations stipulated by the Department of Environment (“DOE”), SPAN, CIDB and others. In addition, the Group's operating subsidiaries are certified to various ISO standards which set best practices for environmental operations.

Ranhill's operating companies comply with the respective regulatory standards for noise, effluent discharge, air and other requirements.

Operating Company	Environmental Standard
Ranhill SAJ	Complies with KPIs set by SPAN and Environmental Quality Regulation of DOE.
RSE I & RSE II	DOE standard, EQA 2009. Environmental Quality Regulation, DOE.
RWT	DOE Environmental Quality Act and its regulation. Malaysia Ministry of Health (MOH) Drinking Water Quality Standard.
RBSB	RBSB uses EAIR as part of monitoring, eliminating and reducing environmental aspect of the organisation. EQA 1974, MASMA and other standards which is recorded in the organisation legal requirement document.
RW	Not applicable as RW only provides consultancy and project management services.

At RSE I and RSE II, an environment audit is conducted on a quarterly basis by Rehpro Scientific Sdn Bhd. The audit encompasses plant performance to verify if operational performance levels comply with standards set by SESB and DOE. The scope of audit includes audits of environmental aspects such as noise levels, waste and effluent level and air emissions. Plant operations is assessed annually via a Performance Test conducted by TNB approved parties such as TNB Remaco.

In 2023, Ranhill has continued to maintain an exemplary compliance track record with zero non-compliance cases recorded for the financial year.

NON-COMPLIANCE TRACK RECORD

	2021	2022	2023
Ranhill SAJ	0	0	0
RSE	0	0	0
RWT	0	0	0
RWS	0	0	0
RBSB	0	0	0
RW	0	0	0

BIODIVERSITY

While Ranhill's operations are deemed to not be in areas considered to have significance biodiversity importance, the Group remains committed to focussing on biodiversity given the topic's importance. Biodiversity is intrinsically linked to food security, the livelihood of farmers, fishermen and villagers, to culture, the health of ecosystems and more. While biodiversity may not be directly material to Ranhill, the topic is material to the Group's stakeholders.

Presently, to the knowledge of the Group, Ranhill's operations are not located in or adjacent or close to areas deemed to have a high-level of biodiversity. No IUCN Red List species have been discovered in the areas that Ranhill's operations are located. This includes the operations of Ranhill SAJ, RSE, RWT, RBSB and RW.

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING



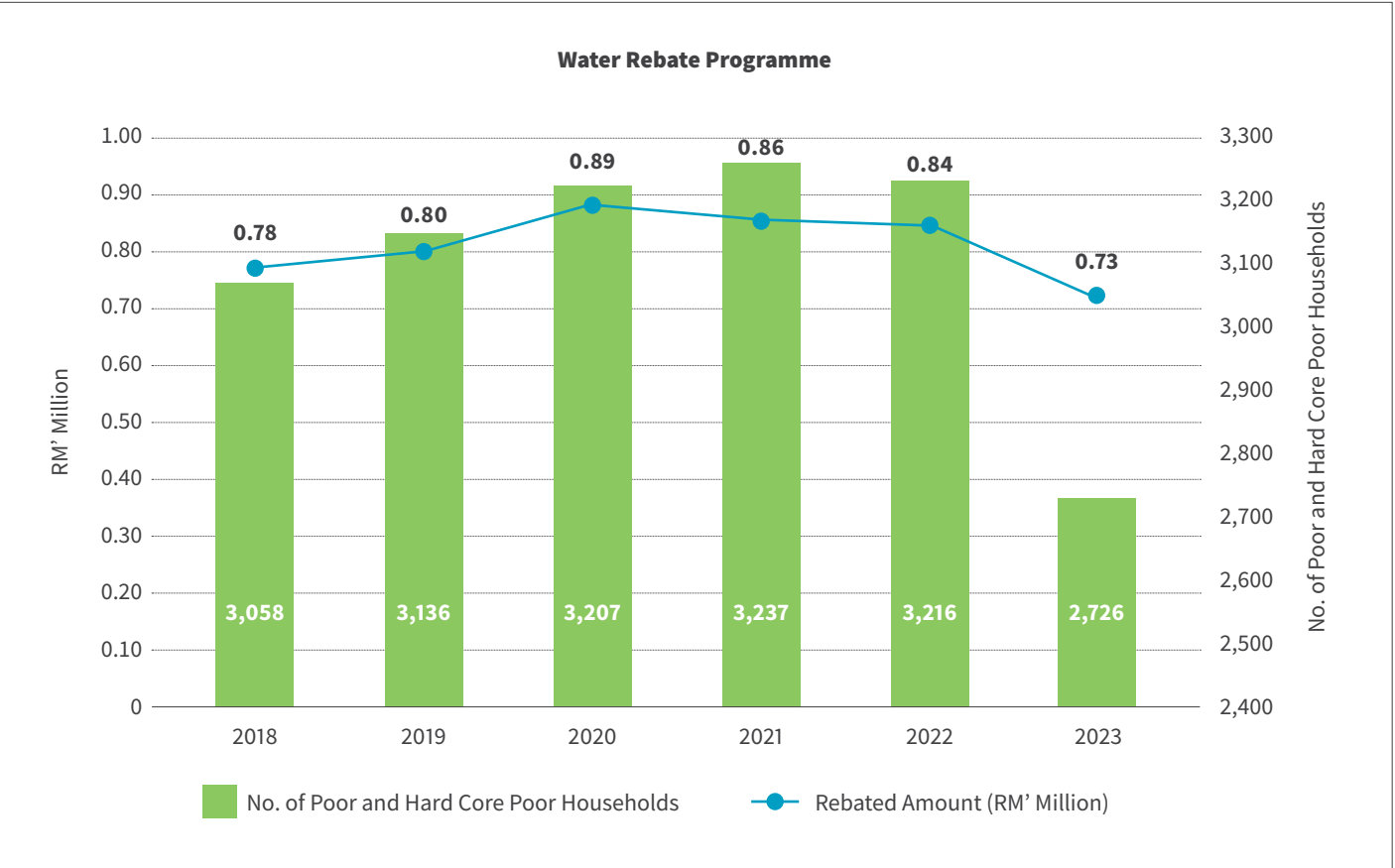
INTRODUCTION

Ranhill continues to focus creating positive social impacts namely in two areas: the development of local talent and the provision of skilled employment opportunities as well as delivering benefits to local communities by supporting and contributing to a wide range of charitable organisations or community services and infrastructure.

However, beyond these two focus areas, Ranhill’s water operations are able to serve society in other distinctive ways. This includes in playing a meaningful role in safeguarding the basic human right to access to clean water.

SUPPORTING THE BASIC HUMAN RIGHT TO WATER (WATER REBATE PROGRAMME)

In support of SDG 6: Clean Water and Sanitation, Ranhill SAJ in 2023, has provided rebates amounting to RM0.73 million for water bills to 2,726 poor and hardcore poor households across Johor. The recipients of rebates were selected based on the Johor State’s e-kasih programme list, which is a register of urban and rural poor and hardcore poor households. All households on the list were given rebates based on their water usage.



CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

The reduction in the number of households benefiting from the E-Kasih Water Rebate Program in 2023 can be attributed to a strategic data cleaning initiative undertaken by Ranhill SAJ, the program administrator. In an effort to enhance the program’s precision and in achieving truly targeted assistance, Ranhill SAJ collaborated with district offices, utilising their databases to refine the beneficiary list. This meticulous process enabled the removal of discrepancies and inaccuracies, resulting in a more accurate representation of households that genuinely qualify for the rebate. The reduced number of beneficiaries reflects a focused approach to assist those in real need, aligning with our commitment to efficient and targeted social impact initiatives.

	2021	2022	2023
Total Value of CSR Contributions Made (Ranhill SAJ)	860,000	2,324,547	6,900,205
Total Number of Beneficiaries	3,237	3,216	2,726
Total Value of CSR Contributions Made (RSE)	Nil	Nil	18,500
Total Beneficiaries	Nil	Nil	Nil

SERVING SABAH’S NEDDY – RSE

For 2023, RSE has continued to focus on undertaking social empowerment and upliftment activities around Sabah, particularly in the vicinity of Kota Kinabalu. RSE’s contribution to supporting social services and community infrastructure include aid to educational institutes and societal groups as well as religious organisations and buildings. The total worth of RSE’s CSR contributions was numbered at RM23,500 for 2023.

- A RM5,000 donation to build Surau Mangkaladom for the local community
- Undertaking electrical wiring work worth RM5,000 to install ceiling fans and lighting at the open hall of SMK Tebobon
- RM2,000 donation to build a mortuary room at Kampung Bandulan, Menggatal
- RM2,000 worth laptop and printer to Sekolah Agama Rakyat Kampung Sinulihan Baru, Keningau
- Donation of electrical appliances worth RM1,500 to Tabika Kemas Kampung Kebayau, Telipok
- RM2,000 contribution for the roofing repairs at Sekolah Kebangsaan Pekan Papar
- RM5,000 contribution for the carpeting of Surau Ar-Rahman, Kampung Rampayan Menggatal



Donation of electrical appliances to Tabika Kemas Kg Kebayau to enhance educational facilities, support community development, and promote sustainability within the community

YOUNG WATER PROFESSIONAL

As in previous year, Ranhill’s Young Water Professional (“YWP”) programme continues to develop talent for the local water industry. In 2023, 148 participants were selected for the YWP with each given exposure, training and various other capacity building opportunities. The goal of the programme is to progressively train a pipeline of water industry professionals to meet the needs of a fast expanding sector that continues to increase in complexity and technical requirements, notably with the proliferation of technology.

	2021	2022	2023
YWP Participants	112	121	148

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING



Young Water Professional Teambuilding 2023 at Tanjung Sepang

Nur Nadiah Omar
Senior Executive Human Resources

The YWP Program provides me with a platform to improve my interpersonal skills as well as boost my confidence levels. I also have the chance to get involved with management and participate in various company initiatives and programmes.

Ir. Muhamad Fahmy Khalid
Assistant Manager, Mechanical & Electrical

My involvement in the YWP Program had teach me to improve my interpersonal skills throughout various company program and helps me in my career progression in the company.

INSPIRATIONAL WORKPLACE AND CULTURE

TALENT MANAGEMENT AND DEVELOPMENT

The focus on human capital is driven by both impact and financial materiality perspectives. The first centres on considerations of creating a wide range of local employment opportunities ranging from highly-skilled knowledge based occupation to more manual or unskilled work. The jobs created and supported have a multiplier effect in supporting local families, improving quality of life, enabling households to stay above the poverty line or even achieve social and income mobility.

At the same time, the recruitment and retention as well as training of a skilled workforce supports operational efficiency and contributes to improved productivity, enables better decision making, enhances technical capabilities and develops leaders across Ranhill. Hence, talent development is certainly linked to business performance. Given the importance of talent management, all CEOs of subsidiary companies have their remuneration linked to the achievement of specific talent related KPIs and targets.

BOARD OVERSIGHT ON TALENT MANAGEMENT AND DEVELOPMENT

Given the importance of talent to the Group, the matter of talent management and development comes under the purview of the Board of Directors of the Group, specifically the Nominating and Remuneration Committee (“NRC”) supported by Group Human Resources (“GHR”). Subsidiary RBSB has also linked the remuneration of the company’s Management to achievement of HR related KPIs and targets.

While the NRC adopts a broad overview of talent related strategies, the development of operational plans, systems and cultivation of a professional workforce that meets Ranhill’s needs comes under the purview of GHR as well as the respective HR departments / units established at operating subsidiaries. In addition, CEOs of subsidiaries are also assigned to be talent champions at their respective companies. GHR reports to the NRC on a periodic basis, from which matters of talent management and development is then conveyed to the full Board.



Pico Solar installation in partnership with Expro, SOLS Energy, and Ranhill Worley Kuala Lumpur at Kampung Orang Asli Kampung Jeram Kedah

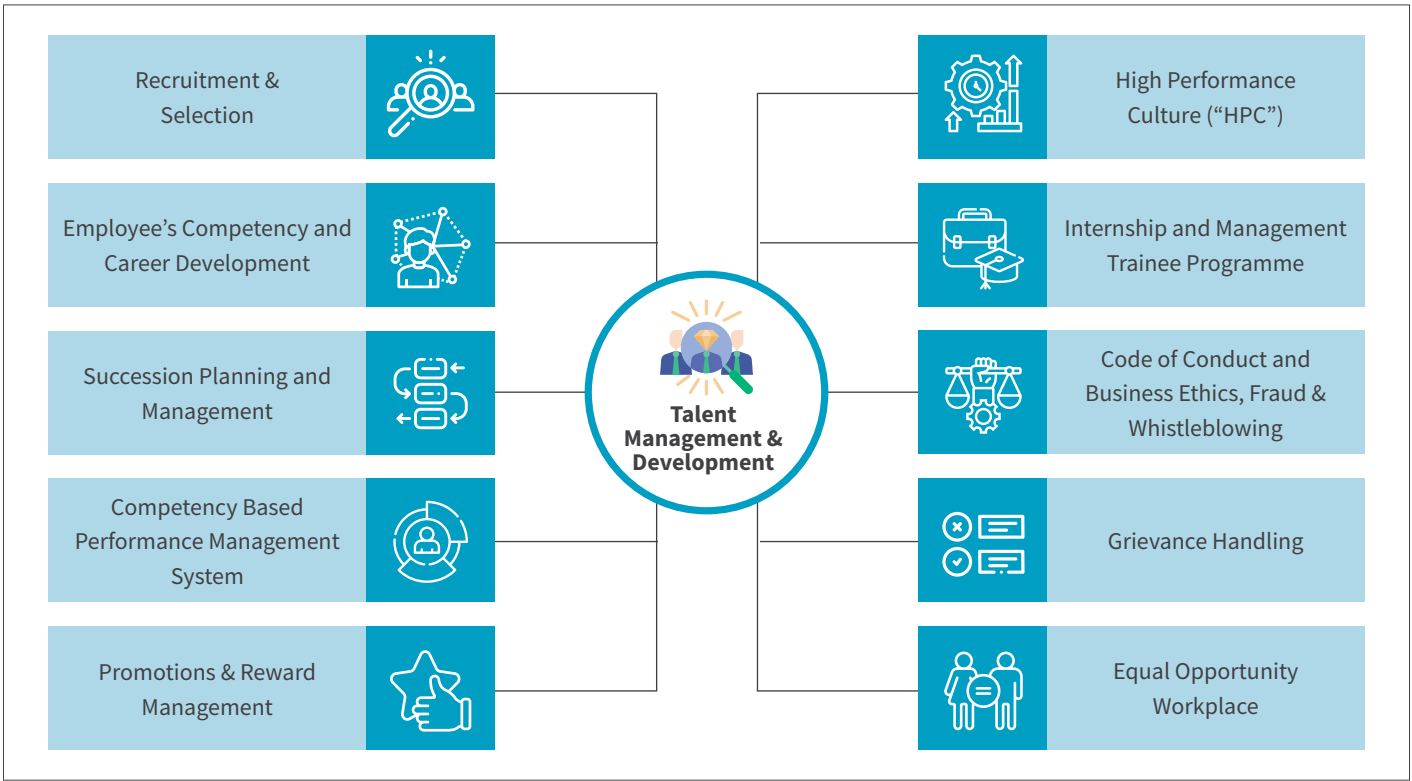
In July 2023, Ranhill Worley and Expro collaborated on the Kampung Orang Asli Jeram Kedah programme - installing Pico Solar systems in 50 houses. 23 volunteers participated which benefitted 500 indigenous villagers.



Ranhill ensures clean water access for Kampung Orang Asli in Kg Sudak, Gerik, Perak promoting community well-being

In October 2023, Ranhill’s Special Projects team went down to Kg. Sudak in Gerik, Perak to establish basic clean water and solar electricity infrastructure for 60 Orang Asli villagers. Aside from providing basic infrastructure, the team also spent time share on personal hygiene with the community and making donations of toiletries, toys and other items, especially for children.

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING



GHR as well as HR functions at the subsidiary companies recommend and propose initiatives to the NRC for approval. HR collaborates with the senior management team to drive talent management and organisational development.

Ranhill employs the Balanced Scorecard system to measure employee and business productivity towards identifying best practices and enhance management techniques. Each subsidiary adopts distinct approaches, reflecting their commitment to efficiency and continuous improvement.

RW emphasises a robust Performance Management system, evaluating employee performance against KPIs. RBSB has implemented the Project Time Input Control Setup (“PROTIC”) program to measure productivity. RWS and RWT also utilises the Balanced Scorecard system for measuring and optimising performance.



CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

ADHERENCE TO LOCAL LABOUR LAWS AND INTERNATIONAL CONVENTIONS

In terms of regulatory compliance, Ranhill adheres to the Malaysian Employment Act 1955, the Sabah Labour Ordinance and Employment Act 1955 and its equivalent in Thailand. The Group also has aligned to the statutes stipulated by the International Labour Organisation (“ILO”), the Universal Declaration of Human Rights and the following UN Global Compact 10 Principles:

- Human rights, labour, environment and anti-corruption
- UN Guiding Principles on Business and Human Rights
- International Labour Law
- Prohibiting child and forced labour
- Ensuring non-discrimination and equal opportunity
- Supporting a harassment-free and violence free workplace
- Prohibiting retaliation or any form of physical and mental disciplinary practice
- Respecting worker’s right to freedom of association
- Ensuring compliance with laws governing working hours and wages
- The rights of workers have been reinforced with the establishment and implementation of the following policies and procedures:

Elimination of excessive working hours	Procedure on Fatigue Management
Compliance with minimum wage	Compliance with Minimum Wage Order 2018
Right to freedom of association / collective bargaining	Policy Statement on Human Rights and Labour Standards
Prevention of child or force labour	Policy Statement on Recruitment for both employees and vendors
Written policies that address non-discrimination, the creation of an equal opportunity workplace, gender and ethnic diversity	

Ranhill SAJ communicates its HR policies globally through internal circulation in dual-language (English & Malay). Ranhill Sabah ensures accessibility by communicating the policy within the company, available for staff access in a shared folder. Worley affirms the global communication of its policy. RBSB effectively communicates the Ranhill Group sustainability policy globally, translating it into

relevant languages for easy comprehension. Ranhill Technologies disseminates the policy through InfoRWS to all employees, including it in Bahasa Melayu language. RWT distributes a staff handbook to new employees. These practices highlight the commitment to widespread understanding by making policies accessible and clear in relevant languages.

The Ranhill Group provides specific training for managers on handling reports or instances of bullying or harassment within its subsidiaries. Ranhill SAJ offers Domestic Inquiries Modules for executives and above. Worley conducts annual training on the Code of Conduct, including for new hires, without specifying the inclusion of MACC.

Ranhill SAJ has a policy against child and forced labour, complying with the Malaysian Employment Act. Ranhill Sabah also affirms the prevention of child labor and forced labour through its HRPPM0201 Recruitment and Selection Policy.

RBSB expects managers to familiarise themselves with procedures outlined in the Grievance Procedures and the eCCBE platform. Ranhill Technologies handles misconduct through the Group’s IR mechanisms without mentioning specific training. RWT, without specific training mentioned, relies on the Human Resources Department to advise managers within the grievance mechanism.

In 2023, Ranhill has continued to see zero confirmed reported cases of non-compliance or complaints from employees of unfair or discriminatory treatment, harassment in all forms, as well as complaints of forced labour, excessive working hours and human rights infringements or violations.

The findings were obtained from a labour risk assessment conducted in 2023. The assessment was conducted as part of the procedures for the Business Continuity Management System (“BCMS”).

ENGAGEMENT WITH ASSOCIATIONS ON TALENT MANAGEMENT MATTERS

As in previous years, Ranhill SAJ, RWS and RSE continue to engage with industry bodies and governmental entities pertaining to talent management. These include relevant ministries and agencies such as the Malaysia Employer Federation (“MEF”).

Such engagements serve to ensure Ranhill is abreast of the latest development with regard to employment conditions and stipulations and also provides opportunities for Ranhill to share its views as an employer.

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

Ranhill SAJ engages closely with Jabatan Tenaga Kerja (“JTK”) to ensure alignment the latter’s labour standards. Worley follows guidelines such as the labour law and the Malaysian Employment Act, ensuring compliance with labor standards.

RBSB actively participates in workshops, talks, and seminars organised by the MEF and utilises its levy to contribute to Human Resources Development Corporation (“HRD Corp”), showcasing a commitment to labour standards and professional development initiatives.



HRD Corp Visit, elevating labour standards and championing professional development

EQUAL OPPORTUNITY WORKPLACE (DIVERSITY AND INCLUSIVITY)

Ranhill subscribes to the principle of Equality, Diversity and Inclusivity (“EDI”) as being a fundamental approach to talent management. EDI ensures that Ranhill is able to have access to the best possible talent and importantly, ensures that it complies with its strong corporate beliefs in upholding human and labour rights.

Hence, the focus on merit being the sole basis for the hiring, retaining and rewarding as well as promotion of talents. Importantly, EDI is viewed as having strategic value as it enables Ranhill to benefit from a stronger collective pool of talents, professional qualifications, experience, expertise and perspectives. This promotes more informed decision making, ideas development and the cultivation of a high-performance organisational culture.

GHR continues to champion diversity and inclusivity with talents coming from all major ethnic groups in Malaysia, including East Malaysia (Sabah and Sarawak). Championing diversity also ensures that marginalised and under-represented groups have access to employment opportunities.

The Group’s HR policies continue to champion meritocracy with clear mentions of commitment to ensure equal and fair access to employment, training and promotion opportunities and to be able to work in a conducive environment free from abuse, harassment or any negative behaviours.

Ranhill subscribes to the principle of equal work for equal pay. The Group strictly forbids any discrimination in the hiring, rewarding, remunerating of, and promotion as well as training of employees based on race, gender and religious background or any other socio-cultural and demographic factors.

Historically, the water, power and infrastructure sectors tend to see a more male based workforce. This is likely due to the physical nature of many jobs, where working on operational sites and undertaking job functions that require physical strengths is typically not preferred by many women in the Asian context. However, the gender disparity declines significantly in terms of office based jobs.

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

GROUP EMPLOYEE DEMOGRAPHICS

General Workforce Data	2021	2022	2023
Total Workforce	3,909	4,018	4,203
Male Employees	3,114	3,162	3,271
Female Employees	795	856	932
Malaysian Employees	3,485	3,990	4,043
Foreign Nationals	115	28	160
Malay Employees	3,347	3,622	3,735
Chinese Employees	142	123	120
Indian Employees	77	77	65
Others	251	162	283
Senior Management Staff	67	73	87
Management Staff	253	267	327
Executives	975	1,097	945
Non-Executives	2,612	2,581	2,844

GENDER DIVERSITY BY EMPLOYEE CATEGORY

	2021	2022	2023
Number of Female Managerial Staff	72	94	108
Number of Male Managerial Staff	173	252	306
Number of Female Executive Staff	236	318	358
Number of Male Executive Staff	596	782	587
Number of Female Operational Staff	368	435	448
Number of Male Operational Staff	1,777	2,137	1,984

AGE DIVERSITY BY EMPLOYEE CATEGORY

	2021	2022	2023
Number of Managerial Staff Aged 30 and Below	Nil	3	2
Number of Managerial Staff Aged 31-50	Nil	181	223
Number of Managerial Staff Aged 51-65	Nil	154	183
Number of Managerial Staff Aged 65 and Above	Nil	8	6
Number of Executive Staff Aged 30 and Below	Nil	234	320
Number of Executive Staff Aged 31-50	Nil	704	513
Number of Executive Staff Aged 51-65	Nil	155	104
Number of Executive Staff Aged 65 and Above	Nil	7	8
Number of Operational Staff Aged 30 and Below	Nil	603	763
Number of Operational Staff Aged 31-50	Nil	1,490	1,614
Number of Operational Staff Aged 51-65	Nil	478	464
Number of Operational Staff Aged 65 and Above	Nil	1	3

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

ETHNIC DIVERSITY BY EMPLOYEE CATEGORY

Ethnicity Breakdown	2021	2022	2023
Number of Managerial Staff with Malay Ethnicity	Nil	282	309
Number of Managerial Staff with Chinese Ethnicity	Nil	33	34
Number of Managerial Staff with Indian Ethnicity	Nil	11	17
Number of Managerial Staff with Others Ethnicity	Nil	19	53
Number of Executive Staff with Malay Ethnicity	Nil	882	753
Number of Executive Staff with Chinese Ethnicity	Nil	89	73
Number of Executive Staff with Indian Ethnicity	Nil	40	22
Number of Executive Staff with Others Ethnicity	Nil	89	97
Number of Operational Staff with Malay Ethnicity	Nil	2,475	2,264
Number of Operational Staff with Chinese Ethnicity	Nil	12	13
Number of Operational Staff with Indian Ethnicity	Nil	28	24
Number of Operational with Others Ethnicity	Nil	58	131

WORKFORCE BY PERMANENT AND NON-PERMANENT EMPLOYEES

	2021	2022	2023
Number of Permanent Employees	3,107	3,015	3,428
Number of Temporary Staff / Contractors	802	1,003	775
Percentage of Permanent Employees (%)	79.5	75.0	81.6
Percentage of Employees that are Contractors or Temporary Staff (%)	20.5	25.0	18.4
Percentage of Global Staff with a Disability (%)	0	0.02	0.02
Percentage of Employees Entitled to Employee Benefits (%)	100	99.8	86

WORKFORCE BY ABLED / DIFFERENTLY ABLED COMPOSITION

Disability Breakdown	2021*	2022	2023
Number of Disabled Managerial Staff	Nil	1	1
Number of Non-Disabled Managerial Staff	Nil	344	413
Number Disabled Executive Staff	Nil	0	1
Number of Non-Disabled Executive Staff	Nil	1,100	944
Number of Disabled Operational Staff	Nil	1	3
Number of Non-Disabled Operational Staff	Nil	2,572	2,841

* Data collection commenced in 2022, therefore no data is available for 2021.

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

RECRUITMENT AND SELECTION

Ranhill’s hiring policy is based on merit; that is the provision of access to all interested and qualified candidates to apply for the position. The principle applies irrespective if the position is open to internal candidates, external or both internal and external candidates.

In all instances, vacancies are published or communicated widely to ensure the best possible reach and that a wider net of talents can apply for the position. Candidates are to be selected based on their professional qualifications, work experience, competencies and expertise and other relevant employment conditions such as willingness to work irregular hours, overtime and more. Considerations pertaining to Socio-demographic factors such as ethnicity, gender, age, marital status and political affiliations cannot be used as criteria when selected candidates for interviews or when hiring talents.

In certain instances, physical disability may be a consideration for certain jobs that require able bodied persons, especially onsite or physically demanding jobs. Nonetheless, where possible, Ranhill and all subsidiaries provide equal opportunities to physically challenged individuals for suitable positions. Though locals are given priority, foreigners may also apply for all advertised vacancies.

EMPLOYEE NEW HIRES BY AGE AND GENDER

	2021	2022	2023
New Hires (Male)	181	525	556
New Hires (Female)	56	174	204
New Hires Aged 30 and Below	122	363	584
New Hires Aged 31-50	90	279	578
New Hires Aged 51-65	25	53	67
New Hires with Disabilities or from Underprivileged Groups	0	1	0
Total New Hires	237	689	768

EMPLOYEE TURNOVER BY GENDER AND AGE

Turnover	2021	2022	2023
Turnover (Male)	206	211	204
Turnover (Female)	33	73	72
Total Turnover	239	284	276

Turnover	2021	2022	2023
Turnover Aged 30 and Below	145	76	72
Turnover Aged 31-50	73	115	107
Turnover Aged 51-65	21	89	95
Turnover Aged 65 and Above	0	4	2
Total Turnover	239	284	276

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

EMPLOYEE TURNOVER BY EMPLOYMENT CATEGORY

	2021	2022	2023
Management	Nil*	Nil*	41
Executive	Nil*	Nil*	108
Non-Executive	Nil*	Nil*	127
Total	239	284	276
Full-Time Staff Voluntary Turnover Rate (%)	6.1	7.1	5

* Data collection commenced in 2023 as per Bursa mandatory sustainability disclosure, therefore no data is available for 2021 & 2022.

EMPLOYEE ENGAGEMENT

Constant two-way interaction with employees is a common feature across Ranhill Groupwide. Engagement is considered vital as it enables Management to cascade key information on company policies, strategies and more, whilst at the same time, gathering feedback, views, aspirations and concerns of the workforce. Hence, two-way engagement is a valuable source of information for Management.

Employee engagement is driven through a wide range of formal and informal channels. A significant highlight is the Ranhill SAJ townhall, held annually, where Management, including the CEO engages with all staff, companywide.

Total Spend (RM) on Employee Engagement activities

	2021	2022	2023
Total Spend (RM) on Employee Engagement Activities	136,559.5	707,251.2	2,348,259.4

The townhall aside, there is an active engagement programme featuring various events to discuss employee related matters throughout the year. Work life balance is also emphasised through employee engagement, namely in the form of health and social activities organised and / or sponsored by the Group for staff.

Kindly refer to Appendix Six for a comprehensive list of employee engagement activities undertaken by the Group and its subsidiaries in 2023.



R-care, Fun Day 2023 at Taman Bandar Bukit Layang-layang, Pasir Gudang

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

As part of employee engagement, various company satisfaction surveys are conducted annually to assess employee morale and to identify areas for improvement. The surveys are structured to enable management to develop insights into employment conditions and how management can make improvements.

Percentage of Employee Engagement Survey (Satisfaction Category)	2021	2022	2023
Ranhill SAJ	66.8	82	90.6
RSE	97.7	88	90.0
RWT	79	90	Nil*
RWS	83	77	86.1
RBSB	0	86	89.3
RW	78	84	89.4
Group Average	58.6	70.9	88.1

* RWT has merged with RWS, resulting in integrated operations.

PROMOTIONS AND REWARDS MANAGEMENT

Consistent with the principle of merit, Ranhill subscribes to equal pay for equal work with terms of remuneration and benefits to commensurate with the individual's employee's performance in terms of contribution to, or achievement of individual, departmental, or company KPIs and targets. Remuneration is also determined based on an employee's professional qualifications, related job experience and expertise, role played in terms of job responsibility and function as well as present market rates. The latter is to ensure competitiveness of remuneration and benefits.

Matters of pay and benefits cannot be determined based on socio-demographic factors such as gender, ethnicity, social background, marital status and so forth. All salaries paid in Ranhill exceed the Minimum Wage Order requirements and its equivalent in Thailand. Similarly, benefits for employees include mandatory provisions as stipulated in Employment Act 1955 and its equivalent in other countries as well as various additional monetary and non-monetary benefits. Employees are also entitled to various allowances such as travel, hardship, meals and other allowances.

Ranhill has a comprehensive policy in place that specifically addresses and emphasises the importance of pay equity.

Salary and Remuneration	2022	2023
Ratio of Basic Salary and Remuneration of Women to Men for Key Employee Categories	1:1	1:1

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

In addition, Ranhill SAJ employees who come under the B40 category, which is the lower income strata of society according to government statistics, are entitled to financial aid provided by Ranhill. This is aid that the subsidiary provides on a voluntary basis comprising:

- Ranhill SAJ Advance increment for employees earning less than RM2,000
- Ranhill Worley: Covid-19 Assistance for Married Staff - RM500 and Single Staff - RM250

The actual quantum varied based on the recipient's basic compensation. Benefits accorded to full time employees include the following:

 Statutory sick pay leave without hospitalisation depending on the period of services: 14 days for less than two years 18 days between two and five years 22 days for more than five years	 Insurance Benefits	 Employee's New Born Benefits
 A period of up to 60 days is granted if hospitalisation is necessary	 Allowances and Reimbursement Claims	 Employee's Bereavement / Wreath
 Company supported / subsidised health / medical insurance plan for staff	 Overtime Payments (where applicable)	 Employee's Treat - Fruits Season
 Free Medical Check-up	 Employee's Birthday Gift	 Employee Education Assistance Programme
	 Employee's Wedding Benefits	

RETIREMENT SAVINGS AND INSURANCE BENEFITS

As in previous years, Ranhill continues to make payments for employees' retirement schemes as well as medical and other insurance payments. These are statutory payments as well as voluntary benefits paid in the interest of employees.

At Ranhill, the employer contributes 12% of an employee's salary to the Employee's Provident Fund ("EPF") if the salary exceeds RM5,000 and 13% if it is below RM5,000. Additionally, employees contribute 11% of their monthly salaries to the EPF.

	2021	2022	2023
Employee Benefits Data			
Total Payments Made to Employees in terms of Salaries, Bonuses and Benefits (RM' Million)	273.2	275.7	312.5
Total Statutory Payments Made for Employees' Retirement Benefits ("EPF") (RM' Million)	30.3	30.2	35.8
Total Payments in Medical Insurance ("SOCISO") for Employees (RM' Million)	3.1	3.1	3.3
Total	306.6	309.0	351.6

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

OVERTIME AND WORKING HOURS

All employees entitled to overtime pay are also paid accordingly as per stipulated rates under relevant labour laws. Employees are not allowed to work beyond the stipulated number of overtime hours. In 2023, there were zero cases of excessive working hours recorded.

LEAVE ENTITLEMENTS

Ranhill employees are entitled to a wide range of leave beyond statutory leave requirements stipulated under the Employment Act 1955. These include study leave, emergency leave, bereavement and compassionate leave, pilgrimage leave and parental leave among other.

Pertaining to parental leave, in accordance with revisions to the Employment Act 1955, female employees are entitled to paid maternity leave of 98 consecutive days for each confinement period. Male employees are granted paternity leave of 7 days for each occasion of childbirth.

RANHILL GROUP PARENTAL LEAVE

	2021	2022	2023
Parental Leave			
Employees Entitled for Maternity and Paternity Leave	3,296	3,024	3,930
Employees Who Took Paternity Leave	138	93	183
Employees Who Took Maternity Leave	23	18	34
Return to Work (Post-Parental Leave)			
Male: Return to Work Rates (Return to work after parental leave period)	100%	100%	100%
Female: Return to Work Rates (Return to work after parental leave period)	100%	100%	100%
Male: Retention Rates (Remain with the organisation for 12 months or more post parental leave)	100%	100%	100%
Female: Retention Rates (Remain with the organisation for 12 months or more post parental leave)	100%	95%	100%

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

EMPLOYEE MEDICAL TRUST FUND

A unique feature at Ranhill SAJ is the existence of the Ranhill SAJ Medical Trust Fund (“MTF”). This is a company wide initiative to enable more staff to have access to more comprehensive medical services. Staff need only contribute RM5 to the fund.

The fund was established by the company to provide financial coverage on medical services and items that are typically not covered by medical insurance companies. These include vitamin supplements to aid recovery, medical equipment such as weighing scales, blood pressure monitors, glucose test kits and wheel chairs and orthopaedic beds for staff who require such necessities.

Funds collected are managed by a select committee who is responsible for providing cash disbursements as and when required by members. The fund has been very effective with RM153,500.00 disbursed to relevant staff in 2023.

	2021	2022	2023
No. of Staff Covered by the MTF	1,719	1,803	1,903
Funds Disbursed (RM)	67,192.1	273,450.4	153,473.5

COLLECTIVE BARGAINING AND FREEDOM OF ASSOCIATION

Ranhill SAJ’s Collective Agreement provides for employees’ right to bargain collectively for wages and benefits.

As provided for in the labour laws of Malaysia, Ranhill respects employees’ right to freedom of association and collective bargaining. At Ranhill SAJ, a union has been established for non-executive employees as per Malaysian law. The union is managed in accordance to relevant legal requirements as stipulated under the following legislation: Trade Union Act 1959, Industrial Relations Act 1967 and where relevant, Immigration Act 1956 / 63 of Malaysia.

Employees are constantly updated on their rights and Group Management continues to communicate actively with employees, including employee interest groups and unions.

	2021	2022	2023
Percentage of Employees Covered by Collective Bargaining Agreements (%)	61.2	63.8	63.1

Beyond remuneration, the collective bargaining agreements addresses healthcare and other benefits. Besides formal collective bargaining agreements, employees may also choose to bring up issues or grievances in a collective manner to the Management. The Management recognises such informal collective bargaining mechanisms. Employees may choose to appoint representatives to represent their interests in discussions with management.

In addition, Ranhill respects employees’ rights to join or be affiliated with any professional, or political body or any society or cultural groups so long as such entities are not deemed illegal by the law.

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

MINIMUM NOTICE PERIOD FOR OPERATIONAL CHANGES

Ranhill SAJ implements a minimum notice period before significant operational changes to provide employees with time to adapt and plan accordingly. Ranhill Sabah also follows this practice with a notice period of 2 months. Worley ensures a notice or letter is provided to inform respective employees of significant operational changes. RBSB aligns with sustainability goals by implementing a minimum notice period, providing a 2-month notice for executive-level employees and a 1-month notice for non-executive level employees. This commitment fosters transparency and support, allowing employees to prepare for changes and promoting stability while minimising the impact on their well-being.

Notices may not be applicable in emergency situations that warrant a quick response. 2023 saw zero complaints received from employees with regard to operational changes.

GRIEVANCE MECHANISM AND PROCEDURES

Ranhill respects the right of employees to convey any grievances and multiple channels are available for employees to do so. These include formal channels such as the whistleblowing channel, reporting to GHR or their immediate superiors / management. The approach is based on uncovering employee dissatisfaction and to reach mutually satisfying resolution. Grievances, if left unresolved, could lead to frustration and resentment to permeate among employees, resulting in morale and productivity impacted and in serious cases, employee resignation and higher attrition rates.

The Ranhill Group has established grievance mechanisms across its subsidiaries to address staff concerns related to bullying and harassment. Notably, the newly established Ranhill Internal Communication Channel (“RICH”) platform has been designated as a grievance mechanism for employees.

Ranhill SAJ has implemented a comprehensive approach, incorporating whistleblowing, sexual harassment, anti-retaliation policies, and a general grievance policy. Ranhill Sabah employs a dedicated grievance policy, while Worley encourages staff to report incidents to the HR Department. RBSB’s grievance mechanism includes a confidential reporting channel, and Ranhill Technologies utilises the RICH platform for communication.

RWT employs a group-based approach, requiring a minimum of two staff members to report grievances related to bullying, ensuring fair and effective handling of collective grievances through the organisation’s established procedures. This collective commitment reflects the Ranhill Group’s dedication to providing a secure and responsive work environment for its employees.

Where relevant, unionised employees may also use union channels to voice grievances or any matter they feel warrants management’s attention. The Group recognises all forms of grievances. These include complaints on sexual harassment, discrimination in any form, abuse, violence, coercion and human rights violations. In 2022, there were zero cases of grievance reported across the Group across all channels.

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

EMPLOYEES’ COMPETENCY AND CAREER DEVELOPMENT (TRAINING)

INTRODUCTION

The professional development of employees is a mainstay of Ranhill’s approach to talent development. Provision of training opportunities serve to develop the individual and collective competencies of staff which supports improved performance and productivity. It also enables the grooming of leaders or talent for key employment position in the company, including strategic positions within management. In particular, Ranhill is committed to producing competent industry talent through the Sijil Kemahiran Malaysia (“SKM”) Certification for Water Operators.

	2021	2022	2023
SKM Talents Trained by Ranhill SAJ	158	66	49

Training also can serve as a morale booster for staff and improves employee satisfaction and potentially reducing attrition rates, especially of long-serving, experienced staff. Hence, training serves a dual objective of benefitting employees as well as Ranhill.

The approach to training is driven through annual employee appraisals with all employees receiving at least one appraisal throughout the year. Appraisals support the development of comprehensive and customised Training Needs Analysis (“TNA”) reports for individual employees. This enables the identification of improvement areas or skill gaps which can then be addressed through relevant training.

The appraisal process includes self-assessment by employees as well assessment by superiors. Employees have the right to discuss / dispute appraisal results and scores with their immediate superiors or with HR. In 2023, all staff have been appraised except probationary and temporary staff. There were zero unresolved cases of dissatisfied appraisals during the year.

Ranhill’s approach to training and development is centred on its Human Capital Development Framework (“HCDF”) and its Succession Planning and Management Policy and Procedures . The policy can be viewed here: <https://www.ranhill.com.my/sustainability-policies.php>.

	2021	2022	2023
Leadership Development Center (C-1)	23	23	23
Leaders Ready (C-2)	37	36	36

Also guiding the management approach to training is the Employee's Learning and Development Policy and Procedures. The latter has been formulated based on the (“CURE”) concept of Crosskilling, Upskilling, Reskilling and Expert skilling employees in accordance to the organisation’s requirements and in tandem with the unique skillset of each employee.

In addition, Ranhill has also implemented the Ranhill Development Framework for Leaders, Executive, Supervisory and Support development programmes. This is a subset of the overall larger training focus towards developing competent leaders Groupwide.

With a few exceptions, all training is paid for by Ranhill or its operating companies. Staff receive full wages for days they attend training. The Group contributes to the Human Resources Development Fund (“HRDF”), a statutory training fund under the Human Resources Ministry. Funds are utilised to pay for employees’ training courses.

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

RANHILL GROUP: EMPLOYEE TRAINING DATA

	2021	2022	2023
General Training Data			
Training Hours as a Company	69,035.2	90,586.4	165,599.3
Total Training Days as a Company	Nil	18,022	21,087
Total Training Spend as a Company	2,264,436.4	2,045,845.6	3,927,709.0
Total Training Hours (Male)	Nil	101,824.0	125,894.8
Total Training Hours (Female)	Nil	27,894.6	34,808.5
Total Training Days (Male)	Nil	14,162	16,362.7
Total Training Days (Female)	Nil	3,860	6,382.6
Average Training Hours per Employee	17.7	32.3	39.4
Average Training Days per Employee	3.4	4.5	5.0
Average Training Spend per Employee	579.3	582.3	934.5
Average Training Hours by Gender			
Average Training Hours per Employee (Male)	31.6	32.2	38.5
Average Training Hours per Employee (Female)	30.4	32.6	37.4
Average Training Hours by Employee Category			
Average Training Hours per Employee (Senior Management Staff)	17.9	25.4	22.4
Average Training Hours per Employee (Management Staff)	25.1	34.5	49.1
Average Training Hours per Employee (Executives)	31.2	18.4	38.7
Average Training Hours per Employee (Non-Executives)	24.4	25.7	34.9
Total Training Hours by Employee Category			
Total Training Hours per Employee (Senior Management Staff)	Nil	1,855.7	1,951.3
Total Training Hours per Employee (Management Staff)	Nil	9,202.0	16,044.0
Total Training Hours per Employee (Executives)	Nil	20,164.3	36,553.0
Total Training Hours per Employee (Non-Executives)	Nil	66,314.2	99,362.0
Attended Training Data			
Total Male Employees Attended Training	7,356	1,967	3,073
Total Female Employees Attended Training	2,292	575	1,009
Total Employees Attended Training	9,648	2,542	4,082

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

ASSESSMENT OF TRAINING EFFECTIVENESS

In ensuring the quality of training provided to employees, all training courses, be it external or internal are assessed post completion of the course. Employees are required to provide feedback via survey forms or other mechanisms on the quality of the course attended and if they are of the view that their knowledge and skills on the subject covered has improved.

At the workplace, post completion of the course, employees are assessed by their superiors based on the following criteria:

- Improvements in work performance
- Positive changes in behaviour and motivations
- Ability to apply training developed to the job

If the criteria is met, the course is deemed to be effective and relevant follow-up measures are then implemented accordingly.

INTERNSHIP AND MANAGEMENT TRAINEE PROGRAMMES

Ranhill also provides internship or job placement opportunities for university students and also unemployed local talent. Interns who display excellent performance can be absorbed into the Group.

Ranhill Sabah has established the HRPP 0404 - Internship and Management Trainee Programme Policy & Procedure, reflecting a commitment to supporting youth employment initiatives.

RW affirms having a policy in place for this purpose. RBSB actively supports sustainability through policies encouraging apprenticeships and offering opportunities for graduate placements, with registration in TalentCorp and the Protégé programme. Ranhill Technologies engages in Protégé and intern programs, while RWT welcomes students for training and hires graduate employees, collectively demonstrating a commitment to addressing youth unemployment and fostering talent development.

	2021	2022	2023
Number of Internships Provided	222	361	341
Number of Interns Absorbed into the Group	0	23	15
Number of Management Trainees	2	30	9
Number of Management Trainees Retained by Ranhill / Operating Company	11	6	4

Enhancing Governance Across the Group



Ranhill has developed its **OSH Management** approach based on industry best practices and the Group’s own Ranhill’s Rules of Life

OCCUPATIONAL SAFETY AND HEALTH

INTRODUCTION

Occupational safety and health (“OSH”) is of primary importance as any OSH incident can have varying ramifications on operations as well as stakeholders. Incidents of injuries, damages or even fatalities can significantly disrupt operations, lead to financial impacts as well as cause serious impacts to individuals, families and society. Consequences to brand image can also be tangible and ultimately erode overall confidence among key stakeholders such as regulatory bodies, investors and local communities.

Hence, continuing to strive for safe and secure operations exemplified in a zero major incidents and zero fatality track record is the focus for Ranhill. Increasingly, Ranhill is using more leading indicators (Unsafe Acts, Unsafe Conditions, near misses, etc.) together with lagging indicators (lost time incident frequency rate, fatality rates, etc.).

Given its importance, Ranhill adopts a no compromise approach to OSH. OSH is a primary consideration and is to be considered in terms of all aspects of operations, including key work activities and processes, locations of work sites, travel to and from , as well as the comfort and safety of staff and workers on site. In particular field sites which potentially may have a higher propensity for OSH incidents as opposed to office environments.

Ranhill has developed its OSH Management approach based on industry best practices and the Group’s own Ranhill’s Rules of Life (“ROL”). The Group wide OSH Policy covers all stakeholders including employees, visitor and 3rd party workers. The Board and Senior Management are cognisant of both the tangible and intangible impacts of OSH on value creation. The OSH Policy can be viewed here: <https://ranhill.com.my/sustainability/sustainability-policies/>

Most of Ranhill’s subsidiaries such as Ranhill SAJ, RSE are ISO 45001 certified. RSE has also committed to ensuring the high OSH standards as stipulated in its Environment Policy Statement. All subsidiaries have established their respective policies and procedures with regard to OSH.

OSH has been included in the Ranhill Risk Register. Risk profile reports are submitted to the GRMC on a quarterly basis, and the HSE Performance Report from subsidiaries is submitted monthly to Group HSE.

The Group’s subsidiary to varying degrees apply the following approaches in managing OSH: Unsafe Act Unsafe Condition (“UAUC”) reporting, Toolbox Meeting, Knowledge Sharing, Hazard Identification, Risk Assessment & Risk Control (“HIRARC”).

Ranhill SAJ	OSH Policy & ROL
RWT	OSH Policy & ROL
RWS	OSH Policy
RSE I and RSE II	OSH Policy, ROL, Quality Policy (ISO 9001:2015), ESH Policy (ISO 45001 in progress), Environment Policy, ISMS Policy (ISO 27001)
RBSB	OSH Policy & ROL
RW	OSH Policy & Worley Life

Enhancing Governance Across the Group

BOARD OVERSIGHT ON HEALTH AND SAFETY

OSH comes under direct oversight of the Board and Senior Management of the Group and relevant subsidiaries. In reinforcing Management’s role, The CEO of each subsidiary has been designated the management level champion of OSH with OSH performance indicators included in their performance review and linked to remuneration. The designated senior leadership individual for oversight on health and safety matters is as follows:

Ranhill SAJ	Chief Executive Officer
RWT	Chief Executive Officer
RWS	Chief Executive Officer
RSE	Chief Executive Officer
RBSB	Chief Executive Officer
RW	Chief Executive Officer

At RSE, OSH related KPIs have been included in employees’ performance appraisals. Matters pertaining to OSH are reported from site teams all the way up to the GRMC and thence the full Board. These include OSH statistics and training data, reports on incidents, remedial actions taken, risks assessments and other pertinent information.

WORKER REPRESENTATION ON JOINT HEALTH AND SAFETY COMMITTEES

In the spirit of inclusivity and in maintaining a best practice approach to OSH, relevant direct Ranhill employees and workers on site are selected to participate in joint OSH committees with Management. This is to ensure that employees and workers can play a direct role in determining the safety of their work environments and that Management remains sensitive to the concerns, issues and suggestions raised by those who would be most impacted by any OSH incident.

HSE meetings are held quarterly or as and when circumstances necessitate such meetings i.e. post major OSH incidents. Non-compliance are reported in the Safety Observation Report. Following are the percentage of employees that have worker representation in formal joint management-worker health and safety committees:

Percentage of Employees	2021	2022	2023
Ranhill SAJ	6.9	7.4	7.08
RWS	5.2	12.6	13.9
RSE	25	24.0	24.0
RWT	24.3	52.9	Nil*
RBSB	1.6	3.5	3.2
RW	13.5	4.1	2.1

* RWT has merged with RWS, resulting in integrated operations.

Enhancing Governance Across the Group

IDENTIFICATION AND ASSESSMENT OF HIGH RISK LOCATIONS & MITIGATION MEASURES

All subsidiary companies practice a Hazard Identification, Risk Assessment & Risk Control (“HIRARC”) methodology to ensure that risks are identified, mitigated and reduced if not eliminated. 2023 sees Ranhill restating the list or areas or types of work deemed to have higher OSH risks:

Ranhill SAJ

- Chlorine installation and chlorine leaks
 - Working at height
 - Diving works
 - Confined space activities
- Drowning while working at dams and reserviors
 - Struck by falling objects
 - Traffic accidents when working by road sides or high traffic areas

RWS

- Working at height and confined space
- Excavation work

RWT

- Confined space activity especially during inner pipe welding activity
 - Noise hazard at pump areas
 - Chemical hazard such as Ammonia, Chlorine, Caustic and Soda
 - Deep excavation work for pipe laying and tee off
 - Working at height for roof installation, solar panel installation, tank construction
- Scaffold work activity especially to support loads such as concrete slab
 - Heavy lifting activity
 - High voltage activity
 - Biological hazards

RSE I & RSE II

- Electrical switching activities
 - Working in “online” condition
 - Lifting activities
 - Working at height
- Working at transformer area
 - Confined space activites
 - Manual handling of hazardous chemicals

HEALTH AND SAFETY RELATED TRAINING

The vigilance on OSH is supported through continuous training. In 2023, relevant staff continued to be sent by operating subsidiaries for related OSH training. Staff throughout the year, attend a wide range of OSH training programmes based on the respective subsidiaries’ operational requirements.

TOTAL NUMBER OF EMPLOYEES TRAINED TO OSH STANDARDS

	2021	2022	2023**
Ranhill SAJ	741	1,348	883
RWS	336	83	55
RWT	0	0	Nil*
RSE	0	92	90
RW	Nil	Nil	635
Total	1,077	1,523	1,663

* RWT has merged with RWS, resulting in integrated operations.
** Data for Ranhill SAJ, RSE I and RSE II are assured by Deloitte PLT.

Enhancing Governance Across the Group

HEALTH AND SAFETY PERFORMANCE

Following are Ranhill’s health and safety performance data presented for the most relevant companies (companies who have a higher materiality exposure to OSH incidents and risks). Performance is tracked using monthly performance reports, internal audits, DOSH and DOE audits, workplace inspections, safety observation reports and UAUC reports.

Performance is also benchmarked against industry standards as set by the regulator based on a HSE Performance Index. Based on these, internals targets have been set for OSH performance. HSE data is verified by an external party during the ISO 9001 audit and during internal audit exercises. Data is tracked through Monthly Performance reports, Internal Audits, DOSH and DOE Audits, Workplace Inspections, Accident and Incident reports and also UAUC reports.

OSH GROUP

	2021	2022	2023
Manhours	7,375,209	8,040,468	9,056,784
Company Fatalities	0	0	0
Contractor Fatalities	0	0	0
No. of Loss Time Injuries	0	0	0
LTIFR	0.54	0.25	0.22*
LTIF	0.11	0.05	0.04
No. of Workers Undergoing Health Surveillance (Long-Term Convalescence)	0	0	0
Unsafe Act Unsafe Conditions	889	1,487	2,640
Absenteeism Rate – Days**	7.69	6.15	0.35
Absenteeism Rate – Headcount**	0.1	0.06	0.02

* The assurance of the data is provided by Deloitte PLT.
** Absenteeism rate: “Measure of actual absentee days lost, expressed as a percentage of total days scheduled to be worked by workers for the same period”.

INCIDENT INVESTIGATION

All OSH incidents are thoroughly investigated irrespective if such incidents are major or minor. Investigations are conducted in accordance to the Quality Management System QSPEHS01 - Incident Reporting system. Investigation, where required would involve external parties such as DOSH, local municipal authorities and others, where relevant. However, all incidents are investigated internally, with a comprehensive report providing all pertinent information prepared and submitted to the OSH Committee. The report is also escalated to the respective Boards and Senior Management of the affected subsidiary and if warranted, escalated to the Group Board and Management.

Incident reporting beyond detailing the incident should also include prevention measures to avoid a future recurrence. The lessons learnt are to be applied and cascaded Group wide to all relevant operations.

Enhancing Governance Across the Group

PUBLIC HEALTH AND SAFETY

With regard to ensuring public health and safety, disclosures are scoped to the following Group subsidiaries:

Subsidiary	Description	Approach
Ranhill SAJ	As the sole state water operator in Johor, ensuring that potable water is safe for consumption is imperative to the wellbeing of the state. Ensuring optimum operations of WTPs and pipelines is vital towards preventing water supply disruptions.	Compliance to all SPAN KPIs in relation to water quality and safety. In 2023, Ranhill SAJ has complied with all SPAN KPIs. Refer to appendix for the full compliance performance achieved in 2023. At all sites, various signs informing and reminding the public on unauthorised entry are displayed. All operational sites such as WTPs, reservoirs and dams have been secured and where necessary, guarded by security personnel. When undertaking pipe rehabilitation, replacement or repair works, construction works are undertaken in accordance to SOPs set by the authorities. This includes ample placements of warning signs so that the public is aware of such works and can take precautionary measures if required.
RSE	As Sabah’s largest Independent Power Producer (“IPP”), the onus is on RSE to ensure that its operations of the Teluk Salut and Rugading power stations are at optimum levels and able to produce and despatch energy to meet the demands of the grid. Ensuring safe operations is essential to preventing inability to despatch power, which could lead to blackouts or OSH incidents such as fire, explosions and others.	Compliance to all KPIs set by SESB. This includes compliance for air emissions, effluents and noise levels. Necessary preventive measures and containment measures have been undertaken in the event of fire or any other hazardous incidents.
RBSB	RBSB has designed and built the 50MW LSS plant in Bidor and the plant is to be safe and fit for purpose to enable power despatch to the grid.	
RWTT and AnuRAK	Safe and fit for purpose operations at all WTPs, WWTPs and RWTPs.	Compliance to regulatory standards set by the Thai government.

Thus far, all operations continue to record zero health and safety incidents involving the public.

Enhancing Governance Across the Group

CUSTOMER SATISFACTION AND TRUST

The topic of customer satisfaction mainly is relevant to Ranhill SAJ, whose operations involve providing potable water to more than 4 million residential and non-residential consumers. Hence, the company continues to focus on upholding customer satisfaction in accordance to SPAN’s KPIs.

The management approach to customer service and satisfaction is driven by Ranhill SAJ’s ISO 9001:2015 certified Quality Management System (“QMS”). The QMS is also consistent with the KPIs and performance targets set by water industry regulator, SPAN.

Essentially, the QMS covers a wide range of aspects related to customer satisfaction. These include water quality, water supply and water pressure, as well as customer service levels, customer complaints resolution times and rates and opening and closing of water accounts. All KPIs are supported by Service Level Agreements (“SLAs”) which state by when complaints must be resolved or escalated to higher levels based on the severity of the case.

	2021	2022	2023
Bill Collection Rates (%)	99.7	100.7	99.3

Following are Ranhill SAJ’s customer satisfaction related performance data. Data is only available for 2022 as the survey is only conducted once every three years.

	2021	2022	2023
Customer Satisfaction Scores (%)	Nil	89	Nil
Customer Complaints Received	153,721	169,673	183,619
Customer Complaints Resolved	153,721	169,673	183,619
Resolution Rate (%)	100	100	100
Number of Substantiated Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data	0	0	0
Total Number of Identified Leaks, Thefts, or Losses of Customer Data	0	0	0
Number of Complaints from Regulatory Bodies	55	50	90
Number of Complaints from Regulatory Bodies Resolved	55	50	90

Similarly, RSE also continues to register a high-level of customer satisfaction consistently over the past three years:

	2021	2022	2023
Customer Satisfaction Scores	RSE I: 100% RSE II: 100%	RSE I: 100% RSE II: 94%	RSE I: 100% RSE II: 97%
Customer Complaints Received	RSE I: 1 RSE II: 0	RSE I: 0 RSE II: 0	RSE I: 0 RSE II: 0
Customer Complaints Resolved	RSE I: 1 RSE II: 0	RSE I: 0 RSE II: 0	RSE I: 0 RSE II: 0

TASKFORCE ON CLIMATE RELATED FINANCIAL DISCLOSURES

GOVERNANCE

SPECIFIC RECOMMENDATIONS	ORGANISATION’S ADOPTION OF RECOMMENDATIONS
Describe the board’s oversight of climate-related risks and opportunities.	All ESG topics deemed material including climate change come under direct oversight of the Board of Directors and Senior Management of Ranhill. The same approach is also practiced in all subsidiary companies with the leadership of these subsidiaries tasked with providing the necessary oversight on climate change and all material topics. A robust implementation and governance framework is being established to ensure successful implementation under the purview of the Group’s Sustainability Working Committee, assisted by a GHG Management Team. The task of oversight under the purview of the Board of Directors is to ensure the development of a Net Zero 2050 roadmap, which has been achieved and supporting interim milestones such as the 2030 emissions reduction target (please see pages 38-39 for more information). The Board also plays an effective oversight role with related data on energy and GHG emissions presented to the Board for its review. The Board also provides review and approves broad strategic direction for the execution of plans to drive decarbonisation. A Board level champion has been appointed, which is Independent, Non-Executive Director, Mr. Lim Hun Soon @ David Lim. He is designated Board champion for all ESG related matters. Other areas on which the Board has oversight is physical and transition climate risks, of which the working committee has been tasked to undertake more rigorous risk assessment towards developing more comprehensive and precise determination of climate risks. For further information on the existing sustainability governance structure and roles and responsibility of each body within the taskforce, please refer to pages 17-18.
Describe management’s role in assessing and managing climate-related risks and opportunities.	Supporting the Board of Directors is Management in the form of the MARCC and the Sustainability Working Committee. The role of Management is to specifically develop effective plans to drive the realisation of the Net Zero 2050 Roadmap. With the end-goal and interim goals set, Management’s role is to go beyond identifying broad based strategies and to actually implement plans to ensure continued progress towards the end goal. This includes undertaking necessary cost-benefit analysis of RE implementation in operations, developing multiple strategic options supported by estimated budgets for the approval of the Board. While there is a central taskforce driving the effort, management also involves the direct management of subsidiaries, with the latter tasked to develop specific decarbonisation plans for their respective operations. In this manner, a cross-functional approach is developed, where ideas, resources can be better streamlined and business and operational synergies can be realised. Management’s role naturally would include addressing operational or day-to-day matters related to climate risks as well as decarbonisation. These include developing tangible KPIs and targets and ensuring such targets are achieved. The inclusion of climate risks in the respective Risk Registers are also a fundamental part of Management. Each subsidiary is required to undertake a climate risk assessment and to determine its material physical and transition risks. Management is also tasked at ensuring there are robust mitigation strategies and systems in place to addressing emerging and existing risks arising from climate change.

TASKFORCE ON CLIMATE RELATED FINANCIAL DISCLOSURES

STRATEGY

SPECIFIC RECOMMENDATIONS	ORGANISATION’S ADOPTION OF RECOMMENDATIONS
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	CLIMATE CHANGE: PHYSICAL RISKS ▶ Disrupted rainfall patterns that may lead to a sudden deluge of rain or protracted periods of drought. The former may led to flash floods which could impact the operations of WTPs in affected areas. Notably flood prone areas would be more exposed to such impacts. Such events could lead to WTPs being unable to operate or even damaged, thus reducing water supply and leading to revenue loss. Damages incurred would also lead to increased operational costs or higher insurance premiums for assets. ▶ Frequent incidents of flooding may necessitate WTPs being relocated to avoid further damage. This would incur significant CAPEX. Damages cost by flooding to WTPs and other water assets would ultimately require additional OPEX for repair works and to source replacements for equipment and machinery. ▶ Flash floods can also see roads and other infrastructure being inundated. This may significantly hamper NRW and pipe rehabilitate and replacement activities. Hence, infrastructure leakage index (“ILI”) may increase if flash floods or heavy rainfall continue over extended periods of time. ▶ The possibility of droughts may affect river water levels, thus reducing the overall quantities of water available for abstraction. Diminished supply may lead to reduced ability to abstract, treat and supply water. Water rationing may need to be implemented, which would affect revenues and also inconvenience customers. Increased costs and losses may be incurred due to the inability or diminished ability to supply water. ▶ In addition, during times of drought, any pollution incidents may be more severe as the reduced water quantity would effectively lead to a higher concentration of pollutant in river waters. This would exacerbate the impact of pollution on water supply. ▶ While Ranhill has yet to apply any specific climate scenarios such as the Representative Concentration Pathway (“RCP”) scenarios, the Group’s initial assessment based on previous incidents is that sea water levels can be expected to rise over the next decade in tandem with rising ambient temperatures. ▶ Rising seawater would affect coastal operations. The other impact is the seawater flowing up to 20-40km into rivers inland. This would lead to rivers being salinised and thus impact WTP abstraction and supply operations. This would impact water supply as well as lead to revenue loss as WTPs in affected areas would need to be temporarily shut down to prevent salinised water entering the Johor water system. ▶ Hotter temperatures, heatwaves and such affect worker productivity, when undertaking construction or any infrastructure works including pipe rehabilitation and replacement works. This may delay or hamper the pace of such works. ▶ It is also possible that collectively or individually, flash floods, heavy rainfall and hotter temperatures may pose increase OSH risks to workers. CLIMATE CHANGE: TRANSITIONAL RISKS ▶ Transition risks mainly involve risks associate or rising from Ranhill’s ongoing decarbonisation journey. Ranhill aims to become Net Zero by 2050. However the potential pitfalls may become apparent well before. ▶ The potential risk arises from lower than expected return on investments made from switching to solar. This include total CAPEX and thereafter maintenance and other OPEX costs. The rising cost of solar panels, which are beyond the Group’s control is also a factor that could diminish the return on investment (“ROI”) expected. ▶ Legal risks include non-compliance or high tax exposures to any potential carbon tax imposed by the government. ▶ Other transition risks include potential opportunity costs, as funds and resources are allocated for decarbonisation, which could be utilised for other business purposes that may generate higher and faster returns. For example, leveraging internally generated funds to develop CCGT power plants.

TASKFORCE ON CLIMATE RELATED FINANCIAL DISCLOSURES

STRATEGY (CONTD.)

SPECIFIC RECOMMENDATIONS	ORGANISATION’S ADOPTION OF RECOMMENDATIONS
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	CLIMATE CHANGE OPPORTUNITIES ▶ The onset of climate change has generated increased awareness and interest on more sustainable solutions for business. This includes increased appetite for RE and greywater use, carbon capture and storage (“CCUS”), addressing NRW and others. All of these present potential commercial opportunities for Ranhill. ▶ The establishment of the voluntary carbon market (“VCM”) in Malaysia in FY2022, provides opportunities for Ranhill to participate which will enable the Group to effectively reduce any fugitive carbon emissions or emissions that it cannot completely reduce. The purchase of carbon credits will be useful in reducing any outstanding emissions towards achieving its Zero Carbon by 2050 goal. ▶ The increased focus on RE, especially through the CGPP programme enables Ranhill to not just increase the nation’s installed RE capacity, but also expand the business of its energy sector and subsequently revenues. Locally as well as abroad, there is an increasing momentum for RE adoption and Ranhill’s Energy sector is well positioned to capitalise on this development. ▶ RBSB is also well positioned to bid and propose “green” based infrastructure development i.e. thermal energy storage, district cooling system and others.
Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy, and financial planning.	The impacts to Ranhill are both commercial (financial), as well as operational. Necessary provisions, allocations and funding are required which could influence financial planning going forward. In terms of business strategies, the focus is on mitigating risks – reducing exposure and also to leverage emerging and existing opportunities.

RISK

SPECIFIC RECOMMENDATIONS	ORGANISATION’S ADOPTION OF RECOMMENDATIONS
Describe the organisation’s processes for identifying and assessing climate-related risks.	Risk identification is done as part of the overall Group risk management approach, Risk identification is also undertaken at the subsidiary level. Going forward, Ranhill will explore the possibility of developing and implementing a dedicated climate risk identification and management approach for the Group and all subsidiaries.
Describe the organisation’s processes for managing climate-related risks.	Ranhill considers the severity and likelihood factors of physical and transition risks and the nature of the impact i.e. is the impact financial, operational, reputational and if the impact is on the Group or its stakeholders or both. The Group is looking to further establish its risk management approach for climate change and to further integrate climate change into the Group Risk Register.
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation’s overall risk management.	

TASKFORCE ON CLIMATE RELATED FINANCIAL DISCLOSURES

METRICS AND TARGETS

SPECIFIC RECOMMENDATIONS	ORGANISATION’S ADOPTION OF RECOMMENDATIONS
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Aside from the use of typical energy and emissions metrics, Ranhill also is intending to assess the extent of climate risks and impacts based on monetary perspectives. In essence, establishing financial indicators as to how any risk event or opportunity can be intrinsically linked to a monetary value. Other indicators used include stakeholder perceptions, brand equity, access to financing and employee morale and satisfaction.
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	Please refer to pages 43-44 of SR2023 for the Group’s carbon profile comprising Scope 1, 2 and 3 emissions.
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Ranhill’s targets are provided in the Group’s narratives pertaining to its Net Zero 2050 on pages 38-39.

BURSA ESG PERFORMANCE DATA TABLE

Topic	Indicators	2021	2022	2023
Common Indicators				
Anti-corruption	Percentage of employees who have received training on anticorruption by employee category			Managerial: 7.2% Executive: 66.2% Operational: 26.6%
	Percentage of operations assessed for corruption-related risks	The Group Level: 100% Subsidiaries Level: 80%	Subsidiaries Level: 100%	100%
	Confirmed incidents of corruption and action taken	0	0	0
Community / Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	860,000	840,000	748,500
	Total number of beneficiaries of the investment in communities	3,237 poor and hardcore households across Johor	3,216 poor and hardcore households across Johor	2,726 poor and hardcore poor households across Johor & 7 educational institutes, religious organisations and buildings
Diversity	Percentage of employees by gender:			
	- Managerial staff	Male: 2.2% Female: 5.4%	Male: 6.3% Female: 2.3%	Male: 7.14% Female: 2.5%
	- Executive staff	Male: 18.5% Female: 7.3%	Male: 7.9% Female: 19.5%	Male: 13.82% Female: 7.85%
	- Operational staff	Male: 55.2% Female: 11.4%	Male: 53.2% Female: 10.8%	Male: 56.86% Female: 11.82%
	Percentage of employees by age group:			
	- Managerial staff		< 30: 0.1% 31-50: 4.5% > 50: 4%	< 30: 0.07% 31-50: 5.31% > 50: 4.26%
	- Executive staff		< 30: 5.8% 31-50: 17.5% > 50: 4.1%	< 30: 7.66% 31-50: 11.71% > 50: 2.31%
	- Operational staff		< 30: 15% 31-50: 37.1% > 50: 11.9%	< 30: 18.44% 31-50: 38.97% > 50: 11.28%
	Percentage of directors by gender	Male: 66.67% Female: 33.33%	Male: 86% Female: 14%	Male: 60% Female: 40%
	Percentage of directors by age group		< 30: 0% 31-50: 11.11% > 50: 88.89%	< 30: 10% 31-50: 10% > 50: 80%

BURSA ESG PERFORMANCE DATA TABLE

Topic	Indicators	2021	2022	2023
Energy management	Total energy consumption (GJ)	11,906,504.08	24,519,655.16	25,374,257.74
Health and safety	Number of work-related fatalities	0	0	0
	Lost time incident rate	0.54	0.25	0.22
	Number of employees trained on health and safety standards	1,077	1,523	1,663
Labour practices and standards	Total hours of training by employee category		Managerial: 11,057.7 Executive: 20,164.3 Operational: 66,314.2	Managerial: 18,022.25 Executive: 41,804 Operational: 100.46
	Percentage of employees that are contractors or temporary staff	20.50%	25%	18.40%
	Total number of employee turnover by employee category			Managerial: 41 Executive: 108 Operational: 127
	Number of substantiated complaints concerning human rights violations			0
Supply chain management	Proportion of spending on local suppliers	100%	100%	100%
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0
Water	Total volume of water used (Megalitres)	692,885.53	708,531.21	720,668.75

Note:
A grey cell indicates that due to the recent implementation of ESG reporting requirements by Bursa Malaysia in 2023, some of the data for the years 2021 and 2022 are not available.

GRI STANDARDS CONTENT INDEX

This report has been prepared in accordance with the GRI Standards 2021.

Statement of use	Ranhill has reported the information cited in this GRI content index for the period 1 January 2023 until 31 December 2023 in accordance with the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	GRI Code	GRI Disclosure	Page Reference and Reasons for Omissions, If Applicable
GRI 2: General Disclosures 2021	Organisational Overview		
	2-1	Organizational details	Page 2, Corporate Philosophy & Page 3, Ranhill Fact Sheet
	2-2	Entities included in the organization's sustainability reporting	Page 13, About This Report
	2-3	Reporting period, frequency and contact point	Page 13, About This Report
	2-5	External assurance	Page 14, About This Report
	2-6	Activities, value chain and other business relationships	Pages 4-5, Our Presence
	2-7	Employees	Pages 61-62, Equal Opportunity Workplace (Diversity & Inclusivity)
	2-8	Workers who are not employees	Pages 61-62, Equal Opportunity Workplace (Diversity & Inclusivity)
	Sustainability Governance		
	2-9	Governance structure and composition	Pages 16-18, Sustainability Governance Structure
	2-10	Nomination and selection of the highest governance body	Pages 16-18, Sustainability Governance Structure
	2-11	Chair of the highest governance body	Pages 16-18, Sustainability Governance Structure
	2-12	Role of the highest governance body in overseeing the management of impacts	Pages 16-18, Sustainability Governance Structure
	2-13	Delegation of responsibility for managing impacts	Pages 16-18, Sustainability Governance Structure
	2-14	Role of the highest governance body in sustainability reporting	Pages 16-18, Sustainability Governance Structure
	2-15	Conflicts of interest	Page 19, Sustainability Governance Structure
	2-16	Communication of critical concerns	Pages 29-30, Assessing and Prioritising Material Topics
	2-17	Collective knowledge of the highest governance body	Pages 16-18, Sustainability Governance Structure
	2-18	Evaluation of the performance of the highest governance body	Pages 16-18, Sustainability Governance Structure
	2-19	Remuneration policies	Page 18, Board Remuneration and Sustainability Targets, Page 66, Promotions and Rewards Management
	2-20	Process to determine remuneration	Page 18, Board Remuneration and Sustainability Targets, Page 66, Promotions and Rewards Management

GRI STANDARDS CONTENT INDEX

GRI Standard	GRI Code	GRI Disclosure	Page Reference and Reasons for Omissions, If Applicable
GRI 2: General Disclosures 2021 (contd.)	Sustainability Governance		
	2-21	Annual total compensation ratio	Page 66, Promotions and Rewards Management
	2-22	Statement on sustainable development strategy	Pages 11-12, Message From Chairman and Chief Executive
	2-23	Policy commitments	Page 18, Promoting Good Governance Through Internal Policies
	2-24	Embedding policy commitments	Page 18, Promoting Good Governance Through Internal Policies
	2-25	Processes to remediate negative impacts	Page 46, Combatting Water Pollution
	2-26	Mechanisms for seeking advice and raising concerns	Pages 21-22, Whistleblowing Channel, Page 70, Grievance Mechanism & Procedures
	2-27	Compliance with laws and regulations	Page 60, Adherence To Local Labour Laws And International Conventions
	Stakeholder		
	2-28	Membership associations	Page 14, About This Report
	2-29	Approach to stakeholder engagement	Pages 24-27, Stakeholder Engagement
	2-30	Collective bargaining agreements	Page 69, Collective Bargaining And Freedom Of Association
GRI 3: Material Topics 2021	Materiality		
	3-1	Process to determine material topics	Page 29, Assessing And Prioritising Material Topics
	3-2	List of material topics	Page 29, Assessing And Prioritising Material Topics
	3-3	Management of material topics	Page 29, Assessing And Prioritising Material Topics
ECONOMIC			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Page 31, Economic Values Created
	201-3	Defined benefit plan obligations and other retirement plans	Page 67, Retirement Savings And Insurance Benefits
	201-4	Financial assistance received from government	Page 67, Retirement Savings And Insurance Benefits
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Page 66, Promotions and Rewards Management
	202-2	Proportion of senior management hired from the local community	Page 62, Group Employee Demographics
GRI 203: Indirect Economic Impacts 2016	203-2	Significant indirect economic impacts	Page 31, Indirect Economic Values Created
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Page 33, Proportion Of Spending On Local Procurement

GRI STANDARDS CONTENT INDEX

GRI Standard	GRI Code	GRI Disclosure	Page Reference and Reasons for Omissions, If Applicable
GOVERNANCE			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Page 20, Assessment Of Operations At Higher Risk To Corruption
	205-2	Communication and training about anti-corruption policies and procedures	Pages 20-21, Assessment Of Operations At Higher Risk To Corruption
	205-3	Confirmed incidents of corruption and actions taken	Page 19, Strong Anti-Corruption Stance
ENVIRONMENTAL			
GRI 301: Materials 2016	301-2	Recycled input materials used	Page 53, Waste Recycled
	301-3	Reclaimed products and their packaging materials	Page 54, Recycling Initiatives
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Page 42, Group Energy Consumption
	302-2	Energy consumption outside of the organization	Pages 41-42, Energy Consumption
	302-3	Energy intensity	Pages 41-42, Energy Consumption
	302-4	Reduction of energy consumption	Pages 41-42, Energy Consumption
	302-5	Reductions in energy requirements of products and services	Pages 41-42, Energy Consumption
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Page 46, Preserving Water Resources
	303-2	Management of water discharge-related impacts	Page 47, Addressing And Preventing Water Pollution Through Technology
	303-3	Water withdrawal	Pages 50-51, Water Consumption
	303-4	Water discharge	Pages 50-51, Water Consumption
	303-5	Water consumption	Pages 50-51, Water Consumption
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 55, Biodiversity
	304-2	Significant impacts of activities, products and services on biodiversity	Page 55, Biodiversity
	304-3	Habitats protected or restored	Page 55, Biodiversity
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Page 55, Biodiversity
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Page 43, GHG And Carbon Emissions
	305-2	Energy indirect (Scope 2) GHG emissions	Page 43, GHG And Carbon Emissions
	305-3	Other indirect (Scope 3) GHG emissions	Page 43, GHG And Carbon Emissions
	305-4	GHG emissions intensity	Page 43, GHG And Carbon Emissions
	305-5	Reduction of GHG emissions	Page 43, GHG And Carbon Emissions
	305-6	Emissions of ozone-depleting substances (ODS)	Page 44, Other Air Emissions
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Page 45, RSE I and RSE II Air Emissions

GRI STANDARDS CONTENT INDEX

GRI Standard	GRI Code	GRI Disclosure	Page Reference and Reasons for Omissions, If Applicable
ENVIRONMENTAL (CONTD.)			
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Pages 52-54, Waste Management
	306-2	Management of significant waste-related impacts	Pages 52-54, Waste Management
	306-3	Waste generated	Pages 52-54, Waste Management
	306-4	Waste diverted from disposal	Pages 52-54, Waste Management
	306-5	Waste directed to disposal	Pages 52-54, Waste Management
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Page 33, Supplier Assessment
	308-2	Negative environmental impacts in the supply chain and actions taken	Page 33, Supplier Assessment
SOCIAL			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Page 64, Recruitment And Selection
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 67, Retirement Savings And Insurance Benefits
	401-3	Parental leave	Page 68, Ranhill Group Parental Leave
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Page 70, Minimum Notice Period For Operational Changes
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Pages 74-79, Occupational Safety And Health
	403-2	Hazard identification, risk assessment, and incident investigation	Pages 76-77, Identification And Assessment of High Risk Locations and Mitigation Measures
	403-3	Occupational health services	Pages 74-79, Occupational Safety And Health
	403-4	Worker participation, consultation, and communication on occupational health and safety	Page 75, Worker Representation On Joint Health And Safety Committees
	403-5	Worker training on occupational health and safety	Page 76, Health And Safety Related Training
	403-6	Promotion of worker health	Pages 75-77, Worker Representation On Joint Health And Safety Committees
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 76-77, Identification And Assessment of High Risk Locations and Mitigation Measures
	403-8	Workers covered by an occupational health and safety management system	Pages 74-79, Occupational Safety And Health
	403-9	Work-related injuries	Page 77, Health And Safety Performance
	403-10	Work-related ill health	Page 77, Health And Safety Performance

GRI STANDARDS CONTENT INDEX

GRI Standard	GRI Code	GRI Disclosure	Page Reference and Reasons for Omissions, If Applicable
SOCIAL (CONTD.)			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Page 72, Ranhill Group:Employee Training Data
	404-2	Programs for upgrading employee skills and transition assistance programs	Page 71, Employees' Competency And Career Development (Training)
	404-3	Percentage of employees receiving regular performance and career development reviews	Page 73, Assessement Of Training Effectiveness
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Pages 62-63, Group Employee Demographics
	405-2	Ratio of basic salary and remuneration of women to men	Page 66, Promotions And Rewards Management
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Page 60, Adherence To Local Labour Laws And International Conventions
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 69, Collective Bargainining And Freedom Of Association
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Page 60, Adherence To Local Labour Laws And International Conventions
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 60, Adherence To Local Labour Laws And International Conventions
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Pages 26-28, Stakeholder Engagement, Pages 56-58, Contributions Towards Social Wellbeing & Capacity Building
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Page 33, Supplier Assessment
	414-2	Negative social impacts in the supply chain and actions taken	Page 33, Supplier Assessment
GRI 415: Public Policy 2016	415-1	Political contributions	Page 22, Political Views And Contributions
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Page 79, Customer Satisfaction & Trust
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 79, Customer Satisfaction & Trust

SASB DISCLOSURES (UTILITIES)

TOPIC	ACCOUNTING METRIC	REFERENCED INFORMATION	CODE
GHG and Energy Resource Planning	1) Gross global Scope 1 emissions, percentage covered under (2) emissions-limiting regulations, and (3) emissions-reporting regulations	Please refer to GHG and Carbon Emissions, page 43	IF-EU-110a.1
	Greenhouse gas (GHG) emissions associated with power deliveries	Please refer to GHG and Carbon Emissions, page 43	IF-EU-110a.2
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Please refer to GHG and Carbon Emissions, page 43	IF-EU-110a.3
Air Quality	Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N ₂ O), (3) SOx, (4) particulate matter (PM10), (5) mercury (Hg), (6) percentage of each near areas of dense population	Please refer to RSE I and RSE II Air Emissions, page 45	IF-EU-120a.1
Water Management	(1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Please refer to Water Consumption, pages 50-51	IF-EU-140a.1
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Please refer to Appendix Two: Ranhill SAJ's Compliance to SPAN KPIs, pages 92-96	IF-EU-140a.1
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Please refer to Preserving Water Resources, page 46	IF-EU-140a.1
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Please refer to Health And Safety Performance, page 77	IF-EU-320a.1
Grid Resiliency	Number of incidents of non-compliance with physical and / or cybersecurity standards or regulations	Please refer to Data Privacy and Security, page 21	IF-EU-550a.1

SASB DISCLOSURES: UTILITIES – ACTIVITY METRICS

ACTIVITY METRIC	UNIT OF MEASURE	CODE
Total electricity generated, percentage by major energy source, percentage in regulated markets	Please refer to Group Energy Consumption, page 42	IF-EU-000.D
Total wholesale electricity purchased	Please refer to Group Energy Consumption, page 42; 375,764,074 kWh of purchased electricity	IF-EU-000.E

APPENDIX ONE: EXTERNAL ASSURANCE STATEMENT

INDEPENDENT PRACTITIONER’S LIMITED ASSURANCE REPORT ON RANHILL UTILITIES BERHAD SUSTAINABILITY REPORT FOR THE YEAR ENDED DECEMBER 31, 2023

To the Board of Directors of Ranhill Utilities Berhad

We have been engaged by Ranhill Utilities Berhad (“the Company”) to perform an independent limited assurance engagement on selected sustainability indicators (collectively, the “Subject Matter Information”) as reported by the Company in its Sustainability Report for the year ended December 31, 2023 (the “Sustainability Report 2023”) for the selected subsidiaries in Malaysia¹.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe Subject Matter Information contained in the Company’s Sustainability Report 2023 for the selected subsidiaries in Malaysia¹, has not been prepared, in all material respects, in accordance with the Applicable Criteria.

Subject Matter Information

The Subject Matter Information reported in the Company’s Sustainability Report 2023 on which we provide limited assurance for selected subsidiaries in Malaysia¹, consists of:

Sustainability Matters	Applicable Criteria	Sustainability Indicators	Unit of Measurement	Reported Values
Environmental				
Emissions Management	GRI 305: Emissions 2016	Scope 1	(kgCO ₂ eq)	1,356,354,024.99
		Scope 2	(kgCO ₂ eq)	292,405,505.06
Water	GRI 303: Water and Effluents 2018	Ranhill SAJ Sdn Bhd		
		Raw Water Abstraction River	(m ³)	434,919,724
		Raw Water Abstraction Dam	(m ³)	275,324,523
		Total Raw Water Abstraction/Raw Water	(m ³)	710,244,247
		Treated Water	(m ³)	681,406,791
		In Plant Usage	(m ³)	15,533,687

¹ The selected subsidiaries in Malaysia includes Ranhill SAJ Sdn Bhd, Ranhill Sabah Energy I Sdn Bhd and Ranhill Sabah Energy II Sdn Bhd.

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APPENDIX ONE: EXTERNAL ASSURANCE STATEMENT

		Ranhill Sabah Energy I Sdn Bhd and Ranhill Sabah Energy II Sdn Bhd		
		Teluk Salut	(m ³)	104,597
		Rugading	(m ³)	46,535
		Total	(m ³)	151,132
Energy Management	GRI 302: Energy 2016	Total energy consumption	(GJ)	25,356,209.98

Social				
Health & Safety	GRI 403: Occupational Health and Safety 2018	Number of work-related fatalities	(%)	0
		Lost time incident rate	(%)	0.22*
		Number of employees trained on health and safety standards	Headcount	973
Community/ Society	GRI 413: Local Communities 2016	Average retail water rate	N/A	Agreed to average rate issued by SPAN

* Deloitte has performed the assurance for the entire Group.

We do not express an assurance conclusion on information in respect of earlier periods included in, linked to, or from the Sustainability Report 2023, or any other information accompanying the said document except as those specified in the Subject Matter Information above.

Applicable Criteria

The Subject Matter Information needs to be read and understood together with the Applicable Criteria, which the Company is exclusively responsible for selecting and applying.

The Applicable Criteria used for the reporting of the Subject Matter Information are as follows:

- The Global Reporting Initiative (“GRI”) Universal Standards 2021 disclosures;
- GHG Protocol Corporate Standard;
- United Nations Framework Convention on Climate Change (“UNFCCC”) on Intergovernmental Panel on Climate Change (“IPCC”) 2006 Guidelines;
- The Company’s internal sustainability reporting policies and procedures by which the Subject Matter Information’s data is collected, collated, and consolidated internally. (collectively known as “Applicable Criteria”)

Independence and Quality Management

We have complied with the independence and other ethical requirements of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants (“MIA”) and the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants (including International Independence Standards), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

APPENDIX ONE: EXTERNAL ASSURANCE STATEMENT

Our firm applies International Standard on Quality Management 1 (“ISQM1”), which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Management’s Responsibilities

Management of the Company is responsible for:

- Selecting or establishing the suitable Applicable Criteria for preparing the Subject Matter Information;
- Preparing the Subject Matter Information included in the Sustainability Report 2023 in accordance with the Applicable Criteria; and
- Designing, implementing, and maintaining internal control over information relevant to the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error.

Our Responsibilities

Our responsibility is to form a conclusion whether, based on the procedures performed, anything has come to our attention that causes us to believe Subject Matter Information contained in the Company’s Sustainability Report 2023 for the selected subsidiaries in Malaysia¹, has not been prepared, in all material respects, in accordance with the Applicable Criteria. We conducted our engagement in accordance with the approved standard for assurance engagement in Malaysia: International Standard on Assurance Engagements 3000 (Revised) *Assurance Engagements other than Audits or Reviews of Historical Financial Information* (“ISAE 3000 (Revised)”). That standard requires that we plan and perform this engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 (Revised) involves assessing the suitability in the circumstances of Company’s use of the Applicable Criteria as the basis for the preparation of the Subject Matter Information, assessing the risks of material misstatement whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of Subject Matter Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Our engagement will include such procedures as we consider necessary in the circumstances, including, but not limited to:

- Evaluating the suitability in the circumstances of the Company’s use of the Applicable Criteria, as the basis for preparing the Subject Matter Information;
- Through inquiries, obtained an understanding of the Company’s control environment, processes and information systems relevant to the preparation of the Subject Matter Information. Our procedures did not include evaluating the design, implementation or operating effectiveness of control activities;
- Evaluating whether the Company’s methods for developing estimates are appropriate and had been consistently applied. Our procedures did not include testing the data on which the estimates were based and we did not separately develop our own estimates against which to evaluate the Company’s estimates;

APPENDIX ONE: EXTERNAL ASSURANCE STATEMENT

- Testing a number of selected items to or from supporting records, as appropriate;
- Performing analytical procedures by comparing the expected targets to actual emissions or consumption, and by comparing current period to prior period, and made inquiries of management to obtain explanations for any significant differences we identified; and
- Considering the presentation and disclosure of the Subject Matter Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information report has been prepared, in all material respects, in accordance with the Applicable Criteria.

Inherent Limitations

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw to evaluate and measure the Subject Matter Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Subject Matter Information needs to be read and understood together with the Applicable Criteria and the “Basis of this Report” section as set out in the Sustainability Report 2023, which the Company has used to prepare the Subject Matter Information.

Restriction on Use

This report is made solely to the Board of Directors of the Company in accordance with the terms of our engagement. Our work has been undertaken for the purpose of providing a limited assurance conclusion on the Subject Matter Information. As a result, this report may not be suitable for another purpose. We consent to the inclusion of this report in the Company’s Sustainability Report 2023 to be disclosed on the official website of the Company, to assist the Board of Directors in responding to their governance responsibilities by obtaining an independent limited assurance report on the Subject Matter Information for 2023.

We do not accept or assume responsibility to anyone other than the Board of Directors of Company for our work, for this limited assurance report, or for the conclusions we have reached.


DELOITTE PLT (LLP0010145-LCA)
Chartered Accountants (AF 0080)

29 April 2024

APPENDIX TWO: RANHILL SAJ COMPLIANCE TO SPAN KPIS

SPAN KPI Year 2023

Performance Measures		Key Performance Indicator (KPI)	Target 2023	Achievement 2023
1 WATER SERVICES PERFORMANCE				
1.1	Supply Coverage	% coverage Urban Areas	100%	100%
	% of Water Supply Coverage	% coverage Rural Areas	99.5%	99.72%
1.2	Treated Water Quality Compliance Rate	% of water quality tests that meet the NDWQ Standards		
		a) Residual chlorine	99.0%	99.99%
		b) E Coli	99.9%	100%
		c) Res. Chlorine & E Coli	99.95%	100%
		d) Turbidity	99.7%	99.88%
		e) Aluminium	95.0%	97.06%
1.3	Continuity of Water Supply	a) Comm. pipe failures to be repaired within 24 hours; <i>(for cases where services are affected)</i>	95%	100%
	Water Interruptions and Main Breaks	b) Pipe repair and restoration of supply for pipe below 200mm dia. to be within 24 hours	95%	100%
		c) Pipe repair and restoration of supply for pipes size 200mm up to 600mm dia. to be within 36 hours	95%	100%
		d) Pipe repair and restoration of supply for mains exceeding 600mm dia. to be within 48 hours	95%	100%
1.4	Water Pressure	Minimum pressure of 10m at meter point to be maintained for all premise types (Unit : % compliance)	99%	99.82%
1.5	Security of Supply	a) Water Treatment Plants reserve margin of at least 15%		
		• JOHOR	10%	10.53%
		• Johor Bahru	2%	4.86%
		• Batu Pahat	6%	11.72%
		• Muar	15%	18.19%
		• Kluang	15%	9.37%
		• Kota Tinggi	15%	32.23%
		• Segamat	15%	19.42%
		• Pontian	4%	4.33%
		• Mersing	15%	21.20%
		b) Interconnections between water treatment plants via network system not less than 80%		
		• JOHOR	10.53%	93.62%
		• Johor Bahru	4.86%	100%
		• Batu Pahat	11.72%	100%
		• Muar	18.19%	100%
		• Kluang	9.37%	80%
		• Kota Tinggi	32.23%	89%
		• Segamat	19.42%	89%
		• Pontian	4.33%	-
		• Mersing	21.20%	100%

APPENDIX TWO: RANHILL SAJ COMPLIANCE TO SPAN KPIS

Performance Measures		Key Performance Indicator (KPI)	Target 2023	Achievement 2023
1	WATER SERVICES PERFORMANCE (CONTD.)			
1.5	Security of Supply (Contd.)	c) Percentage of storage capacity in order to suit demand more than 24 hours supply • JOHOR • Johor Bahru • Batu Pahat • Muar • Kluang • Kota Tinggi • Segamat • Pontian • Mersing	100% 100% 70% 60% 70% 70% 70% 70% 60%	100% 100% 100% 76% 100% 100% 100% 81% 89%
2	CUSTOMER SERVICE			
2.1	Water Supply Complaints	Response time to complaints		
		a) Percentage responded within 24 hours	99.5%	99.01%
		b) Response and resolution of Complaints - % complaints responded and resolved according to Customer Charter schedule	99.3%	99.88%
		c) Telephone Complaints: - % responded within 10 seconds (excluding crisis period beyond our control and include abandoned calls)	92%	94%
3	OPERATIONAL AND ECONOMIC PERFORMANCE			
3.1	Non-Revenue Water	NRW a) % Total of NRW • JOHOR • Johor Bahru • Batu Pahat • Muar • Kluang • Kota Tinggi • Segamat • Pontian • Mersing b) Real losses volume: Liter / connection / day (l / con / day) c) Commercial loss: number of meters not functioning or stop d) Infrastructure Leakage Index (ILI)	25.5% 23.5% 37.0% 29.8% 28.2% 27.8% 33.2% 25.5% 22.5%	25.0% 20.5% 34.5% 29.43% 29.9% 24.0% 37.0% 28.6% 22.5%
3.2	Operating Cost	a) Operating Cost per 1000 accounts	639,354	644,083
		b) Operating Cost per cubic meter produced: RM / m³	1.103	1.168
3.3	Collection Efficiency	Billing efficiency	99.50%	99.60%
		Average collection period	<45 days	31.60
		Percentage of total debts for active account more than 120 days	<34%	13.98%
3.4	Operating Ratio	Operating Cost / Revenue	0.61	0.67

APPENDIX TWO: RANHILL SAJ COMPLIANCE TO SPAN KPIS

Performance Measures		Key Performance Indicator (KPI)	Target 2023	Achievement 2023
4	ENVIRONMENTAL PERFORMANCE			
4.1	Sludge Treatment	% of water treatment plants with sludge treatment facilities compared to total no. of water treatment plants	90%	100%
4.2		% of total volume of treatment residue treated compared to total volume of treatment residue generated	90%	100%
5	COMPETENCY			
5.1	Requirement of competent staff to operate water treatment plant and distribution system	a) Water Treatment Plant		
		- Percentage of staff obtained Sijil Kemahiran Malaysia (SKM) Level 2	90%	97.68%
		- Percentage of staff obtained Sijil Kemahiran Malaysia (SKM) Level 3	85%	94.92%
		b) Water Distribution		
		- Percentage of staff obtained Sijil Kemahiran Malaysia (SKM) Level 2	75%	96.50%
		- Percentage of staff obtained Sijil Kemahiran Malaysia (SKM) Level 3	75%	81.80%

APPENDIX THREE: THAILAND OPERATION COMPLIANCE TO REGULATORS' KPIS

THAILAND

		ACTUAL		
		YTD JANUARY 2023	YTD DECEMBER 2022	YTD DECEMBER 2023
TARGET				
1 Amata City Chonburi Industrial Estate WTP-2CB Stage 1 & Stage 2 (Concession)				
Color	15	10	5	5
Turbidity	4	0.66	0.94	0.80
pH Range	6.5-8.5	7.50	7.20	7.50
Total Solids	600	392	296	358
Influent Compliance	100	100	100	100
2 Amata City Chonburi Industrial Estate WWTP-1CB (Concession)				
Color	300	N/A	N/A	N/A
pH at 25°C	5.5-9	6.80	7.10	7.10
Total Dissolved Solids	3,000	1,222	1,236	1,232
Suspended Solids	50	6.0	6.0	28.0
BOD (5 days, at 20°C)	20	<2	10.0	7.9
COD	120	37	52	54
Total Kjeldahl Nitrogen as N	100	2.10	4.00	3.20
Oil & Grease & Fat	5	<3	<3.0	<3.0
Effluent Compliance	100	100	100	100
3 Amata City Chonburi Industrial Estate WRTP-1CB (Concession)				
Color	15	5	5	5
Turbidity	4	0.50	0.50	0.50
pH range	6.5-8.5	7.00	7.10	7.40
Dissolved Solids	600	500	432	444
Influent Compliance	100	100	100	100
4 Amata City Rayong Industrial Estate WTP-2RY (Concession)				
Color	≤15	5	5	5
Turbidity	4	0.75	0.50	1.43
pH Range	6.5-8.5	7.40	7.60	7.60
Total Solids	≤600	128	152	153
Influent Compliance	100	100	100	100
5 Amata City Rayong Industrial Estate WWTP-2RY (Concession)				
pH at 25°C	5.5-9.0	7.40	7.50	7.30
Total Dissolved Solids	<3,000	600	832	788
Suspended Solids	<50	2.0	8.0	12.0
BOD (5 days, at 20°C)	<20	14.0	10.0	6.4
COD	<120	35	82	37
Total Kjeldahl Nitrogen as N	<100	7.70	6.60	8.00
Oil & Grease & Fat	<5	<3.0	<3	<3.0
Effluent Compliance	100	100	100	100

APPENDIX THREE: THAILAND OPERATION COMPLIANCE TO REGULATORS' KPIS

		ACTUAL		
		YTD JANUARY 2023	YTD DECEMBER 2022	YTD DECEMBER 2023
TARGET				
6	Amata City Rayong Industrial Estate WTP1/2-RY (Concession)			
pH (25°C)	6.5-8.5	7.00	7.10	7.20
Turbidity	4	0.88	0.79	0.89
Colour	≤15	5	5	5
Total Dissolved Solids (TDS)	≤600	156	138	156
Total Hardness (as CaCO ₃)	≤300	49	44	58
Chloride (Cl)	≤250	22	22	28
Influent Compliance	100	100	100	100
7	Amata City Rayong Industrial Estate WWTP-4RY (Concession)			
Color	300	N/A	N/A	N/A
pH at 25°C	5.5-9.0	7.00	7.20	7.20
Total Dissolved Solids	<3,000	1,760	1,862	2,132
Suspended Solids	<50	20	35	13
BOD (5 Day, at 20°C)	<20	12.0	10.0	12.0
COD	<120	44	51	31
Total Kjeldahl Nitrogen as N	<100	18.20	20.30	15.40
Oil & Grease & FAT	<5	2.0	<3	<3.0
Effluent Compliance	100	100	100	100
8	AIT Concession			
pH	5.0-9.0	7.30	7.30	6.80
BOD	<20	4.0	18	16
Total Suspended Solids	<30	18.0	5	5
Total Dissolved Solids	<500***	400	316	424
Oil & Grease	<5.0	<3	<3	<3
Total Kjeldahl Nitrogen	<35	21.00	9.80	3.20
Effluent Compliance	100		100	100
9	Amata City Rayong Industrial Estate WRTP2-RY (Concession)			
Color	15	5	5	5
Turbidity	4	0.50	0.50	0.50
pH range	6.5-8.5	6.70	7.20	6.60
Dissolved Solids	600	292	304	298
Influent Compliance	100	100	100	100

APPENDIX FOUR: RANHILL GHG INVENTORY AND CARBON ACCOUNTING ANALYSIS

Scope	Emissions Sources	GHG EMISSIONS										RWS	RWT	RBSB	GROUP
		(kgCO ₂ eq)	(tCO ₂ eq)	RSJ	RSE I	RSE II	RSE O&M I	RSE O&M II	RSI	RSE O&M I	RSE O&M II				
Scope 1: Direct Emissions	Stationary Combustion	1,305,254,724.77	1,305,354.72	3,751.96	684,544,988.16	620,701,712.50	0.00	0.00	0.00	0.00	0.00	0.00	4,272.15	0.00	0.00
	(i) Petrol (Generator Consumption)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	(ii) Diesel (Gas Turbine & Black Start)	27,662,068.28	27,662.07	3,751.96	15,418,894.32	12,235,148.85	-	-	-	-	-	-	4,272.15	-	-
	(iii) LPG	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	(iv) Natural Gas (Combined Cycle)	1,277,592,656.49	1,277,592.66	-	669,126,093.84	608,466,562.65	-	-	-	-	-	-	-	-	-
	Mobile Combustion	3,598,692.46	3,598.69	2,547,696.43	5,747.37	3,598.02	781.79	0.00	1,818.96	975,929.61	4,952.69	54,167.59	4,952.69	54,167.59	0.00
	(i) Petrol	656,785.64	656.79	370,472.95	2,876.54	703.61	522.79	-	-	281,609.78	1,55.79	442.18	1,55.79	442.18	-
	(ii) Diesel	2,941,906.82	2,941.91	2,177,223.48	2,868.83	2,894.41	259	-	1,818.96	698,319.83	4,796.90	53,725.41	4,796.90	53,725.41	-
	(iii) Compressed Natural Gas	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Purchased Gas	7,493.34	-	0.00	57.54	7,435.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Scope 2: Indirect Emissions	(i) Equipment	7,493.34	-	-	57.54	7,435.80	-	-	-	-	-	-	-	-	-
	Fugitive Emissions	413,204.65	413.20	68,074.63	165,303.94	94,416.72	323.14	0.00	153.00	81,419.08	131.96	3,229.18	131.96	3,229.18	153.00
	(i) Refrigerant	46.55	0.05	24.48	-	-	-	-	-	1.23	0.38	20.46	0.38	20.46	-
	(ii) Air-Conditioner	254,725.07	254.73	52,710.48	134,576.03	39,631.05	-	-	-	25,971.79	-	1,831.72	-	1,831.72	-
	(iii) Mobile Air-Conditioner	56,156.97	56.16	14,462.17	607.72	607.72	323.14	-	153	38,343.64	131.58	1,377.00	131.58	1,377.00	153
	(iv) Fire Suppression System & Fire Extinguisher	102,274.06	102.27	877.50	30,120.19	54,175.95	-	-	-	17,100.42	-	-	-	-	-
	TOTAL SCOPE 1	1,309,274,115.22	1,309,266.62	2,619,523.02	684,716,097.01	620,807,163.04	1,104.93	0.00	1,971.96	1,061,346.69	9,356.80	57,396.77	9,356.80	57,396.77	153.00
	Purchased Electricity	291,556,491.78	291,556.49	290,466,672.62	357,896.24	258,519.85	-	-	-	357,602.70	31,870.03	83,930.34	31,870.03	83,930.34	-
	TOTAL SCOPE 2	291,556,491.78	291,556.49	290,466,672.62	357,896.24	258,519.85	0.00	0.00	0.00	357,602.70	31,870.03	83,930.34	31,870.03	83,930.34	0.00
	Cat. 1 Purchased Goods & Services	21,803,013.12	21,803.01	18,012,229.03	330,312.85	272,392.58	56,969.55	239,275.95	-	1,037,086.68	1,596,351.21	216,515.06	1,596,351.21	216,515.06	41,880.21
Scope 3: Indirect Emissions	Cat. 2 Capital Goods	306,739.41	306.74	277,869.11	-	-	-	-	5,758.00	2,955.56	-	7,889.74	-	7,889.74	12,267.00
	Cat. 3 Fuel and energy-related activities	303,346,104.73	303,346.10	44,134,900.34	135,819,787.95	123,071,178.42	194.22	-	423.98	288,469.79	5,934.66	25,215.37	5,934.66	25,215.37	-
	Cat. 4 Upstream Transportation and Distribution	2,122.64	2.12	-	-	-	-	-	-	13.83	2,095.47	13.34	2,095.47	13.34	-
	Cat. 5 Waste Generated in Operations	465,723.49	465.72	376,847.58	12,671.81	30,455.95	15,585.94	-	-	10,188.26	1,942.76	15,295.19	1,942.76	15,295.19	2,732.00
	Cat. 6 Business Travel	739,627.00	739.63	459,100.64	4,210.07	5,938.02	6,822.48	2,637.94	4,028.64	8,612.50	45,081.55	60,076.16	45,081.55	60,076.16	143,119.00
	Cat. 7 Employee Commuting	4,491,799.02	4,491.80	2,816,645.27	11,069.95	13,931.33	52,051.44	87,927.47	24,566.04	752,342.24	64,656.78	486,196.74	64,656.78	486,196.74	182,411.76
	TOTAL SCOPE 3	331,155,129.41	331,155.13	66,077,591.97	136,178,052.63	121,393,896.30	131,621.63	329,841.36	34,776.66	2,099,668.86	1,716,062.43	811,205.60	1,716,062.43	811,205.60	382,409.97
	TOTAL SCOPE 1, 2 & 3	1,931,985,736.41	1,931,978.24	395,163,787.61	821,252,045.88	744,459,579.19	132,728.56	329,841.36	36,748.62	3,518,620.25	1,757,289.26	952,532.71	1,757,289.26	952,532.71	382,562.97

APPENDIX FOUR: RANHILL GHG INVENTORY AND CARBON ACCOUNTING ANALYSIS

2023

Scope	Emissions Sources	GHG EMISSIONS										RSE I	RSE II	RSE O&M I	RSE O&M II	RSI	RWS	RWT	RBSB	GROUP
		(kgCO ₂ e)	(tCO ₂ e)	RS&J	RSE I	RSE II	RSE O&M I	RSE O&M II	RSI	RWS	RWT									
Scope 1: Direct Emissions	Stationary Combustion	1,353,182,914.52	1,353,182.91	88,683.63	735,628,545.35	617,465,685.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	(i) Petrol (Generator Consumption)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	(ii) Diesel (Gas Turbine & Black Start)	29,837,477.90	29,837.48	88,683.63	19,207,846.97	10,540,947.30	-	-	-	-	-	-	-	-	-	-	-	-	-	
	(iii) LPG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	(iv) Natural Gas (Combined Cycle)	1,323,345,436.62	1,323,345.44	-	716,420,698.38	606,924,738.24	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Mobile Combustion	3,916,293.90	3,916.29	2,738,905.25	4,229.38	1,769.35	1,917.02	0.00	3,608.41	979,929.61	10,892.96	175,041.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	(i) Petrol	712,438.16	712.44	427,100.66	2,820.21	-	803,315,939.7	-	281,609.78	104,197,127.7	-	-	-	-	-	-	-	-	-	
	(ii) Diesel	3,203,855.74	3,203.86	2,311,804.59	1,409.17	1,769.35	1113,707,285	-	3,608.41	698,319.83	10,788.77	175,041.90	-	-	-	-	-	-	-	
	(iii) Compressed Natural Gas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Purchased Gas	-	-	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Scope 2: Indirect Emissions	(i) Equipment	-	-	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Fugitive Emissions	436,568.59	436.57	64,884.01	162,541.62	131,640.79	476.14	0.00	153.00	72,725.48	153.38	3,841.18	153.00	0.00	0.00	0.00	0.00	0.00	0.00	
	(i) Refrigerant	46.54	0.05	24.48	-	-	-	-	-	1,225.85	0.3825	20.46	-	-	-	-	-	-	-	
	(ii) Air-Conditioner	290,681.21	290.68	52,710.48	131,983.86	77,333.26	-	-	-	26,821.89	-	1,831.72	-	-	-	-	-	-	-	
	(iii) Mobile Air-Conditioner	110,604.31	110.60	78,309.07	437.58	131.58	476.136	-	153	28,801.94	153	1,989.00	153	0.00	0.00	0.00	0.00	0.00		
	(iv) Fire Suppression System & Fire Extinguisher	102,376.61	102.38	980.05	30,120.19	54,175.95	-	-	-	17,100.42	-	-	-	-	-	-	-	-	-	
	TOTAL SCOPE 1	1,357,602,917.08	1,357,602.92	2,959,612.96	735,795,316.36	617,599,095.67	2,393.16	0.00	3,761.41	1,052,655.09	11,046.35	176,883.08	153.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Purchased Electricity	292,907,109.02	292,907.11	292,007,032.98	263,621.74	134,850.34	-	-	-	359,846.76	53,578.20	88,179.00	-	-	-	-	-	-	-	
	TOTAL SCOPE 2	292,907,109.02	292,907.11	292,007,032.98	263,621.74	134,850.34	0.00	0.00	0.00	359,846.76	53,578.20	88,179.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	Scope 3: Indirect Emissions	Cat. 1 Purchased Goods & Services	15,057,142.44	15,057.14	9,158,132.14	782,545.28	533,600.19	82,836.13	158,033.54	-	3,746,858.98	420,633.39	-	-	-	-	-	-	-	-
Cat. 2 Capital Goods		61,756.84	61.76	-	-	-	-	-	-	3,338.98	-	24,011.93	28,647.83	-	-	-	-	-	-	
Cat. 3 Fuel and energy-related activities		432,779,148.34	432,779.15	44,211,017.95	146,029,681.61	242,158,616.05	465,270,468.9	-	841,081,723.2	342,739.37	10,571.64	25,215.37	-	-	-	-	-	-		
Cat. 4 Upstream Transportation and Distribution		3,962.56	3.96	-	-	-	-	-	-	204,585,933.4	3,757.97	-	-	-	-	-	-	-	-	
Cat. 5 Waste Generated in Operations		596,189.09	596.19	416,461.30	3.58	13,916.85	-	-	-	143,100.71	1,943.46	15,299.19	5,464.00	-	-	-	-	-	-	
Cat. 6 Business Travel		300,065.69	300.07	-	8,455.06	12,622.76	12,674.19	5,111.63	3,460.08	83,320.38	29,417.02	14,037.07	130,967.50	-	-	-	-	-	-	
Cat. 7 Employee Commuting		4,491,799.02	4,491.80	2,816,645.27	11,069.95	13,931.33	52,051.44	87,927.47	24,566.04	752,342.24	64,656.78	486,196.74	182,411.76	-	-	-	-	-	-	
TOTAL SCOPE 3	453,290,063.98	453,290.06	56,602,256.65	146,831,755.48	242,732,687.19	148,027.03	251,072.64	34,625.20	5,071,905.25	530,980.25	564,760.30	521,993.98	-	-	-	-	-	-		
TOTAL SCOPE 1, 2 & 3	2,103,800,090	2,103,800.09	351,501,762.52	882,890,693.57	860,464,992.65	150,420.19	251,072.64	38,386.61	6,484,407.10	595,604.80	831,822.39	522,146.98	-	-	-	-	-	-	-	

APPENDIX FIVE: LIST OF TRAINING COURSES

RSE

NO.	TRAINING TITLE	TRAINING TYPE	TRAINING PROVIDER	DATE FROM	DATE TO	NO. OF PARTICIPANT
1	Gutor UPS level 2	Technical	Gutor Electronic Asia Pasific Sdn Bhd	4/1/2023	6/1/2023	4
2	Latihan Pemantapan Kawad Kecekapan Organisasi Keselamatan Kebakaran (OKK)	Non Technical	Jabatan Bomba dan Penyelamat Malaysia	9/1/2023	9/1/2023	10
3	Seminar Keselamatan Kebakaran Uniform Building By-Law 1984 (Amendment) 2021	Non Technical	Jabatan Bomba dan Penyelamat Malaysia	9/1/2023	9/1/2023	2
4	Basic First Aid & CPR with AED Training (Session 1)	Non Technical	Persatuan Bulan Sabit Merah Malaysia	12/1/2023	13/1/2023	15
5	Basic First Aid & CPR with AED Training (Session 2)	Non Technical	Persatuan Bulan Sabit Merah Malaysia	17/1/2023	18/1/2023	26
6	OHSMS-Legal Requirement & Other Requirement	Non Technical	Think Big Management Consultant Sdn Bhd	1/2/2023	2/2/2023	17
7	ISO 45001 : Occupational Health and Safety Management System - Documentation Review RPOMI	Non Technical	Think Big Management Consultant Sdn Bhd	8/2/2023	9/2/2023	20
8	ISO 45001 : Occupational Health and Safety Management System - Documentation Review	Non Technical	Think Big Management Consultant Sdn Bhd	8/2/2023	9/2/2023	18
9	ISO 45001 : Occupational Health and Safety Management System - Consultation Session (Clause 7-8)	Non Technical	Think Big Management Consultant Sdn Bhd	15/2/2023	16/2/2023	15
10	Workshop on Key Changes to Employment Act 1955: Reflection towards Labour Ordinance Sabah & Sarawak	Non Technical	MEF Academy Sdn Bhd	20/2/2023	21/2/2023	1
11	ISO 45001 : Occupational Health and Safety Management System - Consultation Session (Clause 7-8)	Non Technical	Think Big Management Consultant Sdn Bhd	20/2/2023	21/2/2023	17
12	FUJIFILM Business Innovation Expo: Experiencing Innovation Roadshow	Non Technical	FUJIFILM Business Innovation Asia Pacific Pte.Ltd	22/2/2023	22/2/2023	1
13	Cyber Security Awaransess	Non Technical	Condition Zebra (M) Sdn Bhd	16/3/2023	16/3/2023	79
14	Kursus Talian atas Voltan Rendah Sesi 1/2023 secara Separuh Masa (80 Jam)	Technical	Institut Kemahiran Belia Negara, Kinarut	25/2/2023	26/3/2023	2
15	Frame 6FA User Conference	Technical	GTUser.com	17/4/2023	20/4/2023	3
16	Occupational Safety and Health Conference 2023 (OSHCOF 2023)	Non Technical	OMK Consultation Sdn Bhd	14/3/2023	15/3/2023	2
17	ISO 45001: Occupational Health and Safety Management System - Document Review & Finalization	Non Technical	Think Big Management Consultant Sdn Bhd	20/3/2023	21/3/2023	13
18	ISO 9001: 20015 Internal Audit Refresher Course (RPOM)	Non Technical	Think Big Management Consultant Sdn Bhd	21/3/2023	22/3/2023	15
19	ISO 9001: 2015: Awareness Course (RPOM)	Non Technical	Think Big Management Consultant Sdn Bhd	23/3/2023	23/3/2023	12
20	Data Visualisation & Analytics with Power BI	Non Technical	Malaysian Institute of Accounts	6/6/2023	7/6/2023	2

APPENDIX FIVE: LIST OF TRAINING COURSES

NO.	TRAINING TITLE	TRAINING TYPE	TRAINING PROVIDER	DATE FROM	DATE TO	NO. OF PARTICIPANT
21	Sabah Oil, Gas & Energy Convention and Exhibition, SICC	Non Technical	The EIC Energy Market Intelligence (Asia Pacific) Sdn Bhd	8/6/2023	9/6/2023	2
22	Webinar on the New Revision of the Information Security Management System Standard IEC 27001: 2022	Non Technical	SIRIM QAS International	11/4/2023	11/4/2023	8
23	Jana Kuasa Voltan Rendah dan Penyelgerakkan Sesi 2/2023 secara Separuh Masa (80 Jam)	Technical	Institut Kemahiran Belia Negera, Kinarut	8/4/2023	14/5/2023	2
24	Introduction to Photovoltaic (PV) System Management	Non Technical	Selangor Human Resource Development Center (SHRDC)	3/7/2023	3/7/2023	1
25	Improving Your People Communication & Interpersonal Skills	Non Technical	Aim Skills Development & HR Consultancy PLT	27/7/2023	28/7/2023	1
26	Managing Recurrent Related Party Transactions	Non Technical	CKM Advisory Sdn. Bhd. Company No.201601009058	15/6/2023	15/6/2023	6
27	Awareness and Understanding of Quality Management System ISO 9001:2015	Non Technical	DanaSafe	14/6/2023	14/6/2023	3
28	Awareness and Understanding of Occupational Safety and Health Management System ISO 45001:2018	Non Technical	DanaSafe	14/6/2023	14/6/2023	3
29	Seminar Keselamatan Kebakaran Uniform Building By-Law 1984 (Amendment) 2021	Non Technical	OMK Consultant	7/6/2023	8/6/2023	1
30	BEM Roadshow Sabah and Sarawak 2023	Non Technical	BEM	5/7/2023	6/7/2023	3
31	LDP - Module 1.1 - Transformational Leadership	Non Technical	First Skill Consultant PLT	13/6/2023	13/6/2023	20
32	Seminar Keselamatan Kebakaran Fire Certificate for the Designated Premises	Non Technical	Jabatan Bomba dan Penyelamat Malaysia	12/7/2023	12/7/2023	2
33	LDP - Module 1.3 - Impactful Presentation	Non Technical	First Skill Consultant PLT	22/6/2023	23/6/2023	20
34	LDP - Module 1.4 - Problem Solving & Decision Making	Non Technical	First Skill Consultant PLT	9/8/2023	10/8/2023	20
35	Preparatory Course for Steam Engineer Certificate of Competency Examination (Boiler)	Technical	Boiler Dynamic PLT	7/8/2023	11/8/2023	1
36	ISMS Internal Audit Training for Ranhill Power O&M Sdn Bhd (RPOM)	Non Technical	DanaSafe	17/7/2023	18/7/2023	19
37	ISMS ISO 27001: 2013 Awareness Training for Ranhill Power O&M Sdn Bhd (RPOM)	Non Technical	DanaSafe	28/7/2023	28/7/2023	5
38	National Human Capital Conference & Exhibition 2023 (Borneo Region)	Non Technical	HRD Corp	4/7/2023	5/7/2023	1
30	The Energy Transition Conference: Accelerating A Responsible Energy Transition 2023	Non Technical	Tenaga National Berhad	28/9/2023	29/9/2023	4
40	Knowledge Management workshop	Non Technical	Group HR	5/9/2023	5/9/2023	1
41	Regroup & Refresh Ranhill Power 2023-Session 1	Non Technical	Fokus Budi Consultant	14/7/2023	15/7/2023	64
42	Regroup & Refresh Ranhill Power 2023-Session 2	Non Technical	Fokus Budi Consultant	21/7/2023	22/7/2023	62

APPENDIX FIVE: LIST OF TRAINING COURSES

NO.	TRAINING TITLE	TRAINING TYPE	TRAINING PROVIDER	DATE FROM	DATE TO	NO. OF PARTICIPANT
43	Authorised Gas Tester and Entry Supervisor for Confined Space RPOM & RPOMII (Refresher)	Non Technical	NIOSH	6/9/2023	7/9/2023	11
44	Authorised Entrant and Standby Person for Confined Space Refresher RPOM & RPOMII (Refresher)	Non Technical	NIOSH	4/9/2023	4/9/2023	18
45	Preparatory Course for Steam Engineer Certificate of Competency Examination (Boiler)	Technical	Boiler Dynamic PLT	18/9/2023	22/9/2023	1
46	Financial Transformation & Global CFO	Non Technical	Corporate World Intelligence	3/10/2023	5/10/2023	1
47	Authorised Entrant and Standby Person for Confined Space	Non Technical	NIOSH	3/10/2023	4/10/2023	1
48	Seminar AKAS 1974: Alam Sekitar Tanggungjawab Bersama	Technical	Kelab JASaba	7/11/2023	8/11/2023	4
49	International Greentech & Eco Products Exhibition & Conference Malaysia	Non Technical	MGTC	5/10/2023	6/10/2023	3
50	International & Independent GE Frame 6B, Frame 7E & Frame 9E User Conference 2023	Technical	Dutch Gas Turbine Association	7/11/2023	10/11/2023	3
51	Authorised Gas Tester and Entry Supervisor for Confined Space (AGTES) - 3 Pax (TBA)	Non Technical	NIOSH	4/12/2023	6/12/2023	3
52	Authorised Entrant & Stand-by Person for Confined Space - 7 Pax	Non Technical	NIOSH	18/11/2023	19/11/2023	7
53	Pressure Safety Valve	Non Technical	Materials Technology Education Sdn Bhd	27/11/2023	29/11/2023	3
54	Effective Store and Warehouse Management	Non Technical	Knowledge Hub Asia Sdn Bhd	15/11/2023	16/11/2023	2
55	LDP - Module 1.2 - Emotional Inteligience	Non Technical	First Skill Consultant PLT	19/10/2023	20/10/2023	20
56	The 19 th Asian Oil, Gas & Petrochemicals Engineering Exhibition	Non Technical	OGA	13/9/2023	15/9/2023	1
57	ENLIT ASIA ; Strengthening ASEAN Readiness in Energy 2023	Non Technical	Enlit Asia	14/11/2023	16/11/2023	13
58	ISO 9001: 2015 Quality Management System Internal Audit Training (RSE O&M II) - Refresher Course	Non Technical	DanaSafe	18/10/2023	19/10/2023	18
59	ISO27001: 2022 ISMS Awareness & Internal Audit Training (RSE O&M II) - Refresher Course	Non Technical	DanaSafe	20/11/2023	21/11/2023	22
60	Competency - Based Training Analysis (CBTNA) - Workshop	Non Technical	SMR HR Group	21/11/2023	23/11/2023	2
61	Kursus Penjaga Jentera Elektrik A4 secara Separuh Masa bagi Sesi 2/2023 di IKBN	Technical	Institut Kemahiran Belia Negera, Kinarut	23/11/2023	19/1/2025	2
62	ISO27001: 2022 ISMS Annex A Control & SOA RSE O&M II	Non Technical	DanaSafe	4/12/2023	5/12/2023	18
63	Kursus Modul Kendalian Pencawang 11 KV (80 Jam) Sesi 2/2023	Technical	Institut Kemahiran Belia Negera, Kinarut	21/10/2023	26/11/2023	1
64	Pre HR- Engagement	Non Technical	Group HR	13/12/2023	15/12/2023	3

APPENDIX FIVE: LIST OF TRAINING COURSES

RW

NO.	TRAINING COURSE	TRAINING TYPE (GENERIC / TECHNICAL)	ORGANIZER/TRAINER	DATE
1	CA-EBS	GENERIC	OFF SHORE SEQU SAFETY SDN BHD	27/1/2023
1	NEW T BOSIET CA-EBS	GENERIC	CROWE CPE SDN BHD	15 - 17/2/2023
2	PREPARATION OF THE 2022 EMPLOYERS RETURN (FORM E) AND MAJOR MISTAKES LEADING TO EMPLOYERS TAX AUDIT	GENERIC	CROWE CPE SDN BHD	15/2/2023
1	EMERGENCY RESPOND PLAN AND PREPAREDNESS	GENERIC	ACADEMY OF SAFETY AND EMERGENCY CARE SDN BHD	7/3/2023
2	BASIC OCCUPATIONAL FIRST AID, CPR & AED	GENERIC	ACADEMY OF SAFETY AND EMERGENCY CARE SDN BHD	9 - 10/3/2023
3	NEW T BOSIET	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	8 - 9/3/2023
4	IMPORTANT INDUSTRIAL AND HIGHER COURT DECISION OF 2022	TECHNICAL	LS HUMAN CAPITAL SDN BHD	9/3/2023
5	2023 BUDGET SEMINAR	GENERIC	MALAYSIA INSTITUTE OF ACCOUNT	16/3/2023
6	API 580/581 RISK BASED INSPECTION PROFESSIONAL	TECHNICAL	IDC TRAINING HOUSE SDN BHD	6 - 10/3/2023
7	API 571 COROSSION & MATERIAL PROFESSIONAL NA	TECHNICAL	IDC TRAINING HOUSE SDN BHD	13 - 17/3/2023
1	POWER BI LEVEL 1	GENERIC	SUNA AVENTURES	10 - 11/5/2023
2	POWER BI INTELLEGENT LEVEL 2	GENERIC	SUNA AVENTURES	17 - 18/5/202
3	POWER BI ADVANCE LEVEL 3	GENERIC	SUNA AVENTURES	25/5/2023
4	NEW T BOSIET CA-EBS	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	22 - 24/5/2023
5	MBA	GENERIC	AA KNOWLEDGE SDN BHD	22/5/2023 - 30/1/2025
6	SEVEN KEYS TO BUILDING HIGH-PERFORMING ORGANIZATIONS	GENERIC	AA KNOWLEDGE SDN BHD	26 - 28/5/2023

NO.	TRAINING COURSE	TRAINING TYPE (GENERIC / TECHNICAL)	ORGANIZER/TRAINER	DATE
1	API 579 FITNESS FOR SERVICES	TECHNICAL	PETROSYNC	12 - 16/6/2023
2	HASiL-MEF TAX SEMINAR 2023 TOWARDS SUSTAINABLE RECOVERY	GENERIC	MEF	12/6/2023
3	HYSYS TRAINING GP-01 (INTRODUCTION TO STEADY STATE SIMULATION FOR OIL & GAS PRODUCTION, CONDITIONING & PROCESSING)	TECHNICAL	EAST ONE ZERE ONE SD BHD	12 - 14/6/2023
4	HYSYS TRAINING GP-02 STEADY STATE SIMULATION FOR HC PROCESSING	TECHNICAL	EAST ONE ZERE ONE SD BHD	19 - 21/6/2023

APPENDIX FIVE: LIST OF TRAINING COURSES

NO.	TRAINING COURSE	TRAINING TYPE (GENERIC / TECHNICAL)	ORGANIZER/TRAINER	DATE
1	REFRESHER T BOSIET & CA EBS	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	5/7/2023
2	REFRESHER T BOSIET & CA EBS	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	7/7/2023
3	NEW T BOSIET & CA EBS	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	17 - 18/7/2023
4	BASIC OCCUPATIONAL FIRST AID,CPR & AED	GENERIC	ACADEMY OF SAFETY AND EMENGENCY CENTRE SDN BHD	26 - 27/7/2023
5	EMERGENCY RESPOND PLAN AND PREPAREDNESS	GENERIC	ACADEMY OF SAFETY AND EMENGENCY CENTRE SDN BHD	28/7/2023
1	DEALING WITH DIFFICULT PEOPLE	GENERIC	WORKWISE SERVICES SDN BHD	23 - 24/8/2023
2	PV ELITE BEGINNER LEVEL	TECHNICAL	SUTERA ANAYLITICS SDN BHD	28 - 30/8/2023
3	NEW T BOSIET & CA-EBS	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	7 - 9/8/2023
1	EMPLOYER'S RESPONSIBILITIES IN MANAGING IMMIGRATION AND EXPATRIATE TAX COMPLIANCE IN MALAYSIA	GENERIC	CROWE CPE SDN BHD	6/9/2023
2	PROFESSIONAL SCURM MASTER	TECHNICAL	TRAINOCATE (M) SDN BHD	26 - 27/9/2023
3	LEADERSHIP EXCELLENCE: NURTURING VALUES-BASED LEADERS FOR POSITIVE IMPACT	GENERIC	AA KNOWLEDGE SDN BHD	9-10/9/2023
1	NEW T BOSIET & CA-EBS	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	4 - 6/10/2023
2	REFRESHER T BOSIET	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	4/10/2023
3	SIMPOSIUM KESIHATAN MENTAL & KESEJAHTERAAN KOPORAT 2023	GENERIC	THE VEILLE SDN BHD	23 - 24/10/2023
4	ORACLE DATABASE 19c: SQL WORKSHOP	TECHNICAL	TRAINOCATE (M) SDN BHD	23 - 27/10/2023
5	PwC MALAYSIA'S BUDGET 2024 SEMINAR: BALANCING ECONOMIC GROWTH AND FISCAL SUSTAINABILITY	GENERIC	PRICEWATER HOUSE COOPER TAXITION SERVICES SDN BHD	26/10/2023

APPENDIX FIVE: LIST OF TRAINING COURSES

NO. TRAINING COURSE		TRAINING TYPE (GENERIC / TECHNICAL)	ORGANIZER/TRAINER	DATE
1	MASTERING YEAR-END REPORTING AND BUDGET 2024 TAX INSIGHTS AFFECTING THE EMPLOYER AND EMPLOYEE: 2023 FORM E & EA	GENERIC	CROWE CPE SDN BHD	8/11/2023
2	FULL COURSE CIDB ASSEMENT THROUGH METOHD 1	GENERIC	MEGAWATI JATI ACADEMY SDN BHD	7 - 26/11/2023
3	MICROSOFT ACCESS ESSENTIAL TRAINING	TECHNICAL	TERITARYINFOTECH SDN BHD	27 - 28/11/2023
4	NEW T BOSIET & CA-EBS	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	20/11/2023
5	NEW T BOSIET & CA-EBS	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	29/11/2023
6	H ₂ S TRAINING	TECHNICAL	OFF SHORE SEQU SAFETY SDN BHD	29/11/2023
7	LEADERSHIP EXCELLENCE: NURTURING VALUES-BASED LEADERS FOR POSITIVE IMPACT	GENERIC	AA KNOWLWEDGE SDN BHD	17 - 19/11/2023
8	WEENERGIZER CONFNRENCE 2023	GENERIC	INTERRADIGM SDN BHD	27 -28/12/2023
1	PRIMAVERA 6	GENERIC	PACE UP	8 - 9/12/2023
2	POWER BI DATA ANYLYST	GENERIC	TRAINOCATE (M) SDN BHD	13 - 12/12/2023
3	POWER BI LEVEL 1	GENERIC	SUNA VENTURA	20 - 21/12/2023
4	TRAIN THE TRAINER	GENERIC	SHEQ MANAGEMENT CONSULTANT SDN. BHD	27/11/2023 - 1/12/2023

APPENDIX SIX: LIST OF EMPLOYEE ENGAGEMENT ACTIVITIES

RANHILL SAJ	RSE	RW	RBSB	RT	RWTT & AnuRAK
HRA Tour	Teambuilding - Regroup & Refresh	Hari Raya Celebration	RBSB Wellness program-Fruit & Flowers	HRA Tour	Amata city Run 2023 (Marathon)
Majlis Sambutan Hari Raya Aidilfitri - Dinner Raya	Ranhill Power Division 2023	Covid Assistance	Zakat - Wakalah	Majlis Sambutan Hari Raya Aidilfitri - Dinner Raya	Participate in activities and distribute gifts on National Children's Day
CSR Banjir	Annual Dinner & Employee Appreciation Night 2023	Mental Health Program	Sport Activities - Bowling (Invitation)	CSR Banjir	Planting a forest in honor of His Majesty the King
CSR Ramadhan		Blood Donation Program	Special Financial Assistance	CSR Ramadhan	Releasing fish, planting mangrove forests
Solat Hajat Perdana	HSE Day Ranhill Power Division 2023	New Born Gift	Staff Retirement - Frame	Solat Hajat Perdana	Long Service Award
World Quran Hour	Sports Club Activities i.e. bowling, futsal, fishing, dart, hiking, Jenga, Carrom, Esports Competition and Voice of Ranhill	Get Well Soon Wishes	HR Pre-Engagement	World Quran Hour	5S activities
Blood Donation Program			Gift of Kurma in Ramadan	Blood Donation Program	Annual Dinner Event
Health Screening Program			Jamuan Hari Raya by Department	Health Screening Program	Pay homage to the gods and sacred things at plant 2023
Karnival Sukan RSAJ			Staff Engagement - Feature Wall Design Competition		
Employee Recognition Award			Fruit day		
Sick Staff Visit			3R Campaign & Spring Cleaning Exercise In Preparation For Office Relocation		
			Contribution for the bereaved family		

RANHILL UTILITIES BERHAD

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