



**DRIVING  
SUSTAINABILITY  
RISING ABOVE  
CHALLENGES**

**SUSTAINABILITY  
REPORT 2021**

## COVER RATIONALE



## DRIVING SUSTAINABILITY RISING ABOVE CHALLENGES

Matrix continues to drive the spirit of sustainability defined by the “Roots” design fuels every move we make, be it building excellent brands, reaching out to new territories, diversifying our channels of growth, or excelling wherever we go. We are ready to take on new worlds of achievement.



### FTSE4Good

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Matrix Concepts Holdings Berhad has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance practices.

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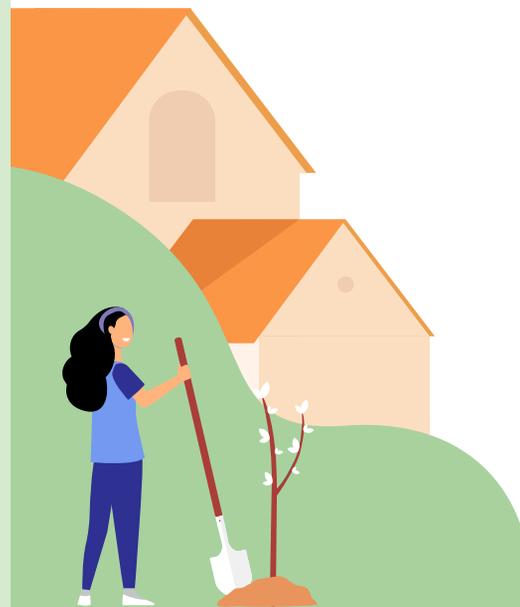
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To contact us, please refer to About This Report on page 3 of this Sustainability Report.



This Sustainability Report is available on the website at [www.mchb.com.my](http://www.mchb.com.my)



Scan the QR Code to download this Sustainability Report.



# About This Report



Cocoon @ Seri Impian Lake Park – Bandar Seri Impian

## INTRODUCTION

Matrix Concepts Holdings Berhad (“Matrix” or “the Group”) is pleased to present its Sustainability Report 2021 (“SR2021”). SR2021 marks Matrix’s second stand-alone sustainability report and provides a detailed account of the Group’s performance in financial year ended 31 March 2021 (“FY2021”) from a value creation perspective based on a triple bottomline of **People, Planet and Profits**.

The report provides detailed information on the Group’s sustainability journey as measured against the progress made across a triple bottomline of material economic, environmental and social (“EES”) topics.

In this Report, the sustainability performance of Mawar Medical Centre (“Mawar”) is also included. Mawar came under Matrix’s management in late FY2020 and hence data provided is limited to two or a single financial year.

In better reflecting Mawar’s economic and social performance, certain information pertaining to the entity is presented separately from the Group. It is intended that as Mawar’s operations increasingly becomes more integrated into the Group, sustainability performance data for Mawar will be combined with Matrix’s overall sustainability performance.

## LINKAGE TO INTEGRATED REPORTING

Matrix’s separate Integrated Report for FY2021 provides a detailed perspective of the Group’s business strategy, its business model, its external operating environment and other strategic information. SR2021 provides the management approach, performance details and specific information, including statistical data over a three-year time frame for ESG material topics.

Going forward, the Group will look to further integrated financial and non-financial performance towards providing more concise and linked disclosure for a seamless value creation narrative.

## FRAMEWORKS APPLIED

SR2021 has been prepared in reference to the following frameworks and guidelines:

- Global Reporting Initiative (“GRI”) Standards 2020 Core Option. The full GRI content index is provided at the end of the report.
- Bursa Malaysia’s Sustainability Reporting Guide Second Edition
- United Nations Sustainable Development Goals (“UNSDGs”)
- FTSE4Good Index
- Matrix’s Sustainability Policy

## STATEMENT OF USE

The Board of Directors of Matrix, acknowledges responsibility for the following statement of use: The information contained herein for FY2021 has been prepared in accordance to the GRI Standards.

## REPORTING SCOPE AND BOUNDARY

The reporting scope is based on the GRI principles of accuracy, balance, clarity, comparability, reliability and timeliness, as well as the GRI content principles of stakeholder inclusiveness, sustainability context, materiality and completeness. Data and information provided is based on the Group’s ability to collect and present meaningful data.

The report boundary covers the principal business activities and operations of the Group and its subsidiaries within Malaysia. This encompasses Matrix’s following business divisions: property development operations, construction, healthcare, education, hotel and clubhouse.

The scope is further streamlined to focus on the most pertinent projects, initiatives and activities of Matrix rather than every aspect of operations.



Tiara Sendayan – 12-acre lake park

We exercise a “local-where-we-operate” practice. Where possible, with the exception of new information, data has been presented for three (3) consecutive years for all disclosures to provide meaningful comparisons against past performances and to indicate trend lines.

### LIMITATIONS AND EXCLUSIONS

We are cognisant that data-gathering challenges still exist for certain indicators. We are in the process of implementing more robust data tracking and gathering mechanisms for improved reporting going forward.

Excluded are the Group’s overseas operations. Contributions from Australia does not constitute a significant part of the Group’s overall operations. In Indonesia, Matrix does not hold a controlling stake by virtue of being a minority investor in its Indonesia joint venture.

We will be considering the feasibility of including more value chain related data in future reports. This includes data related to impacts that occur outside of the organisation, but which Matrix may directly or indirectly be contributing towards in a significant manner.

For example, do the homes we build encourage or facilitate an improved environmental footprint among our homeowners? These and other external impacts, we aim to address in subsequent reports, supported by effective data gathering systems.

The Group will also endeavour to strengthen supply chain disclosures towards extending its ESG mind-set and approach to include vendors, business partners and contractors going forward.

### MATERIALITY

As prior mentioned, SR2021 contains ESG disclosures that are material to Matrix. Materiality of ESG topics is determined based on the Group’s internal assessment, consultation with stakeholder groups, industry peer comparison and benchmarks and recommended topics based on the GRI and FTSE4Good frameworks.

### REPORT QUALITY AND ASSURANCE

All data in SR2021 have been collated from primary official documents and records. Data has been collected and results measured using industry standards as well as widely accepted calculation methodologies such as the Greenhouse Gas (“GHG”) Protocol.

Matrix has undertaken independent auditing and assurance for some of the financial data presented in this report where the figures can be cross-referenced to the Audited Financial Report. However, Matrix has not undertaken third-party assurance for non-financial, sustainability-related data.

### FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements discussing targets, future plans, operations and performance of the Group 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 our control. Actual results may differ.

### DISTRIBUTION AND FEEDBACK

We welcome questions, feedback and suggestions that will spur further improvements in our reporting process. Please send any comments, insights and queries to Matrix’s Sustainability Manager, Carmen Loo at:

[carmen@mchb.com.my](mailto:carmen@mchb.com.my)



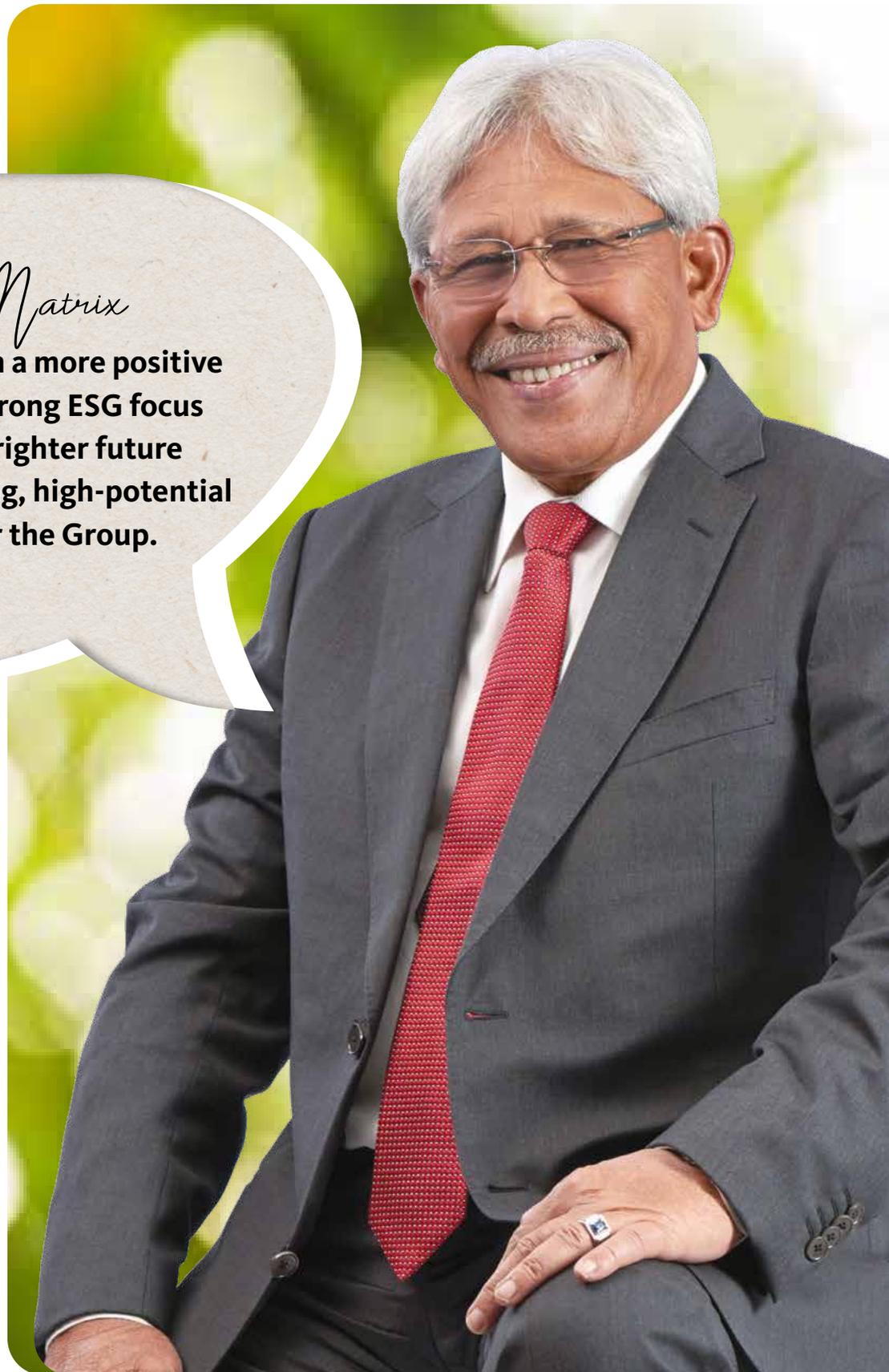
## Chairman's Message

*We at Matrix*

wish to view ESG from a more positive lens; that is how a strong ESG focus prepares us for a brighter future towards unlock exciting, high-potential opportunities for the Group.

### DEAR STAKEHOLDERS

FY2021 has seen Matrix continues to make steady and encouraging progress on its journey of sustainability. Beyond just improvement in our environmental, social and governance (“ESG”) performance, importantly, the Group is progressively embedding a *triple bottomline* approach within its business model.



**DATO' HAJI MOHAMAD HASLAH BIN MOHAMAD AMIN**  
Chairman, Sustainability Committee

The triple bottomline comprising of **People, Planet and Profits** is increasingly becoming the benchmark in driving our business operations across the world. Businesses are evolving rapidly towards giving greater strategic significance to ESG matters. The reason is simple: in today's dynamic, highly-globalised and inter-linked world, a business' ability to create financial values such as revenues and profits are becoming increasingly linked to how well it manages non-financial aspects of its business; which is ESG matters.

Poor management of ESG leads to a wide range of business risks. It can also affect *brand reputation and credibility*. *ESG matters can cause supply chain disruptions or disruptions within business processes*.

COVID-19 is an excellent example of how poor ESG controls and oversight ultimately resulted in a global pandemic. If anything, the virus outbreak serves as a stark reminder of even more severe consequences should the world continue to relegate sustainability to an after-thought.

The consequences of poor sustainability choices are being felt not just in far-flung location, but in our very own communities and in some case, in our social circles. The prevailing issues such as *climate change, global warming, water security, water pollution, construction site accidents, environmental degradation, loss of life* and so on are very real and sit together with pressing social issues as talent and community development, free and fair labour, human rights and more.

However, we at Matrix, wish to view ESG from a more positive lens; that is how a strong ESG focus prepares us for a brighter future towards unlock, exciting, high-potential opportunities for the Group.

Good ESG management enables access to financing, it drives positive changes within the business model to develop greater efficiency and productivity.

Among the benefits of sustainability include reduced business and operational costs, greater efficiency and productivity, improved product quality, higher staff morale and employee satisfaction, a stronger brand name and greater access to financing.

Our solar photovoltaic ("PV") installation at the d'Tempat Country Club has completed. So far, over 242,095 kWh of clean energy have been cumulatively generated between November 2020 and March 2021. This reduces carbon emissions. Plans are in progress to also install PVs at the Matrix Global Schools ("MGS") and the Mawar Medical Centre ("Mawar").

In addition, companies that perform well on ESG rankings, can have access to green financing notwithstanding deriving the other aforementioned benefits and competitive advantages. In particular, the past 3-5 years have seen a significant increase in green or ESG financing. In this respect, Matrix intends to consider green financing when our ESG rankings further improves.

Progressively, our goal is to leverage on good ESG performance to drive better business performance and to create mutually rewarding outcomes for all stakeholders, including Matrix.

Our tagline, *Nurturing Environment Enriching Lives*, demands that we continue to be forward-thinking; to lead and to set benchmarks and in doing so, gain the many advantages that sustainability brings to businesses. We are guided by our adopted United Nations Sustainable Development Goals ("UNSDGs").

Ultimately, we invest in sustainability for the betterment of the Company, our shareholders and also stakeholders. Sustainability is a win-win proposition that will continue to ensure the relevance of Matrix well into the future, over the short, medium and long-term perspectives.

**Dato' Haji Mohamad Haslah  
Bin Mohamad Amin**  
Chairman  
Sustainability Committee

30 June 2021

# Our Reporting Suite

## SUSTAINABILITY REPORT 2021 (“SR2021”)

The SR2021 is a comprehensive report of the Group’s sustainability performance. It covers results achieved for material economic, environment and social (“EES”) topics.

The SR2021 is developed in accordance to the GRI 2018 Standard as well as disclosure requirements under the Bursa Malaysia FTSE4Good Index.

## Sustainability Journey and Milestones



- ◆ Development of sustainability roadmap, governance structure and framework.
- ◆ Commencement of ESG reporting based on GRI framework.

**2015-2016**

- ◆ Strengthening disclosures, developing internal stakeholder awareness and buy-in.
- ◆ SDG adoption.
- ◆ Formalised Whistleblowing and HSE policies.

**2017**

- ◆ Inducted into FTSE4Good Index.
- ◆ Commenced with <IR>.
- ◆ Formalised Group wide Sustainability Policy.

**2018-2019**

- ◆ Formalising Adequate Procedures and strengthened risk management.
- ◆ Developed Group Anti Bribery and Anti Corruption (“ABAC”) Policy.

**2019-2020**

- ◆ Strengthened ESG disclosures.
- ◆ Further adoption of <IR>.
- ◆ Enhanced disclosures.

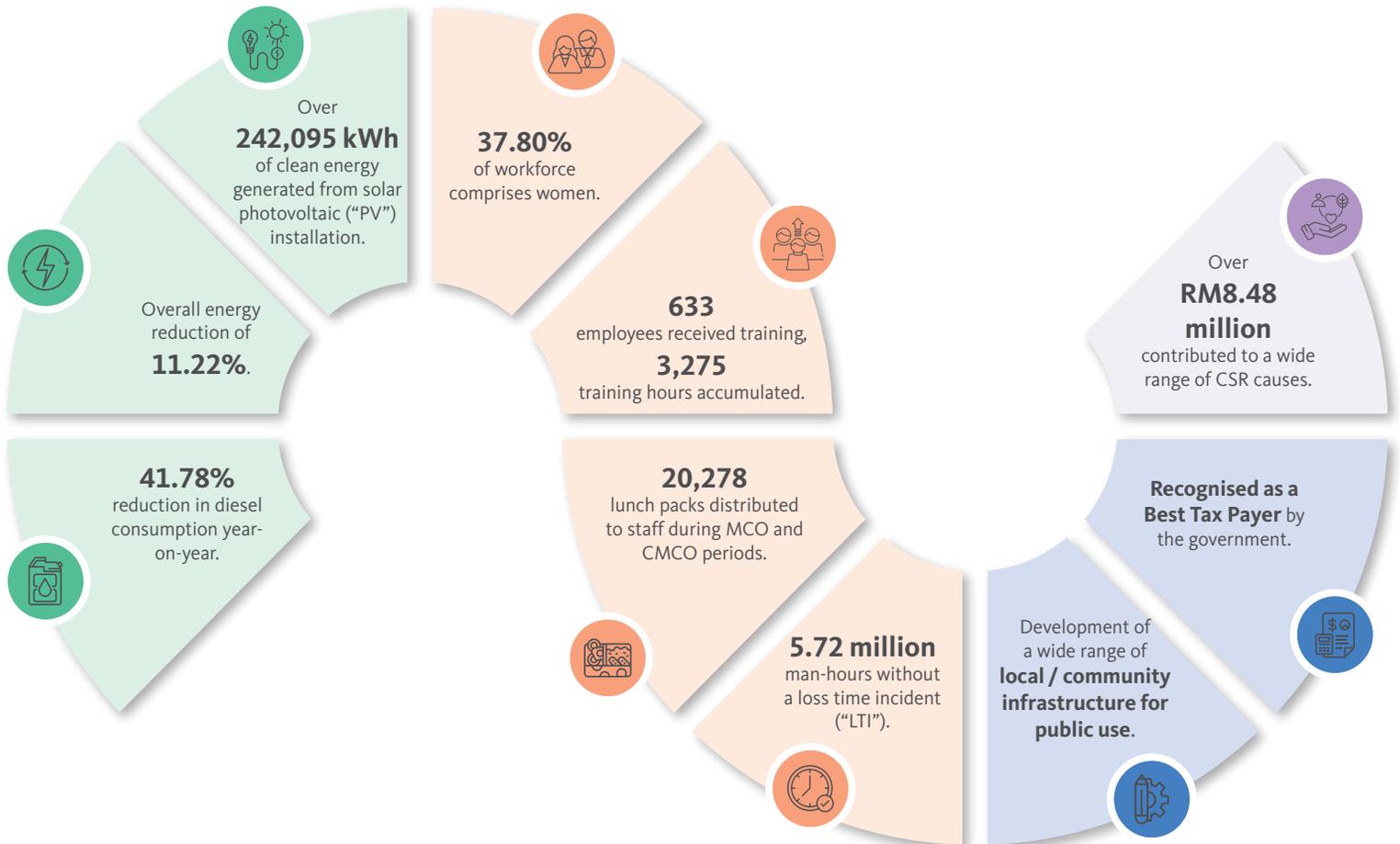
**2021**

# Sustainability Performance Highlights

MATRIX SUSTAINABILITY PILLARS	HIGHLIGHTS AND ACHIEVEMENTS	FUTURE PLANS / COMMITMENTS, TARGETS AND PLEDGES	UNSDGS
 <p><b>PLANET</b></p>	<p>41.78% reduction in diesel consumption year-on-year.</p> <p>Overall energy reduction of 11.22% on the back of reduced electricity consumed from the grid.</p> <p>Over 242,095 kWh of clean energy generated from solar photovoltaic (“PV”) installation at the d’Tempat Country Club.</p> <p>Compliance with DoE levels for noise and air pollution and water discharge.</p> <p>Reduction in overall construction waste produced through use of Industrialised Building System (IBS).</p>	<p>Further increase in solar energy generation through additional PV installations.</p> <p>Improved energy and emissions intensity.</p> <p>Inclusion of environmental management data in future reports.</p> <p>Usage of IBS in overall construction process for more projects.</p> <p>Enhance waste management systems group.</p>	 
 <p><b>PEOPLE</b></p>	<p>Diverse, multi-racial workforce comprising of all major ethnic groups in Peninsular Malaysia.</p> <p>37.80% of workforce comprises women.</p> <p>5.72 million man-hours without a loss time incident (“LTI”).</p> <p>100% of employees receive formal appraisals across the Group.</p> <p>633 employees received training, 3,275 training hours accumulated.</p> <p>20,278 lunch packs distributed to staff during Movement Control Order (“MCO”) and Conditional Movement Control Order (“CMCO”) periods.</p>	<p>Continued emphasis on recognising diversity and merit in recruitment, retention and reward of employees.</p> <p>Continued focus on increasing gender diversity within all levels of the Group.</p> <p>Zero fatality and zero LTI going forward.</p>	  
 <p><b>PARTNERSHIP AND PROSPERITY</b></p>	<p>Development of a wide range of local / community infrastructure for public use. Total spend amounting to RM5.3 million.</p> <p>Providing accessible and affordable healthcare through Mawar for the local community.</p> <p>Providing high-quality, international / local school education via MGS to nurture and develop future generations of talent.</p> <p>100% of its supply chain comprises local suppliers and vendors.</p> <p>Recognised as a best tax payer by the government.</p>	<p>Continue fulfilling our role as a good corporate citizen by supporting beneficial projects that develop community infrastructure and deliver positive outcomes to society.</p> <p>Continuing to include and develop new value creating components within Matrix’s township development and philosophy.</p>	   

# Sustainability Performance Highlights

MATRIX SUSTAINABILITY PILLARS	HIGHLIGHTS AND ACHIEVEMENTS	FUTURE PLANS / COMMITMENTS, TARGETS AND PLEDGES	UNSDGS
 <b>PEACE</b>	<p>Over RM8.48 million contributed to a wide range of CSR causes to help needy groups, those affected by COVID-19 and other segments of society.</p> <p>Majority of the Group's properties are priced in the range of RM500,000 in FY2021.</p>	<p>To continue supporting societal causes and for Matrix to effectively serve as a positive force to help society.</p> <p>Continue adjusting its mix of property launches to meet real market demand. Ensuring properties are within the buying range of middle-income Malaysians to provide quality housing and also support the national aspiration of housing the nation.</p>	 



 **Tier 1 (Setting the Pace)** for our Sustainability disclosures by BURSA

 Included in the **FTSE4Good Bursa Malaysia Index**

# Governance of Sustainability

## SUSTAINABILITY GOVERNANCE STRUCTURE

### Board Level Sustainability Committee

Sustainability in Matrix is driven by the Board of Directors, through its Board Level's Sustainability Committee. This effectively means that the ESG agenda has the oversight of the Group's highest decision making body.

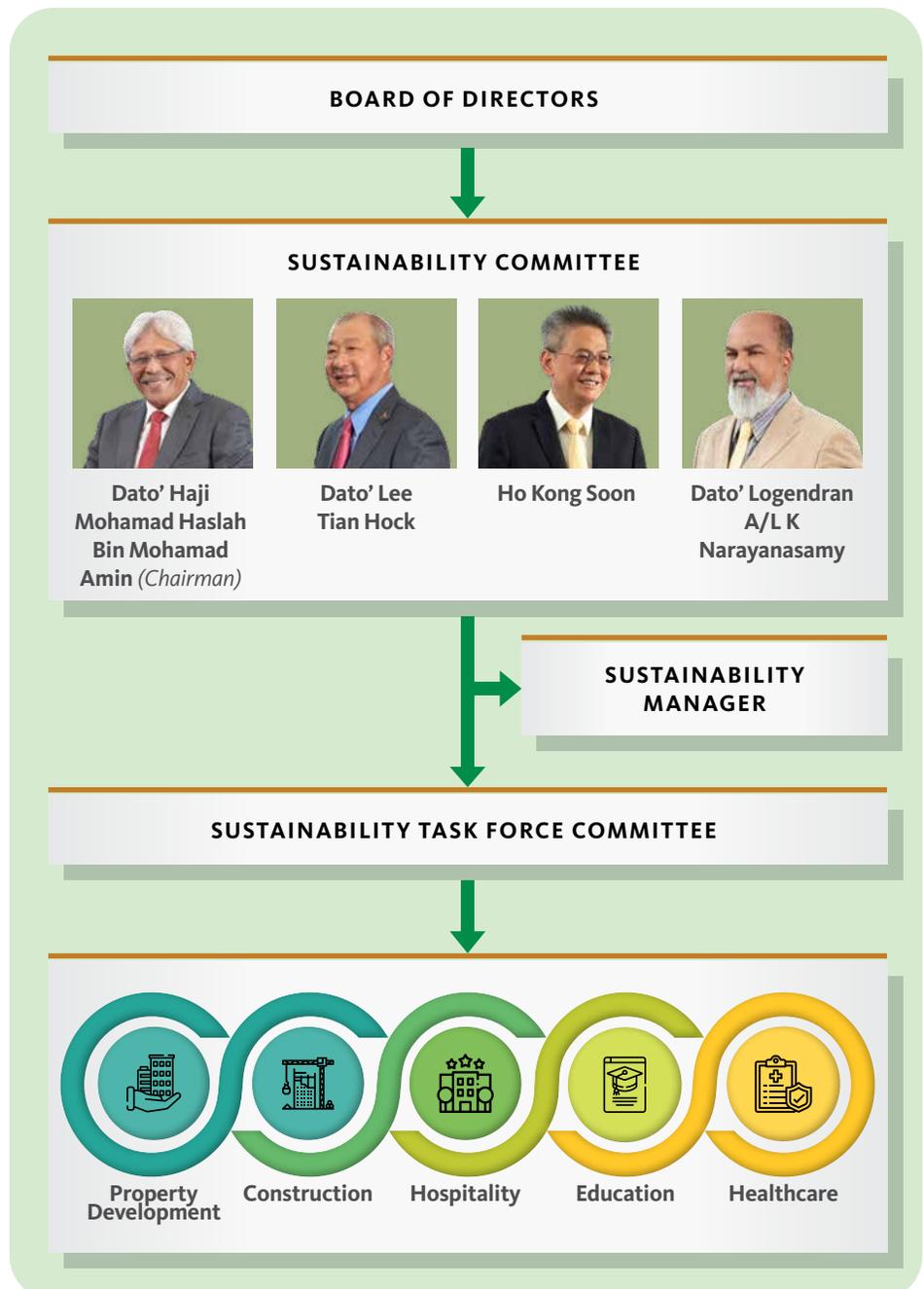
The Sustainability Committee was established in November 2016 and since then, ESG matters such as occupational safety and health ("OSH), talent management, water consumption, emissions and under come under the purview of the Board. The Board maintains oversight on the Group's broad ESG goals and also keeps abreast of progress and performance towards the realisation of these goals.

This is achieved through reports presented to the Board during their respective meetings, which could be at full Board meetings or Board committee meetings.

The Board level Sustainability Committee is responsible for championing ESG through the following roles and responsibilities:

- Developing / approving related policies, processes and procedures
- Reviewing and strengthening the Group's Sustainability Policy
- Closely monitoring Matrix's performance on key EES topics and recommending corrective actions / improvement measures, where necessary
- Monitoring arising ESG related risks and how these may impact financial and non-financial value creation.
- Working closely with the Board-level Risk Committee to manage and mitigate overall Group risks.

- Contributing to the progressive development of a sustainability oriented mindset or culture organisation wide. In essence, providing impetus to launch sustainability oriented projects, initiatives and programmes, targeted at stakeholders.
- Where appropriate lead and engage in stakeholder relations building activities.
- Review and approve the Group's mid-year Sustainability Report and annual Sustainability Report and Sustainability Statement.



# Governance of Sustainability

## Sustainability Task Force

The Sustainability Committee is supported by the Sustainability Task Force, which is the working arm of the governance structure. The Task Force is a cross-functional team with members selected from across the Group’s business divisions as well as key business and corporate functions such as Group Human Resources, Corporate Finance and Affairs, Property Development and others.

The Task Force is responsible for the execution of strategies and programmes to drive sustainability in six focus

areas. These are: Operations (projects), People (workforce or talent), Leadership (the Board and Senior Management), Strategy (Business Model), Management (Processes) and reporting.

## Sustainability Manager

Functioning as the champion for Sustainability, the Sustainability Manager and her team drive stakeholder engagement, notably internal awareness on sustainability. Her role includes generating awareness, creating a greater buy-in for sustainability across all organisational levels and also formulate policies, goals and roadmap including

tracking the sustainability initiatives undertaken.

## SUSTAINABILITY POLICY

Beyond its robust governance structure, sustainability is also driven by the Group-wide Sustainability Policy. The full Policy is available for viewing here: <https://www.mchb.com.my/wp-content/uploads/8.-Sustainability-Policy.pdf>.

In essence, the Policy provides the basis of a sustainability framework, by outlining the following:



**Beyond good environmental and social performance, the sustainability of the organisation is supported by good corporate governance practices, underpinned by procedures that support accountability, transparency and corporate integrity, non-discrimination and equal opportunity based on merit.**



### **DRIVING SUSTAINABILITY THROUGH ZERO TOLERANCE TO ANTI BRIBERY AND ANTI CORRUPTION**

As such, Matrix has reinforced its zero-tolerance stance on corruption and unethical business practices. In the previous financial year, Matrix had developed and implemented its Anti-Bribery and Anti-Corruption (“ABAC”) Policy. The ABAC Policy can be viewed here: <https://www.mchb.com.my/wp-content/uploads/Anti-Bribery-and-Anti-Corruption-Policy-processflow.pdf>.

The ABAC Policy was developed in accordance with the Malaysian Anti-Corruption Commission Act 2009 and the Malaysian Anti-Corruption Commission (Amendment) Act 2018. The Company adopts Zero tolerance towards bribery and corruption.

In FY2021, in accordance with Principle 5 of the Guidelines for ABAC, the ABAC policy has been cascaded to Matrix’s value chain towards further embedding the anti-corruption stance among the Group’s suppliers, vendors, contractors and business partners.

The ABAC Policy stipulates what is deemed as corrupt behaviour and strictly prohibits the giving and receiving of bribes, favours or other forms of gratification with in the intention of securing business contracts or other forms of incentives or rewards with or from Matrix, it’s Board, management and employees.

Anyone found to be guilty of the above is subject to company action as well as further action from the legal authorities such as the Malaysian Anti-Corruption Commission (“MACC”).

All employees and business associates are responsible for preventing and reporting instances of bribery, suspicious activity or wrongdoing which may lead to bribery using our whistleblowing channels. Vendors and suppliers are also required to adhere to the Group’s ABAC.

Matrix’s ABAC Policy supports its Code of Ethics for Directors and Employees. In FY2021, neither Matrix nor its staff were censured for corrupt practices nor were there incidents of non-compliance with the ABAC Policy. In FY2021, the ABAC has been cascaded to suppliers and they must affirm their commitment to adhere to Matrix’s ABAC Policy.

The Group continues to strengthen internal controls and procedures across the Group to reduce corruption risks.

### **Gift Giving and Receiving**

Matrix’s No-Gifts Policy forbids gifts, gratuities, favours or invitations to be offered to staff or any representative of the Group as a form of incentive or having an impact on actions or decisions or leading to the expectation of favours to be granted.

Exceptions can be made for consumable or perishable items such as food and fruits and for items that do not increase in value over time such as framed photograph or pewter. Exceptions can also be made for corporate gifts that are provided to the Group and not an individual, which are provided in a transparent manner and are declared.

The No-Gifts Policy can be viewed here: <https://www.mchb.com.my/wp-content/uploads/Policy-on-Gifts-or-Invitation.pdf?x71748>.

### **WHISTLEBLOWING POLICY AND MECHANISM**

In accordance with the Whistleblower Protection Act 2010, Companies Act 2016 and Capital and Market Services Act 2007, Matrix has implemented its Whistleblowing mechanism which is governed by a designated Whistleblowing Policy. The Whistleblowing Policy can be viewed here: <https://www.mchb.com.my/wp-content/uploads/MCHB-Whistleblowing-Policy-final.8.8.18.pdf>.

The existence of the Policy is to encourage employees and other stakeholders to report on matters pertaining to corruption, corporate integrity and unethical behaviour including discrimination.

# Governance of Sustainability

The whistleblower shall be provided immunity from any form of punitive action, intimidation or reprisal, irrespective if the allegation is substantiated or proven to be unfounded provided that the report was made in good faith. The individual is also granted confidentiality.

All whistleblowing reports will be sent to the Senior Independent Director, who will perform a preliminary assessment on the seriousness of the matter. If the complaint involves the Senior Independent Director, the whistleblower is required to report to the Chairman of the Board.

The progress of the investigation is reported to the Audit Committee. Any disciplinary action taken once the investigation has been concluded follows Matrix's disciplinary policy.

In FY2021, there were zero cases reported through the Whistleblowing mechanism.

### Governance Through Membership in Relevant Associations

Matrix is a member of various industry associations and by convention complies with industry policies, standards and regulations of the following:



### DATA PRIVACY

Customer and all other proprietary data is treated with the strictest confidence. Matrix's approach to ensuring data privacy is driven by the Personal Data Protection Act 2010 ("PDPA").

The Group has established strict data controls and procedures to ensure all data remains safeguarded and is not exploited. Data is collected only for the intended purpose and with the consent of the data owner. Data is only made available to third parties with the permission of the data owner.

Data that is not required by the Group is destroyed or purged from its collection. Matrix has put in place a rigorous ICT system to enable data to be safe from breaches or misuse.

For FY2021, Matrix has had zero incidents of data breach and retains its record for protecting the privacy of stakeholders, especially customers.

# Stakeholder Engagement

## APPROACH TO STAKEHOLDER ENGAGEMENT

In light of the COVID-19 pandemic, Matrix and its subsidiaries have been proactive in engaging all relevant government ministries, agencies and other regulatory authorities.

The engagements had several objectives, which included enabling the resumption of business operations (where relevant), developing a clear understanding of standard operating procedures (“SOPs”) and ensuring effective implementation and dialogue with governmental stakeholders. Employee engagement

was also intensified towards ensuring employees health, safety and wellbeing throughout FY2021.

Kindly refer to the Social section of this report for specific COVID-19 related engagement.

In FY2021, Matrix has continued to engage its stakeholders across a wide range of mediums. Constant, two-way engagement with stakeholders is vital in ensuring that the Group’s approach to sustainability is inclusive, and that the creation of financial and non-financial values is aligned to the views, perspectives and aspirations of stakeholders.

This is a precautionary approach in ensuring that Matrix’s sustainability journey and agenda does not have a disconnect from its stakeholder, and remains relevant in driving mutual value creation.

Our definition of stakeholders is individuals, groups or entities that have the potential to influence or impact Matrix’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:

## FY2021 STAKEHOLDER ENGAGEMENT TABLE

KEY STAKEHOLDERS	KEY INTERESTS	MATRIX’S APPROACH
 <b>SUPPLY CHAIN PARTNERS</b>	Shared purpose, innovation, consistency and a steady and secure supply of work with positive payment options and wider terms and conditions.	We engage with our supply chain on shared challenges, production capacity, skill shortages, knowledge, good sustainable practices and mutually-beneficial terms.
 <b>DEVELOPMENT PARTNERS AND LANDOWNERS</b>	Ability to work within their planning system and generate competitive land value while improving the quality of development, partnership culture and reliability.	We have an excellent record for reliability and expertise, building successful developments by planning and delivering quality and value.
 <b>CUSTOMERS AND COMMUNITIES</b>	Great homes to live in, physical and social infrastructure (schools, club and hospital), the character of the proposed development and ongoing support through quality and service.	We engage proactively with local residents and community representatives to address any concerns and work with our supply chain to minimise delays and quality risks.
 <b>INVESTORS</b>	A clear and consistent business strategy, strong governance, ethics and transparency, and long-term business value.	Our primary responsibility is to actively engage investors on a timely basis to provide them with information on the Group’s fiscal position, its strategies and business plans. This is to strengthen investor confidence in Matrix.
 <b>EMPLOYEES</b>	Career development opportunities, availability of training and mentoring, and working conditions.	We continue to invest in progressive employment policies that provide equal opportunities and have career development programmes for all levels.
 <b>GOVERNMENT AND INDUSTRY</b>	Increasing the delivery rate of new homes, improving the quality and sustainability of developments, and regulating resource efficiency standards.	We are recognised for delivering high-quality developments and continue engaging with the government on emerging sustainable policy and regulations.

# Assessing and Prioritising Material Topics

Matrix continues to assess its materiality topics guided by its Sustainability Policy, its Vision and Mission, business plans and strategies as well as its external and internal operating environments.

## MATERIALITY ASSESSMENT PROCESS

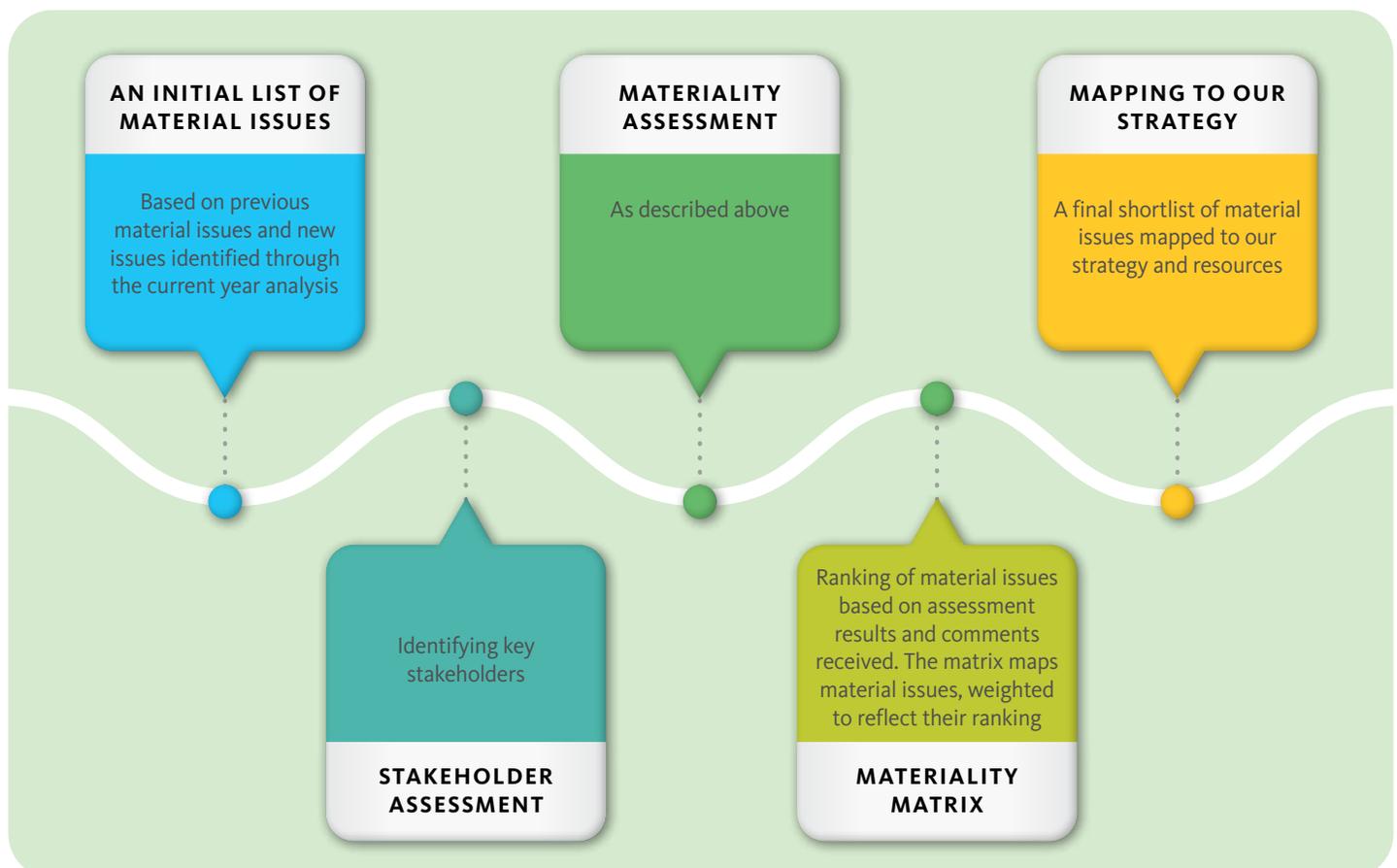
Materiality is assessed based on several factors:

- The extent and likelihood of impact of a particular topic on financial or non-financial value creation, over the short, medium and long term perspectives.
- The extent and likelihood of impact on Matrix, in terms of access to capitals, business processes, brand equity, ability / license to operate and other business factors.
- The extent and likelihood of impact on stakeholders, which ultimately, may or will impact Matrix’s ability to generate value.

The approach begins with this broad perspective to ensure that Matrix’s materiality assessment process has taken into account all possible EES topics.

From here on, a process of refinement is employed by engaging a wide range of internal and external stakeholders towards gauging their views. This process is undertaken periodically, but usually annually.

Our materiality review process is as follows.

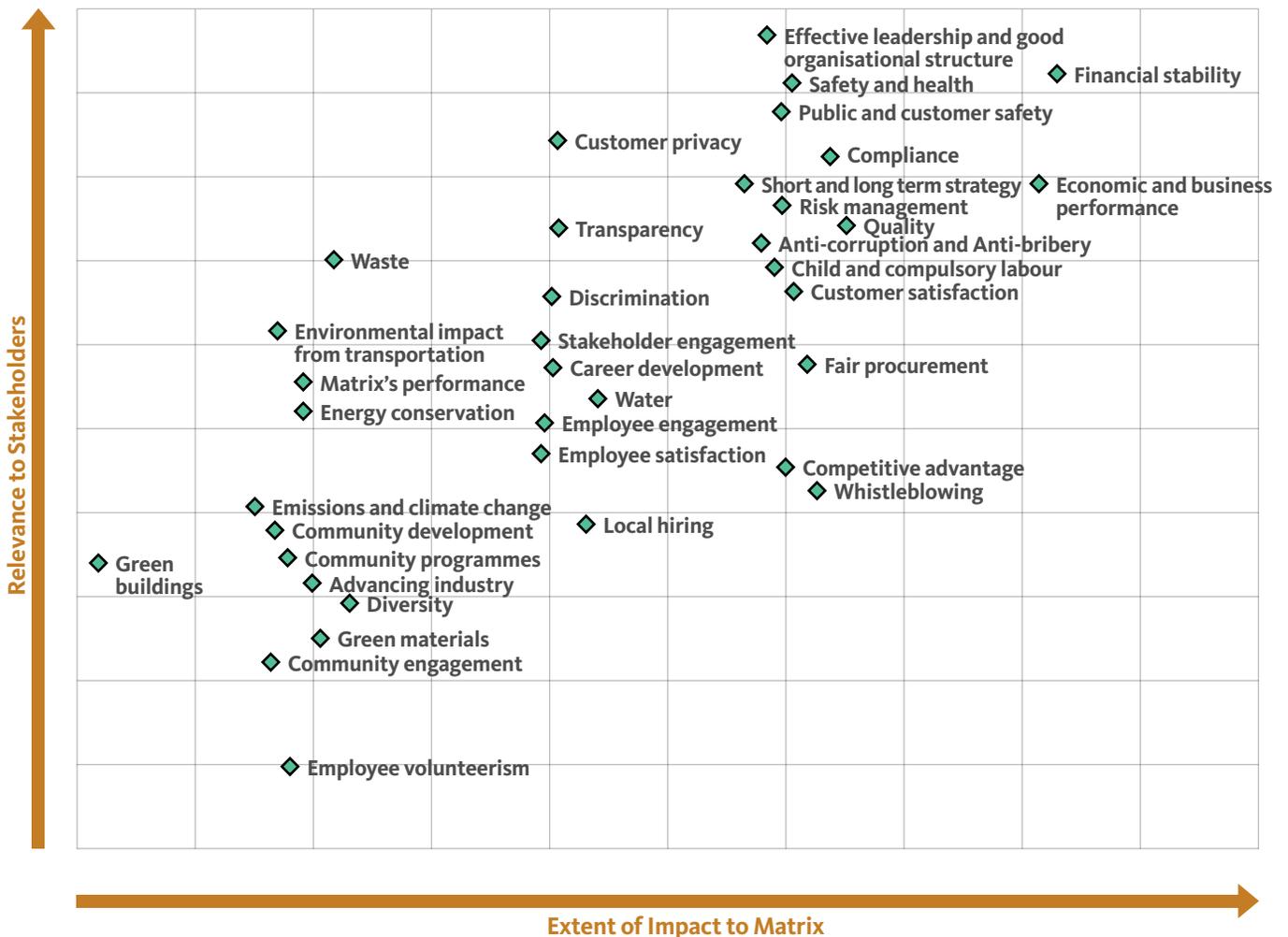




The data and insights collected are then analysed with a preliminary matrix developed to reflect the Group’s top materiality topics. The matrix is further refined at both senior management and Board level, before being approved.

Following are the Group’s materiality matrix and material topics for FY2021. Matrix has retained its topics for FY2021 and subsequently, its materiality matrix as per the previous year. In terms of scope and boundary, all identified material topics apply Group wide.

Matrix has also aligned its material topics with its stakeholders. This practice goes towards developing better understanding of how material matters and issues that relate to, and impact our stakeholders.



## Assessing and Prioritising Material Topics

### RELEVANCE OF MATERIALITY MATTERS TO STAKEHOLDERS

	Customers	Employees	Investors	Government and Regulatory Agencies / Authorities	Local Communities	Industry Stakeholders	Value Chain Partners	Development Partners and Landowners
Financial stability	◆	◆	◆	◆	◆	◆	◆	◆
Economic and Business Performance	◆	◆	◆	◆	◆	◆	◆	◆
Effective leadership and good organisational structure		◆	◆					
Occupational Safety and health	◆	◆	◆	◆	◆		◆	◆
Public and customer safety	◆		◆	◆	◆		◆	
Compliance	◆	◆		◆	◆		◆	◆
Short and long term strategy		◆	◆		◆	◆		◆
Risk management			◆			◆	◆	◆
Quality	◆		◆	◆		◆	◆	◆
Anti-corruption and Anti-bribery		◆		◆			◆	◆
Child and compulsory labour			◆	◆	◆		◆	
Customer satisfaction	◆		◆				◆	
Fair procurement		◆		◆		◆	◆	
Competitive advantage			◆			◆		
Whistleblowing		◆	◆	◆	◆	◆		
Customer privacy	◆			◆			◆	
Transparency	◆	◆	◆	◆	◆			
Discrimination		◆					◆	
Stakeholder engagement	◆	◆	◆	◆	◆	◆	◆	◆
Career development		◆						
Water				◆	◆	◆	◆	
Employee engagement		◆						
Employee satisfaction		◆						
Local hiring					◆		◆	
Waste				◆				
Environmental impact from transportation			◆	◆	◆		◆	
Matrix's performance		◆	◆				◆	◆
Energy conservation			◆					
Emissions and climate change			◆					
Community development					◆			
Community programmes					◆			
Advancing industry						◆	◆	
Diversity								
Green materials			◆	◆		◆	◆	
Community engagement					◆			
Employee volunteerism		◆						
Green buildings			◆	◆		◆	◆	



# Economic Performance



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## DIRECT AND INDIRECT VALUES CREATED

**Robust business or financial performance is a prerequisite in Matrix's triple bottomline approach to sustainability. In essence, the generation of direct economic values such as revenues and profits is not just essential for the growth and development of the Group. It is also essential in driving environmental and social as well as governance related strategies.**

Financial performance provides funding for ESG strategies and activities. Linking ESG to financial performance also provides further impetus and buy-in for sustainability across the Group.

In FY2021, Matrix has once again posted another year of strong financial performance with revenue and earnings on the rise. For full disclosure on the Group's performance and its audited accounts, please refer to the FY2021 Integrated Annual Report.

### Direct Economic Values Created

INDICATOR	FY2019	FY2020	FY2021
Group revenue (RM'000)	1,045,531	1,283,406	1,127,599
Group profit before tax (RM'000)	297,767	337,610	340,808
Group profit after tax and minority interests (RM'000)	218,229	234,453	253,082
Shareholders' equity (RM'000)	1,327,115	1,605,130	1,807,735
Total assets (RM'000)	2,097,913	2,576,905	2,610,163
Cash flow and bank balances (including cash and cash equivalents) (RM'000)	264,210	316,111	237,507
Earnings per share (sen)	29.0	29.5	31.4
Market capitalisation (RM'000)	1,495,000	1,284,690	1,643,000
Dividends (sen)	12.75	11.5	12.0
Dividend pay-out ratio to profits	44.6%	40.6%	39.6%

Improved financial performance enables a greater distribution of wealth to stakeholders, including shareholders and investors, employees, charitable organisations, non-governmental organisations and others. It enables a greater multiplier effect that leads to the realisation of the 5Ps, especially socio-economic prosperity.

Matrix's business performance in FY2021 enables the continued generation of wealth for a wide range of stakeholders as per the following:

# Economic Performance

## Indirect Economic Values Created

INDICATOR	FY2019 (RM'000)	FY2020 (RM'000)	FY2021 (RM'000)
Payments to Employees (Salary and benefits)	90,273	88,069	93,008
Operating Expenses	237,037	238,256	242,879
Government (Income Tax)	79,538	103,157	87,726
Shareholders' Dividends	97,088	95,251	100,107
Repayment to Financiers	71,368	69,637	96,691
Monies Distributed for Community Development, CSR, etc.	8,471	6,419	8,475

## SIGNIFICANT CONTRIBUTIONS TO DEVELOPMENT OF LOCAL INFRASTRUCTURE AND SPURRING LOCAL SOCIO-ECONOMIC IMPACT



28 June 2020

### EXPANSION OF BED CAPACITY AT MAWAR

Matrix continued to invest in Mawar, this time by expanding the medical facility's bed capacity to meet the growing number of patients who required admitted care.

With Matrix's support, Mawar now has 48 beds and this expansion of capacity further enhances the medical facility's capability to provide quality medical care that meets the local community's needs.

14 August 2020

### PROVIDING QUALITY EDUCATION

MGS has continued to exemplify itself as a leading educational institution with its students attaining top scores in the IGCSE examination.

The high scoring performance of MGS' students attests to the school's important role in community development; providing high-level, internationally recognised education infrastructure and opportunities at affordable prices. MGS continues to contribute to developing Malaysia's next generation of talents and nurturing the nation's future leaders.





**24 September 2020**

**BRINGING HIGH-TECH MEDICAL EQUIPMENT TO MAWAR**

In expanding the medical capabilities of Mawar, it has invested in a state-of-the art, RM4.3 million, Magnetic Resonance Imaging (“MRI”) machine, 1.5 Tesla, large bore 70 cm. The latest model of MRI machine with higher imaging resolution and biomatrix technology enables the medical centre to provide better quality healthcare for patients.



**10 October 2020**

**SUPPORTING DEVELOPMENT OF LOCAL INFRASTRUCTURE**

In FY2021, Matrix stepped forward to support the development of an off river storage (“ORS”) facility by contributing RM200,000 to assist Negeri Sembilan residents affected by the floods issue towards ensuring sufficient fresh water supply in Port Dickson.

The ORS facility will help to alleviate water woes presently faced in the area caused by drought, sudden water treatment plant shutdowns and other issues.

**5 February 2021**

**HANDING OVER OF NEW AGE FOOD COURT**

Matrix handed over a modern, purpose built food court, Medan Tiara Biz to Majlis Bandaraya Seremban (“MBS”).

Located in Tiara Sendayan, the food court with a total built up of 10,000 sq feet comes with 12 hawker stalls, toilets including an OKU toilet, surau, wash area and refuse compartments. In addition, there are 20 open car park bays inclusive of 2 OKU bays and 14 motorcycles parking lots.



↑ Seremban mayor, Dato’ Zazali Bin Salehuddin inspecting the food court together with Group Managing Director, Mr. Ho Kong Soon.

**23 February 2021**

**MATRIX DONATES RM1.2 MILLION SCHOOL HALL**

Matrix built and donated a multi-purpose hall valued at RM1.2 million to Sekolah Menengah Kebangsaan Tanah Merah, Port Dickson. The 9,300 sq feet total built-up school hall named Dewan Legasi, is a multi-purpose hall with three badminton courts and it has a ceiling height of 9 metres which is suitable for indoor sport activities.

The hall is equipped with a built-in stage and comes complete with a sound and light system and curtains, changing rooms and toilets located at the back of the stage. It has a large theatre-style seating capacity of up to 600 pax.



Menteri Besar of Negeri Sembilan, YAB Dato’ Seri Haji Aminuddin Bin Harun officiating the event accompanied by Group Executive Deputy Chairman, Dato’ Lee Tian Hock and Group Managing Director, Mr. Ho Kong Soon.



## Economic Performance



*Dato' Lee Tian Hock, receiving the award from Yang Berhormat Senator Tengku Datuk Seri Utama Zafrul Bin Tengku Abdul Aziz during the presentation ceremony.*



### 9 March 2021

#### RECOGNISED AS A BEST TAX PAYER BY THE GOVERNMENT

At the 25<sup>th</sup> Tax Day Celebration of the Inland Revenue Board (“IRB”), Matrix was recognised as one of the Best Tax Payers.

The Group is honoured to have been acknowledged at the prestigious event which was officiated by the Minister of Finance Yang Berhormat Senator Tengku Datuk Seri Utama Zafrul Bin Tengku Abdul Aziz.

Matrix stands tall on its track record of contributing to the development of the nation through tax payments.

### 20 March 2021

#### PROVISION OF A PUBLIC TOILET AT UJONG WALK

Matrix built a public toilet located in N9 Sg. Ujong Walk, Seremban.

The toilet with a total built up of 373 sq feet comes with one male toilet, one female toilet, one OKU toilet, one attendant room and one janitor room.

With the total cost of RM90,000, it was built with a modern design, energy-saving features and landscape.

*The launch ceremony was held in conjunction with World Water Day 2021. The event was officiated by YB Nicole Tan Lee Koon, Negeri Sembilan State Executive Councillor for Women Affairs, Family and Welfare.*



### THE MULTIPLIER EFFECT OF THE BUSINESS MODEL

Beyond quantifiable direct and indirect economic values, Matrix’s business model also serves to provide a multiplier effect in driving socio-economic prosperity. This includes spurring a wide range of economic activity, creating jobs and entrepreneurial opportunities while also developing local supply chains, not forgetting infrastructure developments.

Other benefits include uplifting communities and enhancing quality of life, by transforming the landscape of a particular location through property development.

The Group’s Sendayan Developments, which comprise the Bandar Sri Sendayan (“BSS”) township and the enclaves of Ara Sendayan and Tiara Sendayan, have become highly-desired addresses in the southern Klang Valley, both for upgraders from nearby towns, as well as buyers from Klang Valley.

As a township developer, Matrix intends to continue leveraging on its proven track record and the established award-winning brand name of its Sendayan Developments to tap the growing lifestyle trend among urbanites to reside in the suburbs with good infrastructure and convenient accessibility and connectivity, yet remaining close enough to commute daily to the city centre for work and other purposes.



**Value Creation for Homeowners**

By having built over 32,000 properties since our inception, Matrix has delivered a wide range of value to homeowners, beyond capital appreciation, rental yields and other financial or tangible aspects.

Through property development, we have helped countless families and individuals derive benefit from owning their own home.

**With our properties priced competitively, we enable more Malaysians to climb the first steps on the property homeownership ladder.**

**Beyond quality living, our homes provide the foundation upon which lifestyle aspirations can be formed and built.**

**Providing a roof over heads, thus meeting the basic living need for shelter, safety and security.**

**Opening doors to allow social-economic mobility and progression. A home in a good neighbourhood or township provides better education and health opportunities and a strong sense of community and belonging.**

# Economic Performance

## VALUE CREATION AS EXEMPLIFIED IN OUR TOWNSHIPS



**01** ◆ Value for money homes, mostly mid-ranged properties provide quality living and meets the nation’s needs for housing.

**02** ◆ Retail and commercial components such as shops, malls and offices sustain local business activity and supports local employment and job creation. This leads to a wide range of positive multiplier effects for the local community.

**03** ◆ Leisure and entertainment components such as the X-Treme Park and the d’Tempat Country Club meet the community needs for recreation.

**04** ◆ d’Sora Boutique Business Hotel completes the value proposition, providing accommodation for leisure or business travellers.

**05** ◆ Industrial developments provide further job creation and economic activity to sustain the township.

**06** ◆ Excellent road and highway infrastructure provides unfettered accessibility and connectivity.

**07** ◆ Emphasis on “blue” and “green” natural environments enable nature to thrive.

**DRIVING HOME OWNERSHIP THROUGH AFFORDABILITY**

- Despite an ongoing property overhang, Malaysia continues to face a shortage of suitable homes, which are appropriately priced and suitably located.
- Matrix plays a significant role through the development of homes that are priced within the purchasing power of middle-income Malaysians. 76% of the Group's properties are priced below RM500,000 in FY2021.



**VISIONARY MASTERPLANNING**

- Matrix consummately masterplans its developments towards delivering a complete lifestyle proposition.
- Beyond homes, its developments are supported by education, recreation and commercial components. These are provided by Matrix through its other business divisions or by leveraging on the strategic location of its landbank which is adjacent to such facilities / amenities.



**CREATING COMMUNITIES**

- All Matrix's projects are masterplanned to provide quality housing as well as ample community facilities, ample greenery and more.



**TECHNOLOGY AND INNOVATION**

- Matrix continues to tap a wide range of technologies such as IBS, RE and more to create value and enhance living, while reducing its carbon footprint.



**PRODUCT QUALITY AND CUSTOMER SATISFACTION**

Matrix continues to take pride in providing top-notch design and build quality for buyers of its products. Quality is essential in ensuring customer satisfaction, especially in developing repeat buyers or buyers through referrals. Good quality strengthens

brand credibility and enables trust to be developed with customers and stakeholders.

However, aside from a commercial perspective, the emphasis on quality also goes towards improving cost and operational efficiencies, in reducing wastage and improving construction time and completion of units.

Hence, Matrix has developed a comprehensive management approach to quality control and assurance. The Group's property and construction business divisions (which are the primary divisions involved in property development) have the following quality certifications:

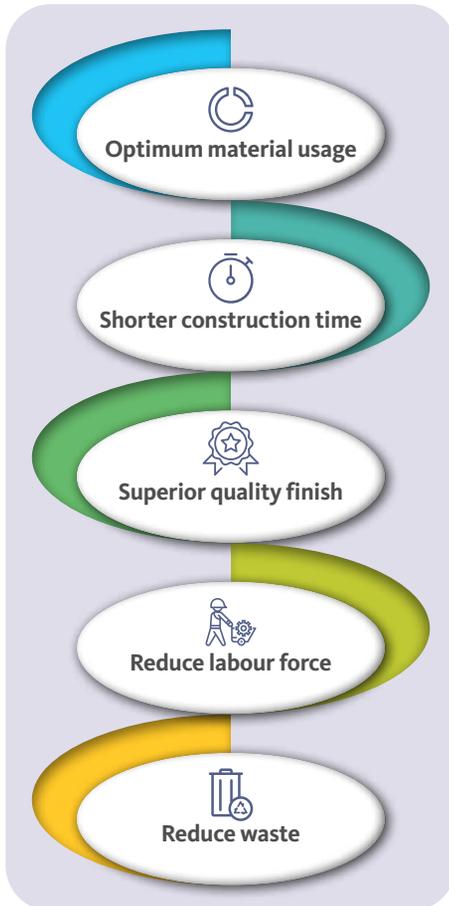
Business Unit	Scope	Certification	Description
Property Development	Provision of property development, management and services	ISO 9001:2015	Quality Management System ("QMS")

# Economic Performance

## Delivering Quality Through IBS

Beyond commercial reasons, the adoption of IBS offers a wide range of advantages:

### Benefits of IBS



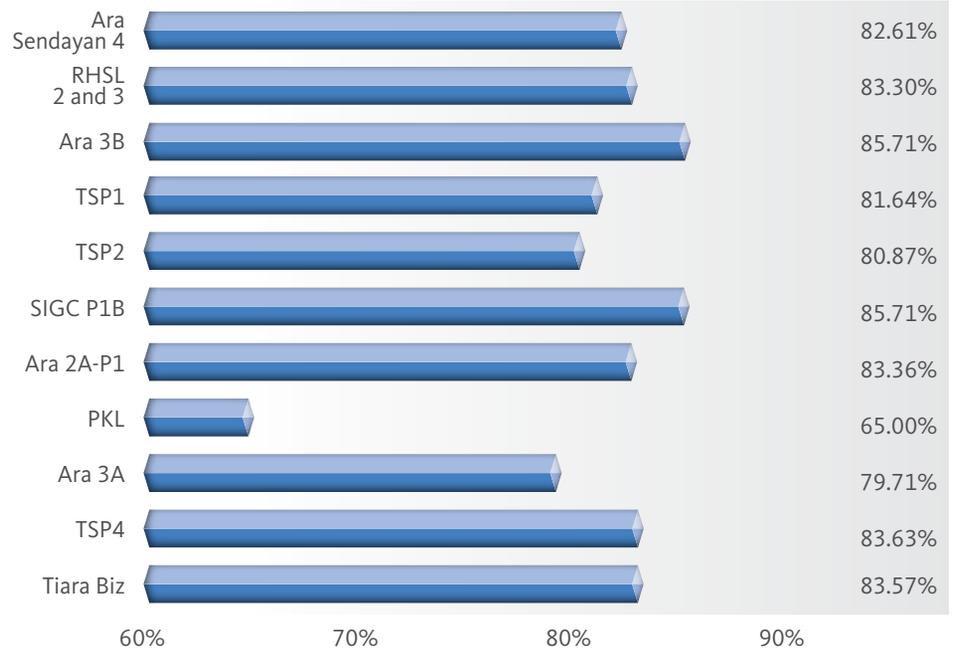
Matrix commenced IBS construction in FY2020. It plans to ramp up production going forward.

### Customer Satisfaction Driven

Without a doubt, customer satisfaction remains core to Matrix's value creation approach. Customer satisfaction with the Group's products and services are regularly gauged. These measurements are implemented for the Group's Property Development, Education, Hotel and Recreational (clubhouse) business divisions.

## Property Division Customer Satisfaction Results

### MCHB (NS) Key Handover Customer Satisfaction Rating (Y2020/2021) (%)



### DRIVING SUSTAINABILITY ACROSS OUR VALUE CHAIN

Beyond its own organisation and operations, Matrix has progressively encouraged to align suppliers with the Group's standards and benchmarks for ESG. In doing so, it enables Matrix to multiply the effects of its sustainability approach and also address the issue of ESG impacts that may be occurring outside of the Group's boundary.

Matrix's management approach is driven by its Sustainable Supply Chain Policy: <https://www.mchb.com.my/wp-content/uploads/Sustainability-Supply-Chain-Policy.pdf>.

Establishing ESG guidelines for suppliers also contributes to an overall improvement in the quality of the Group's supplier base while developing a robust value chain that is compliant with industry standards and regulatory requirements.

In the provision of goods and services to Matrix, all suppliers must at all times:

- Comply with regulatory requirements such as federal, state and municipal laws and statutes
- Comply with all industry standards and limits sets for environmental and social impacts including Health, Safety and Environment (HSE) aspects.
- Committed to the protection of environment, including prevention of pollution such as noise, waste, etc.

The Group also conducts risk assessments on suppliers, for both environmental and social compliance as part of its pre-qualification criteria. This include desktop as well as physical inspection audits.

**PRODUCTS AND SERVICES**

Achieving quality and excellence while protecting intellectual property and Matrix's assets.

**COMPLIANCE**

Good corporate citizenship and compliance with all applicable Malaysian laws, regulations and generally accepted practices.

**HUMAN RIGHTS AND LABOUR RIGHTS**

Respecting the protection of human rights and supporting basic labour rights outlined in Malaysian Labour Law such as:

- Equality of opportunity and treatment
- Meeting Malaysian law in terms of minimum pay, working hours, overtime hours and overtime differentials
- Prohibiting child and forced labour in any form

**OCCUPATIONAL SAFETY AND HEALTH**

Providing a safe, healthy and well-managed working environment and preventing incidents and injuries.

**ENVIRONMENTAL MANAGEMENT**

Complying with local environmental legislation including:

- Managing waste properly
- Optimising resources with the use of energy, raw materials and water

**BUSINESS ETHICS**

Zero tolerance for corruption, bribery and money laundering.

Suppliers' compliance with this policy are evaluated annually and violations may result in their contracts being terminated.

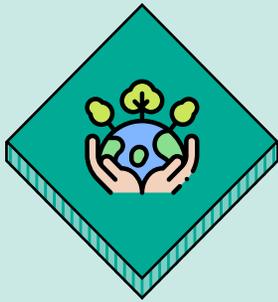
Contractors that fail to adhere to Matrix's requirements will be given a warning to improve and if non-performance persists, will be removed by the Procurement Department's list of approved vendors.

**Emphasis on Local Supply Chains**

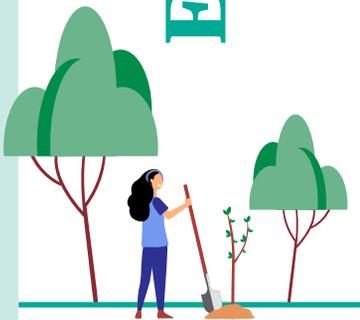
Matrix is committed to supporting local suppliers. 100% of its supply chain comprises local suppliers and vendors.

The Group's preference to source locally is aimed at developing local value chains and facilitating local job creation and entrepreneurship opportunities. Beyond creating jobs and business opportunities for locals, local procurement also enables knowledge and skills transfer and reduces our environmental footprint (when compared to importing goods or services from abroad).

Interested vendors may bid under an open tender system where contracts are awarded based on the best value proposition offered; in terms of cost, quality of goods and services and other set criteria.



# Environment



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- 38 Environmental Monitoring
- 39 Biodiversity
- 39 Paper Usage

Matrix remains cognisant of its environmental footprint, which arises from its business operations. Given the Group’s operations in construction and property development, Matrix continues to closely track a wide range of environmental indicators. These include materials, water and energy consumption, emissions, waste management, paper consumption and others.

Beyond tracking and monitoring, the Group continues to enhance its management approach to these topics towards improving its performance for each.

## CLIMATE CHANGE

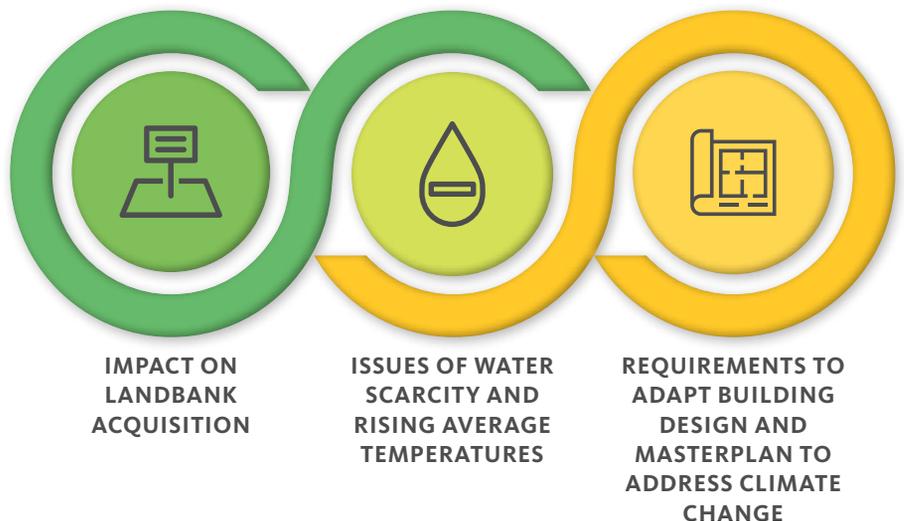
Increasingly, given its growing effects across the world and in Malaysia, Matrix has begun to focus on climate change from the following perspectives: the possible impacts of climate change on Matrix’s business model and its business operations, and Matrix’s possible contributions to climate change through the consumption of resources, the Group’s business processes and its production of products and services.

The Group also intends to regard climate change from a more strategic perspective; which is the potential impact on its stakeholders. For example, issues of water scarcity at a particular landbank may impact the Group’s property development plans for that said parcel or area.

A lack of consideration for this matter, may ultimately burden homeowners, who after buying their houses may end up facing frequent water cuts or rationing, which would inconvenience them. This may also lead to commercial loss for local businesses within that area.

The same with rising temperatures, which has been recently reported in local media. Almost all cities in Malaysia have seen a rise in average temperatures. Again, Matrix will need to consider how would this impact the lifestyle of homeowners either in existing or future developments. *Would new measures that entail additional costs be required to mitigate against rising temperatures?*

These and other issues related to climate change are being considered by the Group in its strategic development plans going forward.



### RISKS AND OPPORTUNITIES PRESENTED BY CLIMATE CHANGE

Opportunities to develop alternative solutions such as recycling greywater to achieve self sufficiency.

Opportunity to promote environmental awareness across the value chain and to customers towards encouraging concerted action for greater cumulative impact.

Increased potential to seek government and regulatory support for incentives and other benefits for more eco-friendly practices.

Greater acceptance for use of eco-friendly design, materials and features within property development.



Potentially impact availability of suitable land for development due to changing weather patterns and lack of water sources.

Higher acquisition and development costs.

Lack of water may disrupt construction operations.

Increased operational costs for both businesses due to increased expenditure required to address climate change impacts.



# Environment

In the same vein, climate change also presents opportunities for the Group to rethink its business model or at least, its business processes.

In collaboration with Tenaga Nasional Berhad (“TNB”), Matrix successfully embarked on its maiden solar photovoltaic (“PV”) project at its 50,000 sqft d’Tempat Country Club.

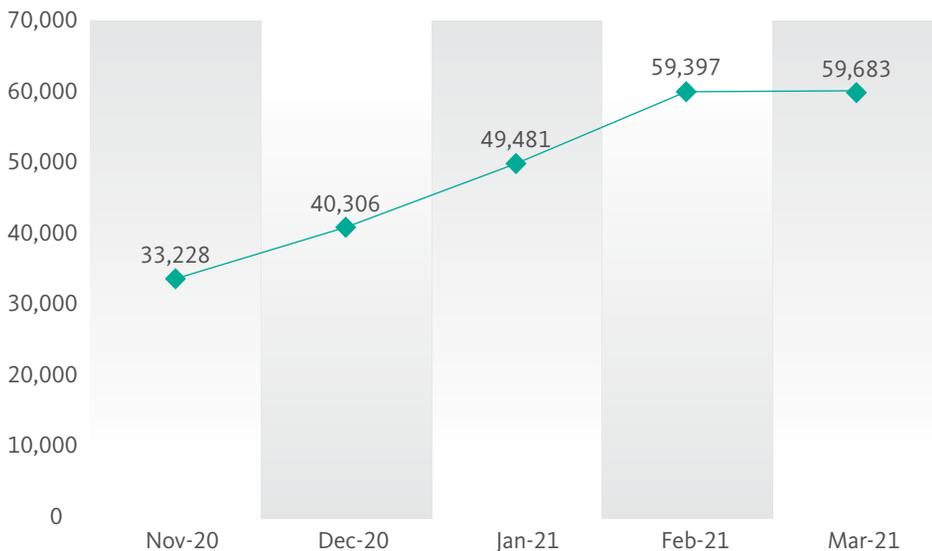
The Group has installed PV panels at the clubhouse’s rooftop. Under the terms of the agreement with TNB, Matrix will enjoy a 25-year concession period with a fixed tariff rate for the said period. The installation was completed in November 2020 and has begun operations.

Plans are also in progress to implement the same at the MGS.

An initial feasibility assessment has been successfully completed and an agreement with TNB is to be concluded by the end of FY2021. Installation of the PV panels are also expected by end of FY2021.



**Solar Energy Generated (kWh)**



The Group is also increasingly looking to include more eco-friendly features in its properties and to offer more of such options to homeowners as part of their ownership package. The use of grey water or recycled water as well as more rainwater harvesting to reduce dependence on potable water is also an option. These are some of the adaptive measures that Matrix has implemented or intends to implement based on feasibility.

The use of IBS will also reduce resource consumption, reduce wastage and enable greater consistency in quality while reducing overall environmental footprint from the construction process.

**USAGE OF ECO-FRIENDLY MATERIALS**

Property development and construction entails consumption of the following raw materials or inputs: concrete, wood, metal brick / masonry and glass. Progressively Matrix has looked to undertake the following in addressing resource consumption:

**SOURCING**



- Endeavour to source raw materials from certified “green” or quality suppliers.

**SELECTION**



- To use more eco-friendly materials across its business operations throughout all divisions whenever possible.

**PROCESSES**



- To be more efficient towards reducing consumption of raw materials.
- To monitor and reduce energy consumption.
- Improve quality and prevent wastage.

**ENERGY CONSUMPTION**

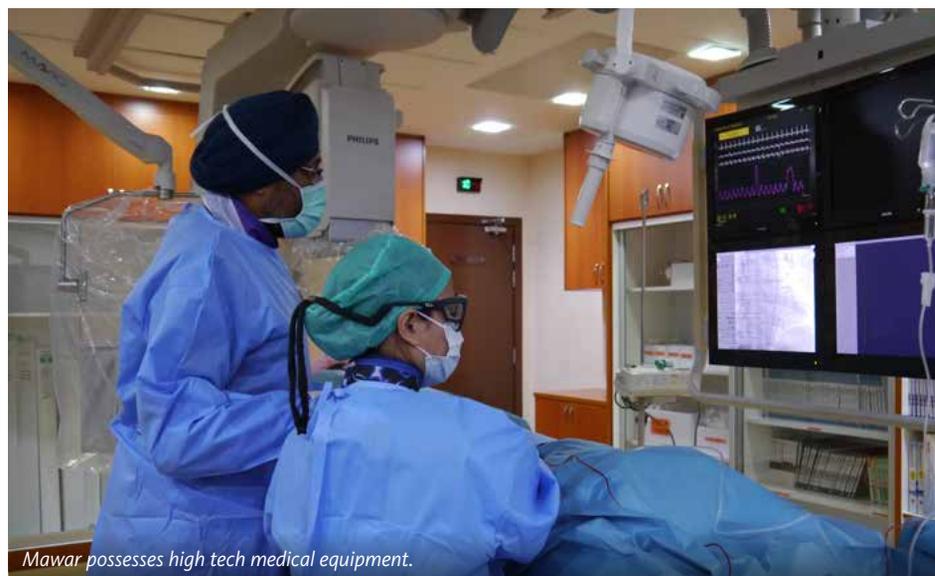
Matrix remains committed to managing its energy consumption, particularly the use of diesel within its construction process. Diesel is used to power a wide range of machineries and equipment and can contribute to emissions. The Group is also mindful of electricity consumption from the conventional grid.

Matrix’s management approach to electricity consumption is guided by the Group’s Energy Management System (“EnMS”) standard.

**Electricity Consumption (kWh)**



The Group’s electricity consumption for FY2021 is higher primarily due to the inclusion of the energy consumption from the Mawar, a new business unit managed by Matrix.



Mawar possesses high tech medical equipment.

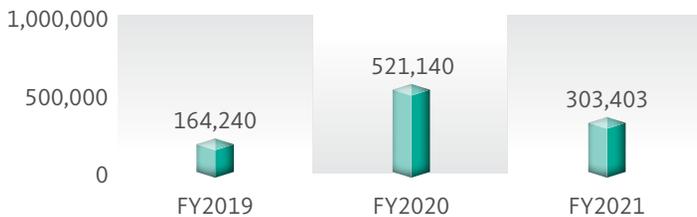
# Environment

Sans Mawar, Matrix actually has achieved an overall energy reduction of 11.22% on the back of reduced electricity consumed from the grid due to reductions at MGS, d'Tempat Country Club and d'Sora Boutique Business Hotel.

Matrix has commenced measures at Mawar towards becoming more energy efficient.

Diesel consumption is typically linked to construction activities. In FY2021, the disruption to construction activities caused by the COVID-19 pandemic had impacted the level of works and activities at project sites. Hence, diesel consumption significantly reduced by 41.78% year-on-year.

### Diesel Consumption (Litres)



### CARBON EMISSIONS

Matrix's calculation of emissions is based on the internationally-recognised GHG Protocol established by the World Business Council for Sustainable Development ("WBCSD") and the World Research Institute.

Management is cognisant that the property development and construction industries are generally energy intensive and thus, more prone to be higher producers of emissions.

Driven by this realisation, Matrix has implemented an Environmental Management System ("EMS") to manage environmental impacts including emissions. Based on its EMS, the following measures have been implemented Group wide to better manage energy consumption and carbon emissions:

- Increased monitoring and control of diesel usage at all project sites.
- Adopting RE alternatives to reduce reliance on electricity from the national grid whenever possible.

Matrix's carbon emissions generally stem from the consumption of energy derived from fossil fuel sources such as diesel

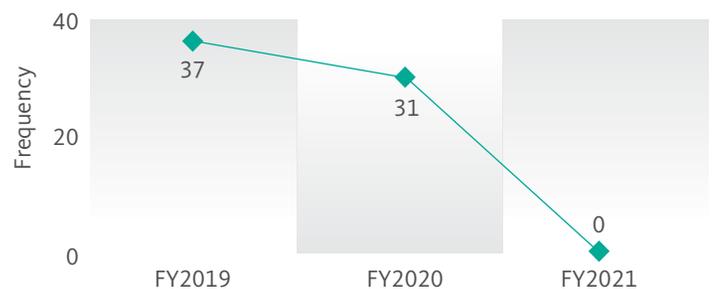
and fuel (Scope One) and electricity (Scope Two). Present emission levels are within the limits set by the Department of Environment, Malaysia.

Given that there were no overseas business trips made in FY2021, Scope Three emission for the Group are negligible. While emissions have increased, the increase is largely due to the inclusion of Mawar's operations (which is a new business unit managed by Matrix). With the exception of Mawar, Matrix has seen emissions derived from diesel and electricity reduce by 41.78% and 11.22% year-on-year.

### Emissions (tCO<sub>2</sub>e)



### Business Trips

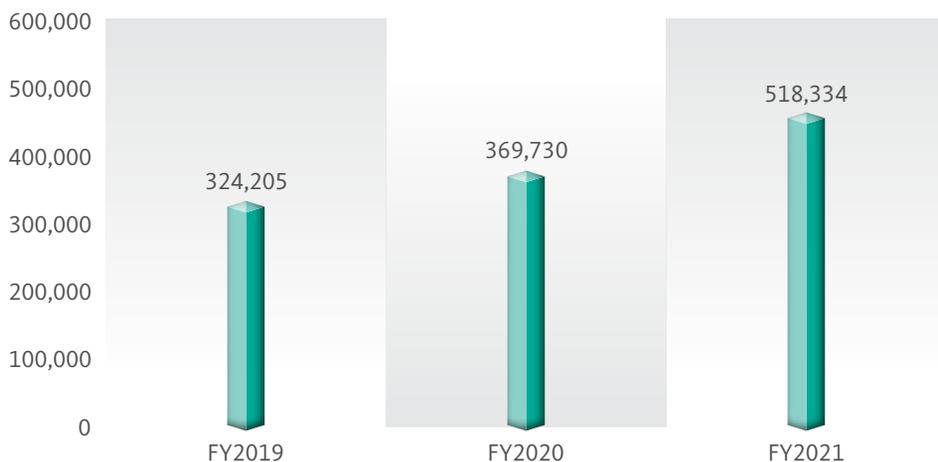


### WATER CONSUMPTION

Water is used extensively in property development, particularly in construction and property development. The Group has or is exploring the possibility of implementing the following to manage water consumption:

- Option for homeowners to install water saving features in their homes.
- Increased construction of rainwater harvesting tanks across Matrix's projects.
- Use of greywater or storm retention pond water for non-potable use.

**Water Consumption**  
(m<sup>3</sup>)



Overall water consumption has increased by 28.67% due to injection of Mawar (62,880 m<sup>3</sup>) into the Group as well as higher water consumption by Matrix's construction division, primarily for its operations in Negeri Sembilan.

### WASTE

Matrix produces several types of wastes from its operations as per follows:

- Earth and other debris resulting from excavations
- Hardcore and concrete waste
- Steel scrap
- General waste and debris
- Chemical waste

Waste is managed according to the Group's stringent process and procedures which comply with the DOE's regulatory standards as well as industry best practices. The focus is on safe disposal of waste without utilising landfills, and where possible, recycling of non-hazardous wastes.



*Re-using concrete waste for road underlay at construction sites.*

# Environment

However, where necessary, solid waste is disposed at legal dumpsites approved by the Perbadanan Pengurusan Sisa Pepejal dan Pembersihan Awam Negeri Sembilan (“PPSPANS”).

A recycling centre is established at each project site for the recovery of reusable municipal waste such as glass, aluminium and plastic.

### How Materials are Reused to Reduce Waste

The increasing amount of waste generated became a primary focus for our design, procurement, innovation and construction teams in FY2021.

### Short, Medium and Long-Term Approach to Designing Out Construction Waste



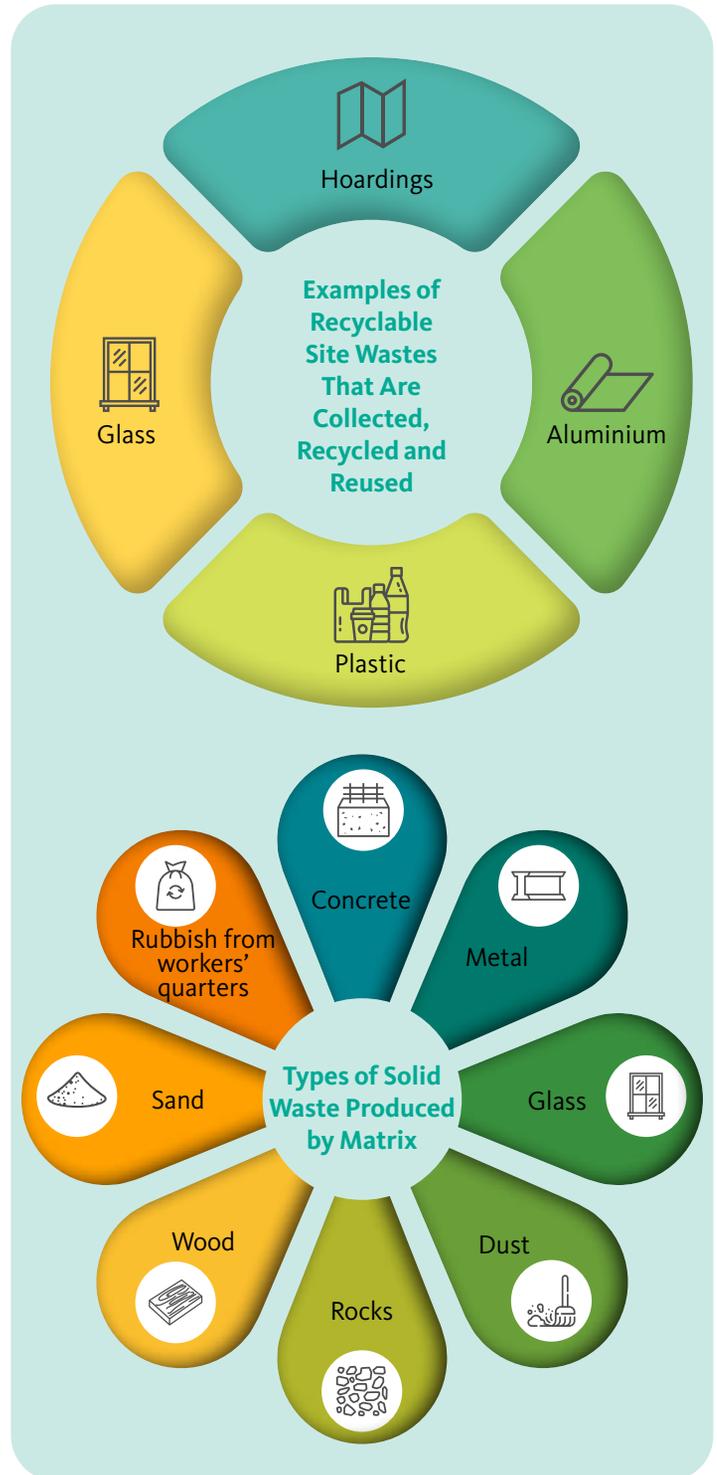
Innovation and designing out waste through offsite construction methods



Communication, target setting, performance and feedback



Strict enforcement of segregation and diversion



Open burning is prohibited on all sites to prevent soot and dust from affecting the air quality of the surrounding areas.



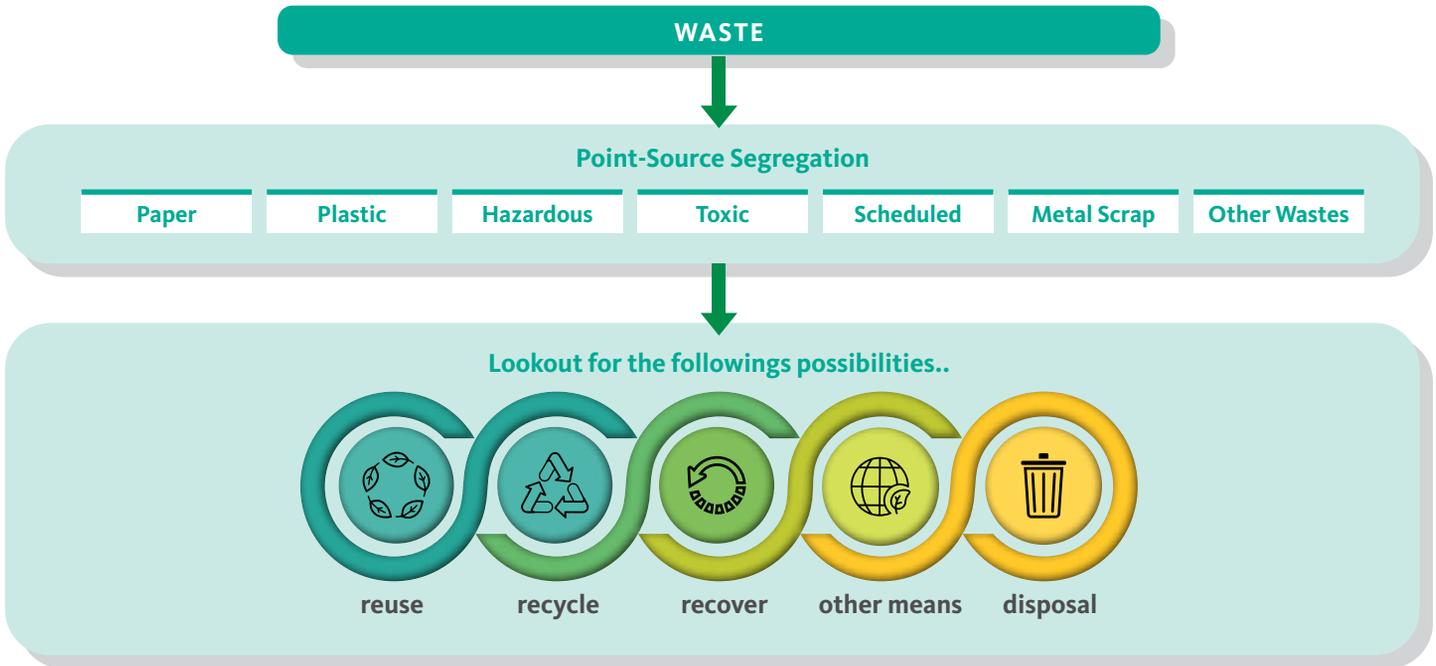
The use of the IBS system, enables further reduction in waste.

Matrix's IBS plant adheres to all relevant acts and regulations when storing, managing and disposing of scheduled wastes. These regulations include the following:

- Environmental Quality Act 1974 (Act 127) relating to the prevention, abatement, control of pollution and enhancement of the Environmental Regulations and Order
- Environmental Quality (Scheduled Wastes) Regulations 2005
- Regulations 15 of the Environmental Quality (Sewage)
- Regulations 2009 that allows sludge disposal with written permission from the Department of Environment State Office

Beside IBS, Matrix continues to explore other alternative construction methods which are eco-friendly.

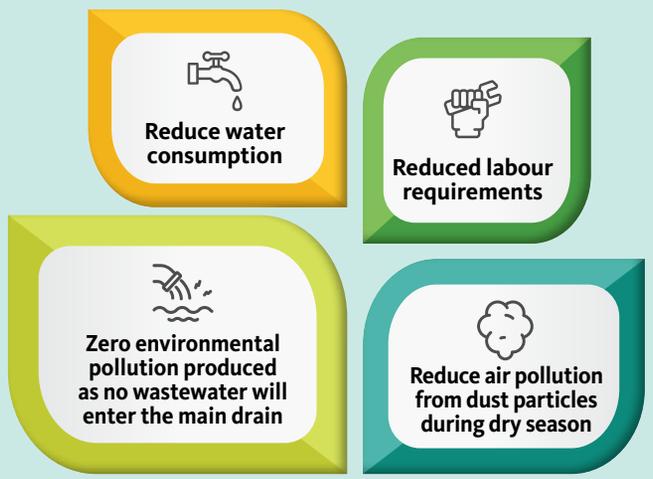
# Environment



## New Drainage System

Matrix is currently constructing a new drainage system for its IBS plant. Once completed, the wastewater produced by manufacturing IBS components will flow into this internal drain to the treatment plant. This system will help Matrix realise significant environmental and operational benefits.

### BENEFITS OF NEW DRAINAGE SYSTEM



## Matrix IBS's Total Waste Management Model



Waste from the IBS Factory	FY2021
Total waste generated from production (Kg)	610,961
Other waste (Kg)	15,586
Waste recycled (Kg)	7,515



Waste collected are sold to scrap collectors.

Waste data is given for only FY2021 as full plant operations only commenced within the said financial year.

The IBS operations aims to increasingly improve the efficiency of its processes to reduce waste generated and to also increase recycled content use within its production going forward.



Waste recycling area at Matrix IBS factory.

## RECYCLING

Recycling is increasingly being practiced across the business model and Matrix's various business divisions. The Construction and Property Development business divisions in particular, have institutionalised various recycling standard operating procedures ("SOPs").

Matrix also encourages its supply chain to minimise and recycle waste. This is driven by Matrix's Sustainability Supply Chain Policy that requires suppliers to:

- Comply with local environmental legislation and official regulations pertaining to waste management.
- Sort and forward waste according to local legislation and be utilised or recycled to minimise environmental impacts and risks;
- Toxic waste to be forwarded for appropriate processing. Substances that are hazardous to the environment or health must be identified and used, stored and disposed of in a safe and controlled way;
- Safe data sheets and instructions for eventual accidents to be kept up to date; and
- All suppliers to work with Matrix to continually reduce the use of energy, raw materials and water as well as minimising waste and emissions to air, water and the ground in operations.

Data is provided for recycled waste collected from Matrix's head office and the d'Tempat Country Club. On the whole, with better office management, used papers are recycled as rough paper for drafts as well as waste collection efforts were affected at the d'Tempat Country Club due to slower activities during the MCO period resulting in lower quantities collected for FY2021.

# Environment

## Old timber



Transformed into invaluable wood chippings

## Unused or waste plasterboard



Reused

## Old tiles and bricks



Repurposed as building materials or road paving underlay

## Rubble



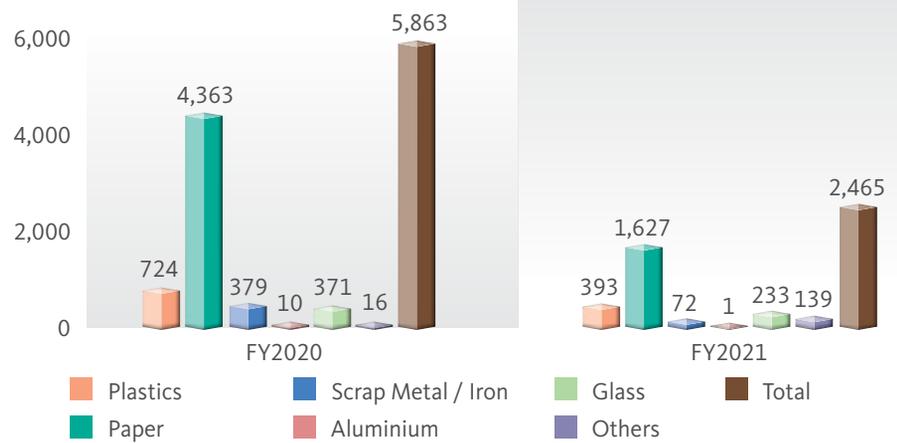
Repurposed as building materials or road paving underlay

## Wood



Reused to stack concrete material panels and slabs

### Recycled Waste (Kg)



↑ Scrap metals and all other construction materials for recycling.

### Resources Efficiency Behaviour

Improved communication and engagement provide clear, costed directional instructions to all key divisional decision-makers. New waste or resource efficiency measures and monitoring compliance with Group standards are covered.



#### NO STYROFOAM

- Styrofoam is non-biodegradable and considered the main component of marine debris.
- Styrofoam packets have been banned from the beginning of d'Tempat Country Club operations.



#### PAPER SAVING AND EFFICIENCY

- Photocopiers with paper usage calculators have been installed to monitor paper use.
- Used paper is reused for draft copies.
- Printing of internal meeting materials is discouraged at all times.



#### FOOD WASTE FROM THE CLUB AND HOTEL

Composite bins operating on two different methods, water-based vegetation and chemical-based, are placed at d'Tempat Country Club to manage food waste. d'Tempat Country Club has begun composting its kitchen and garden waste for use in landscaping and the food enzymes are used for other general purposes. This process which in turn reduces chemical fertiliser costs.



#### NO PLASTICS

- Plastic water bottles and straws are discontinued in Matrix including d'Tempat Country Club and d'Sora Boutique Business Hotel.
- d'Tempat Country Club sends its plastic bottle waste to SWM Environment Sdn Bhd for recycling.



#### USED OIL

d'Tempat Country Club and d'Sora Boutique Business Hotel continued its collaboration with a third-party organisation to collect used oil. This waste is transformed into soap using a saponification process, which is a neutralisation reaction with sodium hydroxide.

#### CHEMICAL WASTE

Chemical waste from the science laboratory at MGS is discharged directly into its drainage which is equipped with a centralised neutraliser device.



## Environment

### ENVIRONMENTAL MONITORING

In accordance to regulatory compliance, Matrix performs regular air, water and noise pollution monitoring at all operational sites. Monitoring is performed by an independent third party.

The Group is happy to report that across FY2021, all projects sites have complied their permissible levels set by the Department of Environment for air and water discharge as well as noise pollution.

Water quality is monitored monthly while, other types of environmental monitoring is performed quarterly.

However, on rare occasions, the levels had high silt discharge. The following remedial action was immediately taken to ensure levels decreased to within permissible levels.

Month	Project Site	Incident	Remedial Action Taken
<b>July 2020</b>	STV3	High silt discharge on site.	Mitigation: repair sediment basin and relevant discharge inlets.  Levels have remained within the maximum threshold for regulatory compliance.
	Bayu Sutera		Expedited construction of sediment basin. No further incident of excessive silt / sediment levels.
<b>October 2020</b>	Bayu Sutera	Surrounding residents complained of excessive noise levels during public holidays.	Stricter monitoring of contractors to ensure compliance to working only within permitted hours.
		Surrounding residents complained of air borne silt.	Improved management of earthwork operations; increased water browsing frequency
<b>December 2020</b>	Bayu Sutera	Surrounding residents complained of excessive noise levels during off hours.	Stricter monitoring of contractors to ensure compliance to working only within permitted hours.
		Surrounding residents complained of air borne silt.	Improved management of earthwork operations; increased water browsing frequency.
<b>January 2021</b>	Tiara Sendayan	High silt discharge.	Month long desilting of sediment basin.

**BIODIVERSITY**

For FY2021, for the time being, neither Matrix’s landbank nor its existing townships or standalone developments are considered to be sites of high biodiversity value. The same applies to locations adjacent to the Group’s business operations.

Matrix shall continue to monitor all sites for potential biodiversity value. This includes unique habitats as well as flora and fauna, especially any of the latter that is on the IUCN Red List.

Matrix is also exploring the feasibility of working with external consultants to enhance overall biodiversity of flora and fauna at its projects. This may comprise landscape beautification projects, biodiversity audits and other initiatives.

Beyond adding to the aesthetics of the overall township / project, biodiversity projects can also be tapped to drive local community engagement centred on environmental awareness and conservation. These projects are still being assessed.

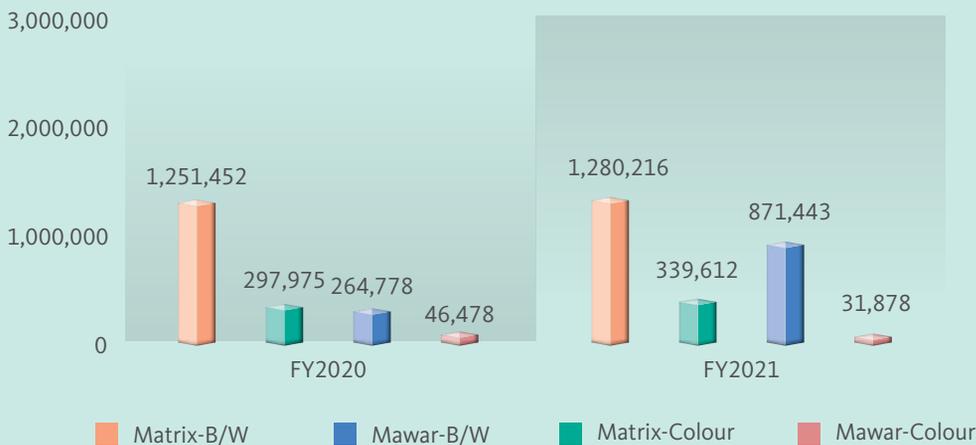


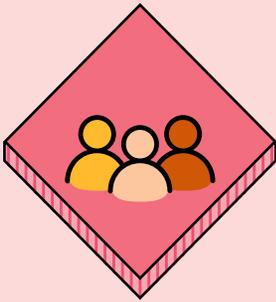
**PAPER USAGE**

Paper consumption is used as part of office function and work conducted within the organisation. Consumption has increased primarily due to a 35.6% increase in paper consumption at Mawar for black and white printing.

The Group looks to reduce paper usage with the incorporation of more digitalised systems and processes across the Group.

**Paper Consumptions**  
(pieces)





# Social



- 40 Committed to Fair Labour and Human Rights
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- 47 Employee Engagement and Events

**Matrix’s approach to sustainability includes its social commitments as a good corporate citizen. As part of its triple bottomline approach, people and communities occupy an equal position to economic and environmental matters.**

With that regard, Matrix’s key social stakeholders are its workforce and the local communities in which it the Group impacts / influences via its business presence.

With the former, the management approach for talent is centred on ensuring effective talent recruitment, retention and development and providing enriching and rewarding careers for staff. This translates into satisfied, motivated employees who contribute high performance that cumulatively supports improved business results for the Group.

With the latter, the focus is on generating positive societal impacts in terms of health and safety, education and overall community betterment. These strengthen the Group’s branding and the eventual improvement of the community, supports the Group’s medium and long-term business development aspirations.

### COMMITTED TO FAIR LABOUR AND HUMAN RIGHTS

In terms of employment, Matrix is guided by basic human rights principles and the Malaysian Employment Act 1995 and all other relevant labour laws of Malaysia. The Group subscribes to the International Labour Organisation (“ILO”) and the Universal Declaration of Human Rights and also the UN Global Compact 10 Principles as follows:

- 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

Matrix has instituted the following policies and procedures:

Compliance with Minimum Wage Order 2018
Right to freedom of association
Prevention of child or force labour
Policies that address non-discrimination, the creation of an equal opportunity workplace, gender and ethnic diversity
Policy Statement on Human Rights and Labour Standards.

Matrix’s human rights policy is summarised in its Code of Conduct for employees and directors and suppliers are expected to adhere to these high standards. As part of our risk assessment procedure, the labour standards of all operations are reviewed regularly including existing and potential business and supply chain partners.

In FY2021, Matrix continues to uphold its track record for zero reported incidents of infringements of the rights of any persons, adult or child, nor any incidence of, forced or compulsory labour. Neither has there been any violation of human rights involving the rights of indigenous people at any time in Matrix’s history.

**COVID-19 PREVENTION**

Matrix, first and foremost prioritises the health and safety of its staff. As such, the Group has ensured a high level of Standard Operating Procedure (“SOP”) compliance across its operations. Matrix developed special COVID-19 procedures and work processes to ensure smooth and safe operations during the pandemic.

At Group and subsidiary level, special attention and preventive measures including emergency responses were undertaken.

New measures introduced include, social distancing requirements at the workplace, regular screening and testing of employees including temperature checks, mandatory 14-day quarantine periods for infected staff and staff who may have been in close contact with infected staff. Regular disinfection was conducted at various operational sites. Staff were supplied face masks and were required to put it on during working hours.

A general work-from-home (“WFH”) order was issued to all staff with exceptions made for staff who are required to be stationed on site. Given the stringent measures taken and the strict compliance to SOPs, The Group is pleased to report only a very small number of positive cases in FY2021 and all cases are well controlled to prevent spread of infections.

Through Mawar, Matrix has been playing a key role in facilitating the government’s



vaccination programme. Mawar has been roped in to disseminate vaccines to medical frontliners in FY2021.

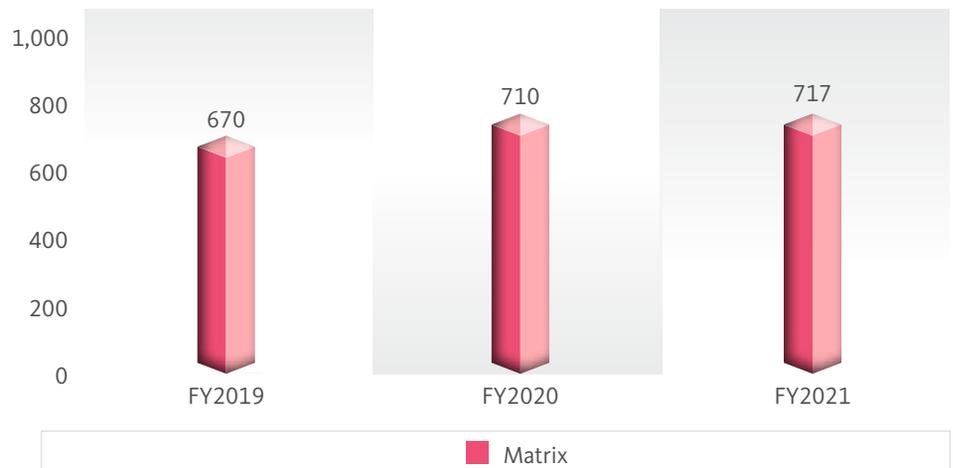
**GROUP WORKFORCE**

The goal of Matrix in managing its workforce is to develop and retain a high-performing, competent talent pool that enables enhanced value creation across the Group’s operations.

The approach is centred on a win-win relationship, where employees can have a fulfilling career within the Group and to stay with Matrix for the long-term. This reduces costs associated with attrition such as loss of experienced staff and knowledge.

As such, the Group’s Human Resource department has developed a comprehensive talent management approach with specific strategies on recruiting, training, retaining and rewarding its workforce.

**Total Number of Employees**



# Social

Overall, Matrix continues to support job creation for Malaysians and in particular, the surrounding communities in which the Group operates in. Despite the difficulties posed during a downturn operating environment, Matrix has still managed to grow its workforce in FY2021.

## DIVERSITY AND INCLUSIVITY

Matrix values workforce diversity viewing this attribute as a means to develop varied and enriched talent pool that can provide a wide range of competencies, perspectives, ideas towards driving the Group’s ability

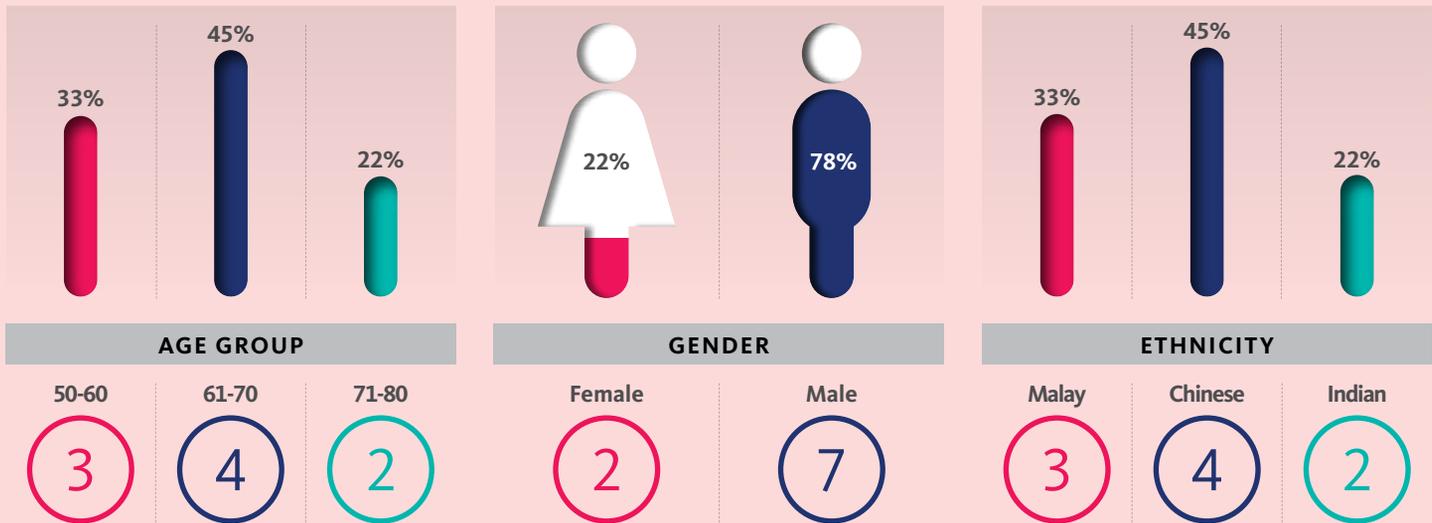
to create value amidst an increasingly globalised world.

With the continued convergence of cultures, demographic and social backgrounds and a diversified customer profile, not forgetting an expanding geographic presence, the unique qualities provided through a demographically diversified workforce enables the Group to respond appropriately to its evolving operating environment.

With diversity being a competitive advantage and organisational asset, Management has looked to cultivate workforce diversity

by providing an equal opportunity work environment. An environment that is based on merit; that is the hiring, rewarding and promotion of employees is based purely on professional qualifications and competencies, job experience, career track record and other material attributes.

Employees are not discriminated based on their ethnicity, gender and other socio-demographic backgrounds. This approach is clearly reflected in Matrix via its **“tone from the top”**. The Group’s Board of Directors reflect a truly multi-ethnic and multi-cultural composition as provided below:



## Collective Skills and Competence of the Board

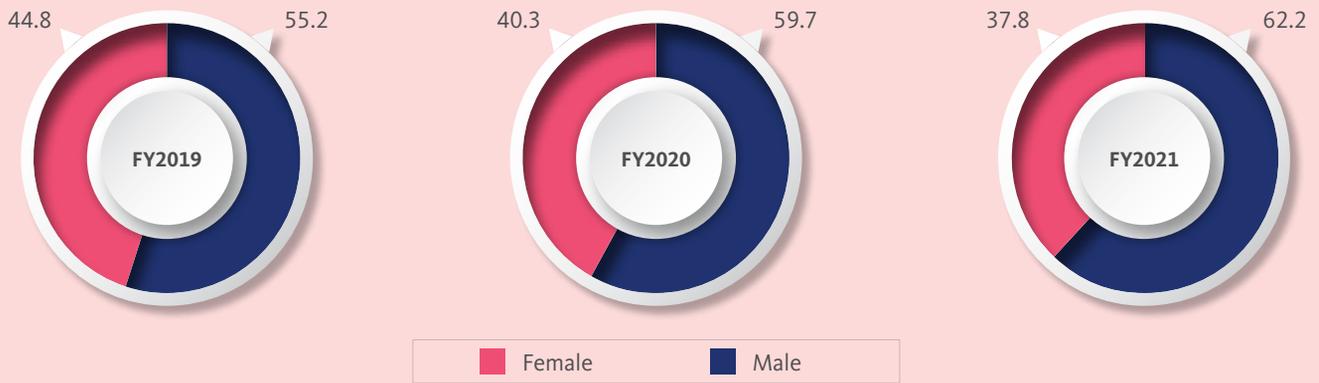
Skill / Competence	Description
<b>Leadership</b>	Overall stewardship of the Group, strategy formulation, strong and established business networks, and related corporate or public listed company experience.
<b>Entrepreneurial Acumen</b>	Business development, and assessment of existing and emerging opportunities.
<b>Technical or Professional Qualifications</b>	Engineering, architectural, real estate and property development, construction, and other related skills.
<b>Sustainability and Stakeholder Management</b>	Governmental relations, community and investor relations, corporate governance and sustainability, and environment and industrial relations.
<b>Finance and Corporate Services</b>	Accounting, company secretarial, audit, legal, financial literacy, human resources and business administration.

The Group continues to cultivate the diversity of its workforce with a well-balanced composition of male and female employees as well as in reflecting ethnic diversity.

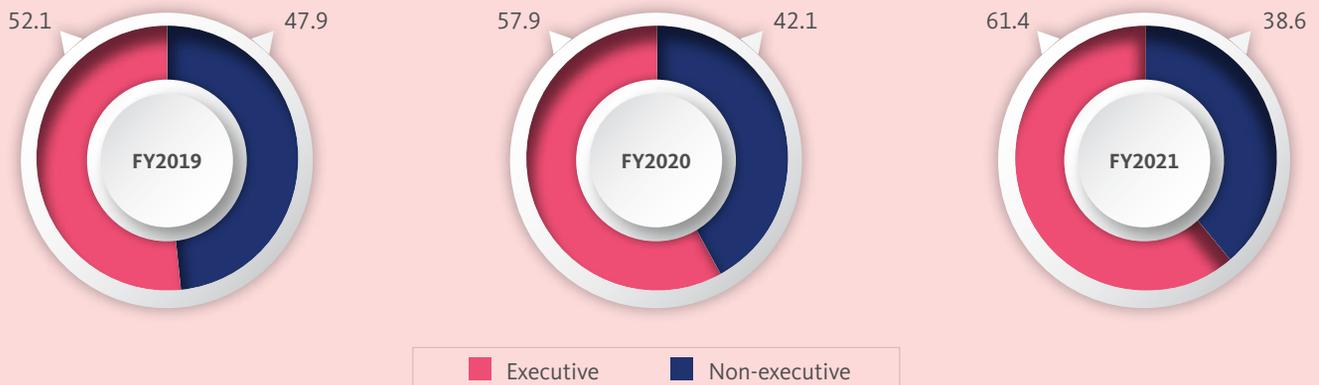
**Staff Ethnicity (%) Matrix**



**Workforce Breakdown by Gender (%)**

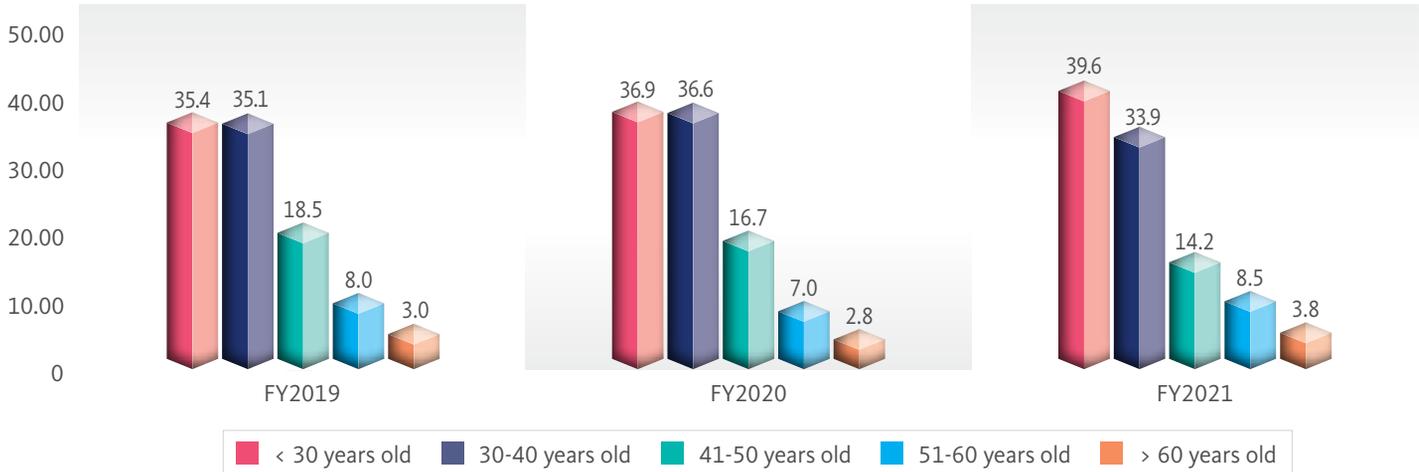


**Workforce Breakdown by Employment Category (%)**

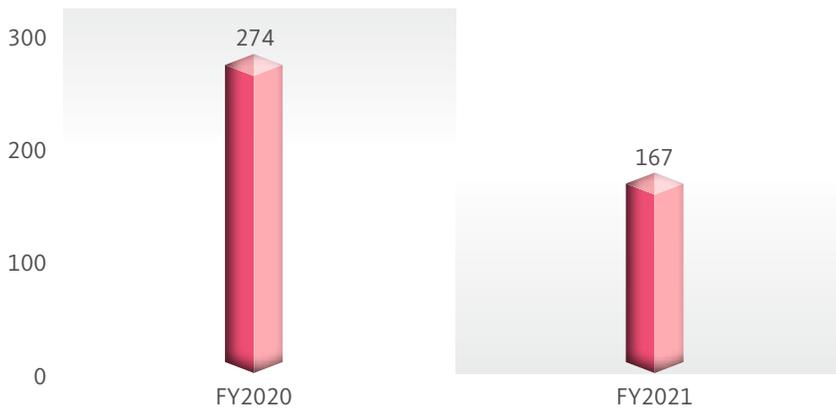


# Social

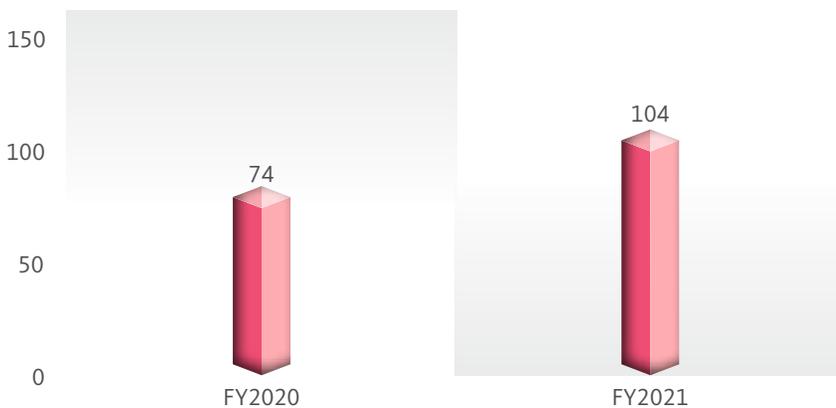
## Employee Age Breakdown (%)



## No. of New Hires



## No. of Interns



The Group continues to provide opportunities to nurture young talents through internships. Interns are provided cross-functional job experience and exposure, working in various departments and business units. This provides them with a wide range of on-the-job, practical employment experience. Interns that show potential are absorbed into the Group.

### STAFF REMUNERATION

Matrix provides competitive remuneration to all staff based on present market benchmarks for job positions. Compensation packages for staff commensurate with their professional qualifications, job experience and skills, level of responsibility and importance of their respective positions, market demand and supply factors and also length of tenure in a particular position.

Rewards are both monetary and non-monetary and our remuneration system ensures an equal ratio of 1:1 between male and female employees.

### Compliance To Minimum Wage

Matrix complies with the Malaysian government’s minimum wage policy with all employees earning monthly wages equal to or exceeding the set minimum wage of RM1,200 per month.

## FULL TIME EMPLOYEES ENJOY THE FOLLOWING BENEFITS:



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

## STAFF BENEFITS



All staff are accorded benefits in accordance to the Employment Act 1955 as well as additional benefits which the company provides at its own volition and discretion. Full time employees are entitled to the following health benefits:

Full time employees are entitled to the following health benefits:

- Group Personal Accident (GPA)
- Group Term Life (GTL) insurance for all employees.
- Group Hospitalisation and Surgical
- Statutory sick pay leave without hospitalisation ranging from 14 days to 24 days depending on the employee's job grade and period of service
- A period of up to 60 days is granted if hospitalisation is necessary
- Company supported / subsidised health / medical insurance plan for offshore crew
- Annual medical check-up for all employees
- Overtime payments (where applicable)
- Employee's New Born Benefits
- Employee's Bereavement / Wreath
- Employee Education Assistance Programme

## LEAVE BENEFITS



Employees are entitled to various types of paid and unpaid leave, which include:

- Marriage leave
- Pilgrimage leave
- Examination leave
- Compassionate and congratulatory leave (7 days)
- Parental leave

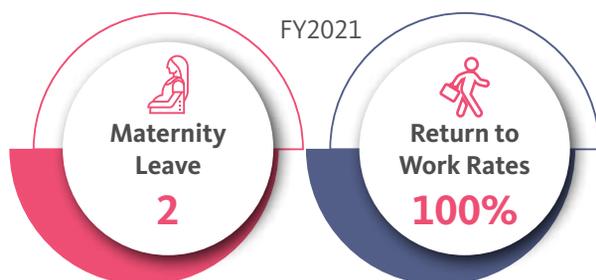


## Social

### Parental Leave

Female employees are entitled to paid maternity leave of 90 consecutive days for each confinement period.

### Approved Applications for Maternity Leave and Return to Work Rates



Note: Paternity leave is part of the congratulatory leave, hence no specific figures for the former are provided.

### Statutory Contributions to Employees Retirement / Pension Savings

As accorded by law, Matrix continues to make all statutory contributions for all employees to the Employees Provident Fund ("EPF") and the Social Security Organisation ("SOCSO").

	FY2019	FY2020	FY2021
EPF (RM'000)	9,902	9,834	9,957
SOCOSO (RM'000)	420	446	441
<b>TOTAL (RM'000)</b>	<b>10,322</b>	<b>10,280</b>	<b>10,398</b>

### EMPLOYEE DEVELOPMENT AND TRAINING

Matrix continues to invest in its employees, particularly in developing their professional competence and capabilities towards improving job performance and employee morale and satisfaction.

Management's approach to training is based on several aspects. These include closing any performance or skills gaps that the respective employee may have, as a form of reward or to improve employee morale, to retain employees, or to enable employees to develop as future leaders for the Group towards fulfilling succession planning goals and objectives.

Irrespective of the rationale behind justifying training, employee training is a key component of the Group's overall approach. Training is paid for by the Group through its contribution to the Human Resources Development Fund ("HRDF"). Employees in certain instances, enjoy fully sponsored participation at professional courses, seminars, training programmes and more.

Matrix	FY2019	FY2020	FY2021
Total Pax Attended Training	1,079	708	633
Total Training Hours	6,312	4,259	3,275
Total Training Cost (RM)	268,293	213,848	126,776
Average Training Hours / Participant	5	6	5
Average Training Spend / Participant (RM)	248	302	200

Mawar	FY2020	FY2021
Total Pax Attended Training	46	46
Total Training Hours	576	385
Total Training Cost (RM)	7,965	8,906
Average Training Hours / Participant	12	8
Average Training Spend / Participant (RM)	173	193

In FY2021, training activities have been disrupted by the present pandemic, which has necessitated that many training activities to be postponed, especially training that requires physical presence. Where possible, physical engagements have been transitioned to online modes of delivery.

Types of Training Provided	Details
Induction	• New employee orientation and sales gallery visit (property staff)
LinkedIn Learning	• Tapping online learning resources available on professional networking platform • LinkedIn
Managerial skills	• Sustainability Reporting Practitioner • CAMP Project Management
Digital and IT competence	• Certified Network Defender VI
Customer Satisfaction	• Customer Service Excellence
Financial and Accounting	• Transfer Pricing • Tax Awareness for Employers • Payroll Health Check • Third Party and Related Party transactions • Malaysia Tax Budget 2021
Sales Skills	• Social Media marketing
Corporate Governance	• Anti-corruption / Bribery Online training • Listed Requirements for public listed issuers • Beneficial Ownership framework • Role of Company Secretaries and Directors in Anti Money Laundering
Health and Safety	• Ergonomic • Physical • Psychosocial • Chemical and Biological Workplace Hazards

**Employee Appraisals**

For FY2021, 100% of employees receive formal appraisals across the Group. Appraisals are vital for addressing individual training requirements but also in determining annual compensation packages, including staff bonuses. The Group’s approach for appraisal is based on performance driven approach.

The appraisal approach is meant to be a two-way constructive process, where employees can voice their own perspectives or views as to their own performance.

**FREEDOM OF ASSOCIATION AND GRIEVANCE MECHANISM**

**Minimum Notice Period for Operational Changes**

Any operational change is communicated to the relevant personnel for action. Matrix provides at least a one-month notice period for any operational changes that may potentially affect employees.

**Freedom of Association**

All Matrix employees have no restrictions and may choose to join any legal entity or organisation such as political parties and legal, social and professional bodies or associations subject to consent from the Management.

The right to collective bargaining is not applicable given that most of Matrix’s staff do not operate in a unionised environment. However, staff have full right to voice out their concerns or views as a collective to Management should they prefer to do so during open engagement sessions.

We also foster open, two-way dialogue with employees who are encouraged to seek the assistance of the Human Resource Division (“HR”) on any matter that may arise.

**Grievance Process and Mechanism**

While there is no official grievance mechanism, management unequivocally supports employees’ rights to bring up issues via their line function. Employees are neither censured nor discouraged from sharing their grievances. They may also do so collectively. In FY2021, there were zero cases of grievance.

**EMPLOYEE ENGAGEMENT AND EVENTS**

Despite the effects of COVID-19, Matrix has continued to facilitate two-way engagement with staff. The engagement comprised a mix of online / virtual events and activities as well as where possible, in person engagements with strict compliance to COVID-19 SOPs.

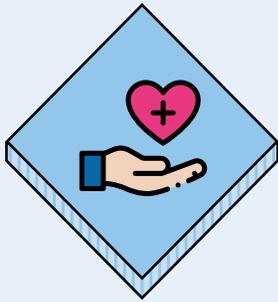
On a separate note, Matrix during the initial CMCO phase in April 2020 and May 2020, had provided free lunch meals for all staff. Up to 30 September 2020, about 20,278 lunch packets were distributed.

The purpose of the lunch distribution was to enable staff to have lunch within the office, thus reducing their risks exposure to infection by providing an option for staff to avoid patronising public crowded places for their meals. During festive occasions, meals were customised to include food items that reflected these festive occasions.

Matrix, in accordance will full compliance to SOPs, commemorated the following events for staff. These were Father’s Day, Mother’s Day, International Women’s Day and other celebratory events.



*Lunch pack distribution to employees during MCO periods to reduce external risks exposure.*



# Occupational Safety and Health



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- 48 Management Approach to OSH
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- 52 HSE Programmes and Training
- 54 HSE Performance

**Matrix views health and safety as being of significant importance to value creation, akin to the Group license to operate. Occupational safety and health (“OSH”) is vital to operations, given the Group’s business model where construction and property development form the majority of Matrix’s principal business operations.**

In both of the aforementioned industries, there resides an element of risk associated with OSH and hence, OSH is a major material topic for the Group. The Group’s exposure to workplace accidents or risks is largely restricted to construction sites for the Property Division. These include hot work, working at height, heavy lifting, confined space, electrical job and during the use of heavy machinery such as forklifts, cranes and more.

In addressing OSH, Matrix adopts a zero tolerance approach towards ensuring a safe and healthy workplace where worker wellbeing is of the utmost priority.

### IDENTIFIED IMPACTS / COSTS OF HEALTH AND SAFETY INCIDENTS

A poor track record in this aspect of its operations will not just cause financial and non-financial losses, but may also lead to injury, loss of life and disrupted operations. Frequent occurrence of health and safety incidents, be it serious or minor incidents may lead to the Group’s subsidiaries being regarded poorly, and thus having its operational licenses suspended or revoked permanently.

There are also issues of loss of public trust and stakeholder confidence, which must be regained. Damaged credibility may also impact business development activities both locally and abroad.

Hence, without a doubt, ensuring excellent health and safety performance is essential to value creation and is in the best interest of all stakeholders concerned.

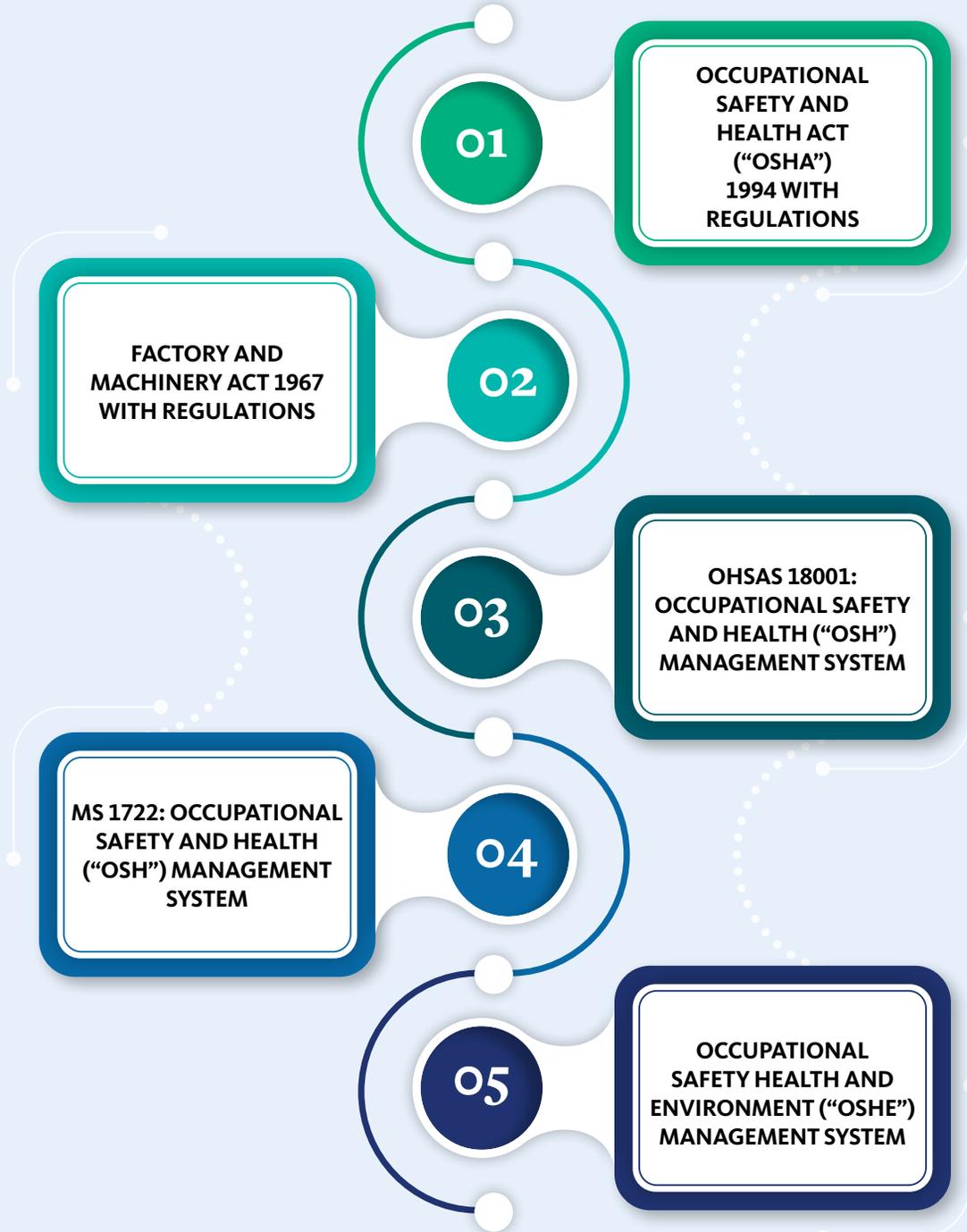
### MANAGEMENT APPROACH TO OSH

Matrix’s OSH management approach is driven by globally and locally recognised best practices and industry standards.

The Group complies with the Malaysian Occupational Safety and Health Act 1994, Environmental Quality Act 1974, regulation orders and other Codes of Practice (referred to as “HSE”).

The above mentioned HSE commitments are also communicated to suppliers, vendors, contractors and business partners, who must at all times, abide by these commitments.

Matrix Strives to Align Its Safety Practices with the Following Regulations



## Occupational Safety and Health

### Board Oversight on OSH

The Board of Directors of the Group, as well as its subsidiary companies maintain oversight on all health and safety matters pertaining to their companies. This is achieved by regular reports being provided to the respective Board of Directors for their review. The reports provides health and safety related quantitative data such as the number of loss time incidents (“LTI”), fatalities, injuries, near misses, non-compliance issues and other track health and safety KPIs.

The reports also provide qualitative information such as specific incident reports which contain pertinent details of

major health and safety incidents such as the root causes of incidents and remedial / preventive action taken to reduce or eliminate future occurrences.

The Boards and Senior Management may also conduct site visits and initiate investigations of their own into major health and safety incidents.

### WORKER REPRESENTATION ON JOINT HEALTH AND SAFETY COMMITTEES

Each operational site has its own HSE Committee with balanced employer and employee representation.

The formation of such committees enables employees who undertake

frontline operations (and therefore more likely to be exposed to OSH risks) to play an active and direct role in determining their work conditions.

The Committees enable two-way engagement with workers sharing their feedback, concerns and suggestions to management. Essentially, this approach employees to assume responsibility for their own environment.

Guided by the systems, processes and procedures set, the teams can then implement OSH measures as required to safeguard their working environment. Matrix also holds Monthly HSE Operations Meeting to address prevailing HSE issues and to enable immediate rectification.

### Safety and Health Governance (Up to 31 March 2021)

Project Site	Chairman	Secretary	Employer Representatives	Employee Representatives
Ara Sendayan Precinct 2A	1	2	3	2
Ara Sendayan Precinct 3	1	2	3	3
SL Resort Homes	1	2	3	3
Tiara Sendayan Biz	1	2	3	4
Tiara Sendayan Precinct 3	1	2	3	2
Tiara Sendayan Precinct 4	1	2	3	2
Tiara Sendayan Precinct 5	1	2	3	2
Tiara Sendayan Precinct 8	1	2	3	4
Tiara Sendayan Precinct 6	1	2	3	3
Laman Sendayan Precinct 4	1	2	3	3
Laman Sendayan Precinct 3	1	2	3	2
Resort Residence 1	1	2	3	2
Hijayu Aman	1	2	3	3
Ara Sendayan Precinct 2B	1	2	3	3
Laman Sendayan Precinct 2	1	2	3	3
Laman Sendayan Precinct 1	1	2	3	3
Bayu Sutera Precinct 2	1	2	3	3
Matrix IBS Sdn Bhd	1	1	9	7

The roles and responsibilities of each are detailed as follows:

# 1

## HSE COMMITTEE CHAIRMAN

- Develop and conduct meeting agenda.
- Establish necessary deadlines and sub-committee assignments.
- Provide appropriate and timely follow-up actions.
- Serve as a communication liaison between management and the committee.

# 2

## HSE COMMITTEE SECRETARY

- Maintain, record and disseminate minutes of each meeting.
- Actively promote environmental health and safety by communication with employees.



# 3

## HSE COMMITTEE EMPLOYER / EMPLOYEE REPRESENTATIVE

- Maintain an environmentally friendly, safe and healthy workplace.
- Assist in the development of health, safety and environmental rules and safe systems of work.
- Review the effectiveness of environmental, safety and health programmes.
- Undertake investigations on accidents, near-misses, dangerous occurrence and occupational disease which occurs in the workplace.
- Review the environmental, safety and health policies at the place of work and make recommendations to the top management for any revision of such policies.

## Occupational Safety and Health

### Hazard Identification, Risk Assessment and Risk Control

Matrix has implemented its own Hazard Identification, Risk Assessment and Risk Control (“HIRARC”) to identify higher risk work processes or operational sites that are under the Group’s control. The approach is based on the safety and health assessment system in construction (“SHASSIC”) methodology and also by internally identifying, analysing and controlling OSH risks which can lead to incidents at work sites.

Following are the higher OSH risks faced by Matrix’s respective business divisions:

- Working at high and confined spaces
- Excavation works
- Deep excavation work for pipe laying and tee off
- High voltage activity
- Noise hazards
- Chemical hazards
- Lifting activities

### HSE PROGRAMMES AND TRAINING

Matrix continues to organise various OSH based training for staff and even third-party contract workers. These included training on proper

use of PPE equipment, handling, storage and disposal of schedule waste, forklift safety training, firefighting training and fire drills.

First aid and first responders training as well as basic fire-fighting skills were also conducted for staff. Awareness on COVID-19 and how to take precautions to prevent the spread of infections were also organised for staff.



### Safety and Health Training Attended

Trainings	Date	Staff	Workers	Organisers
Crane and hoist operation and safety inspection training (internal)	26/06/2020	1	5	Internal Training
Lifting method and process and safety (internal)	21/07/2020	9	-	Internal Training
Kursus induksi keselamatan & kesihatan bagi pekerja binaan (eSICW)	08/12/2020	2	36	Internal Training
Correct method handling panel / slab (internal)	09/12/2020	3	41	CIDB Seremban
Chemical handling and PPE and storage and use (internal)	12/01/2020	-	7	Internal Training
Crane and hoist operation and safety inspection training (internal)	10/02/2020	-	5	Internal Training
Safe lifting method use anchor pin and lifting belt	02/04/2021	-	17	Internal Training
PPE Awareness, lifting method and cutting and bar bending	17/02/2021	-	4	Internal Training
Chemical handling and PPE and storage and use (internal)	19/03/2021	-	3	Internal Training

### OSH Management at the IBS Factory

Our recently built IBS plant requires new and tight safety and health monitoring to avoid accidents. Some of the initiatives undertaken are summarised below:

PPE	Description
Safety Shoes	All site personnel must wear compulsory steel toe boots.
Safety Apron	Every site worker, especially those welding, must wear a safety apron.
Safety Helmet	A hard hat safety helmet that is endorsed by SIRIM must be worn by all persons on site.
Full-Body Harness	A full-body harness must be worn when working at heights above two metres.
Fall Arrester	Fall arresters must be worn when using wall setting or during concreting.
N95 Face Mask	Face masks must be worn when doing grinding and cutting works or any task that produces dust.
Earplugs	Earplugs must be worn by every site personnel when performing casting and other works with noise levels greater than 85dB.
Safety Glasses Or Goggles	Every site personnel must wear safety glasses or goggles while handling all kinds of chemicals or when performing concreting and dust-related work.
Shield	Shields must be worn during welding or OXCY cutting.



Workers on site at Matrix IBS factory.

## Occupational Safety and Health

### HSE PERFORMANCE

In FY2021, Matrix achieved 5.72 million man-hours without a loss time incident (“LTI”). With a reporting of one (1) fatality incident, the clock has been reset. The fatality is due to the failure of a contract worker employed by a third party construction company to use proper personal protection equipment while working on site.

The untimely demise of the said contract worker is unfortunate and the Group is saddened by this incident. Applying a lesson well-learned approach, every effort has been made towards emphasising the need to observe all required safety

standard operating procedures without compromise, especially when working at height. Notably, this instruction has been cascaded with greater conviction to all third party contractors and their workers.

A day after the incident, a refresher working at height training session was held for all workmen on site. The following additional safety measures have been taken immediately after the incident:

- Installation of safety ropes at walkway slabs as an additional protection measure.
- Increase in safety briefing for workers on work at height.

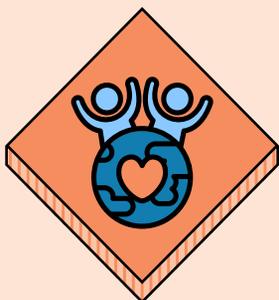
- If possible, prevent having older workers, those aged 50 and above from working at height.
- Ensure all access and walkways are free from obstruction.

The Group will take added measures to reinforce the importance of occupational safety and health, especially to third party contractors going forward, with closer monitoring of the latter’s performance in this vital aspect of site operations.

Given that the IBS factory only commenced full operations in FY2021, data is provided for one year as below.

HSE Performance (Matrix Excelcon)	FY2019	FY2020	FY2021
Safe Man hours without fatalities	13,785,652	11,564,796	5,446,800
Number of fatalities	-	-	1
Lost Workday Cases	-	-	-
Restricted Workday Cases	-	-	-
Fire Case	-	-	1
First Aid Case	7	-	3
Environmental Pollution	-	-	-
Property Damage	18	-	-
Near Miss	20	-	1
Dangerous Occurrence Case	-	-	-

HSE Performance (Matrix IBS)	FY2021
Safe Man hours without fatalities	273,688
Number of fatalities	-
Lost Workday Cases	1
Restricted Workday Cases	-
Fire Case	-
First Aid Case	1
Near Miss	2
Dangerous Occurrence Case	4



# Community



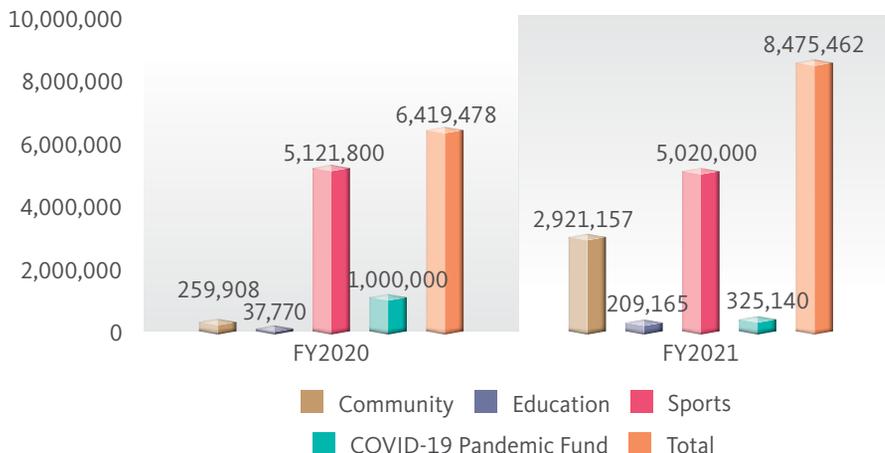
- 55 Creating Positive Societal Impact
- 56 Community Engagements and Contributions

## CREATING POSITIVE SOCIETAL IMPACT

Inspired by its business philosophy of “Nurturing Environment and Enriching Lives”, Matrix has continued to lend its support to the community, offering financial and non-financial assistance, as well as spearheading a wide range of social development initiatives and programmes.

The Group has increased its social / community contributions by 37.60% to the tune of RM8.48 million as shown below.

**CSR Contributions**  
(RM)



## Equal Access to Disabled Persons

Matrix aims to promote an inclusive society that provides equal opportunity and access to all members of the community. As such, all of its property development projects come provide facilities and amenities for physically challenged people.



Disabled friendly facilities at d'Tempat Country Club.

# Community

## COMMUNITY ENGAGEMENTS AND CONTRIBUTIONS

### Donation to Frontliners and Needy Groups during the COVID-19 Pandemic Period

In FY2020, Matrix contributed RM1 million to the Federal government in support of efforts to combat COVID-19. In FY2021, the Group contributed an additional RM325,140 to needy families and others severely affected by the pandemic.

The contribution was in the form of grocery aid to construction workers, donation of protective gear for members of the media, food aid for the orang asli community and also sponsored accomodation at the d'Sora Boutique Business Hotel during the MCO period and donation of personal protective equipment ("PPE") for frontliners.

3 April 2020

#### HELPING MEDIA FRONTLINERS STAY SAFE AMIDST COVID-19

In a series of contributions during the MCO period, Matrix donated face masks, hand sanitizers, vitamins and food to media organisations in Negeri Sembilan.



20 April 2020

#### COMBATting COVID-19 VIA DRIVE-THROUGH TESTING

Playing a part to prevent the spread of COVID-19, Mawar launched an innovative drive-thru COVID-19 testing service, being the first in Negeri Sembilan. Testing can be performed on drivers in the comfort of their cars, and thus reducing the risk of exposure to frontliners as well as others.



12 June 2020

**SUPPORTING SEREMBAN SHELTER HOME'S CONTRIBUTION TO COMBATTING COVID-19**

Matrix Concepts Foundation (MCF) in collaboration with Fibertex Personal Care Sdn. Bhd. has donated 232 personal protective equipment (PPE) suits and socks worth RM8,000 to the Negri Sembilan Chinese Maternity Hospital (NSCMH).

The PPEs were sewn by Shelter Home Seremban and as an acknowledgement of their efforts and hard work, MCF was pleased to present a token of appreciation totalling RM2,800.

↑ Chairman of Matrix Concepts Foundation, Dato' Logendran A/L K Narayanasamy, presenting the mock cheque to Ms. Vasanthi Naidu, Chairperson of Shelter Home Seremban.

19 August 2020

**FLAG SPONSORSHIP FOR MERDEKA**

In celebrating Merdeka, Matrix collaborated with the state government on a flag sponsorship programme for the public.

Matrix sponsored 4,500 flags and 2,000 bunting flags towards encouraging Malaysians to fly the flag.



↑ Seremban Mayor, Dato' Zazali Bin Salehuddin, receiving the Jalur Gemilang from Group Managing Director, Mr. Ho Kong Soon



25 August 2020

**CONTRIBUTING TO ANIMAL WELFARE**

Towards providing a long-term, sustainable and humane solution to the problem of stray animals, especially stray dogs, Matrix contributed RM50,000 towards an animal rescue shelter.

The funds will go a long way in sustaining the shelter's operations.

## Community

9 November 2020

### SUPPORTING FLOOD VICTIMS

On 4 November 2020, Seremban was hit by flash floods after a heavy downpour and a total of 2,000 residents in eleven areas were affected.

Standing together with the local community, Matrix contributed RM200,000 to the State Government of Negeri Sembilan to assist in its flood relief efforts.



↑ Menteri Besar of Negeri Sembilan, YAB Dato Seri Haji Aminuddin Bin Harun receiving the mock cheque from Group Managing Director, Mr. Ho Kong Soon.



10 January 2021

### d'TEMPAT COUNTRY CLUB SPONSORS CHILDREN'S ARCHERY EVENT

d'Tempat Country Club in collaboration with the Seremban Archery Learning Center invited 40 underprivileged kids from Pertubuhan Anak Yatim Darul Aminan ("PAYDA") to experience a fun-filled day trying their hand at archery.

All expenses were borne by d'Tempat Country Club as the children got to experience new activities that were fun, healthy and educational.



↑ Mock cheque presentation to Menteri Besar of Negeri Sembilan, YAB Dato Seri Haji Aminuddin Bin Harun, in a simple ceremony at the latter's official residence.

5 February 2021

### CNY GOODIES FOR THE UNDERPRIVILEGED

In conjunction with Chinese New Year ("CNY") 2021, Matrix sponsored 1,500 CNY goodie bags totalling RM82,500 consisting of oranges, cookies and groceries. These were distributed to 3,000 Chinese families from the B40 group throughout Negeri Sembilan under the Chinese New Year Celebration Fund programme organised by Persatuan Belia Berkemahiran Rasah (PBBR).



9 February 2021

### BACK TO SCHOOL AND MEAL A DAY PROGRAMME

In conjunction with the 2021 school session, Matrix initiated a Back to School and Meal-A-Day programme targeted for B40 students.

A total of RM80,000 has been allocated to support 34 Standard Six students from 4 schools in Bandar Sri Sendayan. The schools are Sek. Jenis Keb (C) Bandar Sri Sendayan, Sek. Jenis Keb. (T) Bandar Sri Sendayan, Sek. Keb. Jimah Baru and Sek. Keb Sendayan.

School necessities such as school uniforms, shoes, bags, stationeries and washable face masks were given to the students. Besides these, they will also receive a meal a day during recess in school throughout the year. In addition, a total of 255 bottles of eco-friendly hand sanitizers were donated.



↑ Ms. Kim Teoh, Corporate Communication Manager presenting the mock cheque to representatives from one of the beneficiary schools, SK Sendayan.

16 February 2021

### EXAMINATION KITS FOR SPM AND STPM CANDIDATES

Matrix sponsored examination kits for students sitting for Sijil Pelajaran Malaysia (SPM) and Sijil Tinggi Pelajaran Malaysia (STPM) this year. A total of RM60,000 has been allocated for 8,452 SPM and STPM candidates from 56 schools in Seremban who were given stationery kits comprising pens, pencils and erasers in preparation for the examinations.



↑ Matrix's Director, Dato' Logendran A/L K Narayanasamy at the presenting ceremony.



2 March 2021

### DONATION OF PERSONAL PROTECTIVE EQUIPMENT FOR BOMBA

A total of 150 personal protective equipment ("PPE") suits valued at RM4,500 was donated to the Fire and Rescue Department of Kluang by Matrix Concepts (Southern) Sdn Bhd (MCSSB). The PPEs was handed over by Mr. Damon Lau, General Manager of MCSSB to the Head of Kluang's Fire Rescue station, Tuan Akob Bin Sedek who oversees 85 fire personnel based there.

## Community

### Matrix Concepts Foundation

CSR contributions have also been made via the Matrix Concepts Foundation (“MCF”) – a philanthropic body founded by the Group to steer its various CSR causes. Beneficiaries included the following:

**18 April 2020**

#### FOOD AID FOR 109 NEEDY FAMILIES

MCF distributed food and groceries to 109 orang asli families in Pasir Panjang, Port Dickson as part of its CSR programme to assist those in need during the MCO.

The two villages involved were Kampung Orang Asli Palebar Baru with 57 families and 52 families in Kampung Orang Asli Bukit Kepong.

The food and groceries amounting to RM22,000 were delivered in a 5-tonne lorry and were given out to the heads of families during the distribution session throughout the day.



**27 June 2020**

#### RECORD BREAKING BLOOD DONATION DRIVE – 442 BLOOD BAGS COLLECTED (LARGEST AT STATE LEVEL)

Helping to replenish the state’s blood bank, Mawar co-organised a highly successful blood donation drive that collected 442 blood bags.

The event had accumulated one of the highest number of blood bags for 2020 with 600 donors participating.

**14 August 2020**

#### HELPING FIRE VICTIMS AT TIARA SENDAYAN

A fire left many foreign workers homeless with only the clothes on their backs. The worker dwellings were destroyed by the fire, affecting 1,140 workers.

Items donated by Matrix and its employees together with Tzu Chi Association of Seremban included clothes, blankets and pillows. Contribution: RM85,340.00





11 November 2020

**RM20,000 FOR UNDERPRIVILEGED PRE - SCHOOLERS**

MCF contributed RM20,000 to the Divine Life Society, in support of the latter’s pre-school programme, which provides free education for poor and under-privileged pre-schoolers across 12 kindergartens in Negeri Sembilan and Selangor.



11 November 2020

**DEEPAVALI FESTIVE TOKEN FOR UNDERPRIVILEGED KIDS**

MCF handed out RM100 each as a festive token to 26 underprivileged students from Sek. Jenis Keb. Tamil Bandar Sri Sendayan, to cheer up their Deepavali celebration.



11 November 2020

**MCF DONATES RM30,000 FOR PERTUBUHAN HOSPICE NEGERI SEMBILAN**

MCF donated RM30,000 to Pertubuhan Hospice Negeri Sembilan towards their palliative care programme which provides for those terminally ill with limited life span – a relief and a dignified treatment for their needs as well as a support line to their care-givers too.



# GRI Content Index

This Report has been prepared in accordance with the Global Reporting Initiative (“GRI”) Standards: Core option. Details of any omissions of individual GRI Standards, or parts thereof, are provided in the GRI Content Index and reasons given. Currently, neither this Report nor the data within it have been externally verified. The GRI content index lists all GRI disclosures included in the Report, including references to where they can be found in the Report.

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<b>1. ORGANISATIONAL PROFILE</b>		
Disclosure 102-1	Name of the organisation	Cover Page
Disclosure 102-2	Activities, brands, products, and services	Page 12, Matrix Integrated Annual Report 2021, Group Corporate Profile
Disclosure 102-3	Location of headquarters	Page 12, Matrix Integrated Annual Report 2021, Group Corporate Profile
Disclosure 102-4	Location of operations	Page 7, Matrix Integrated Annual Report 2021, Corporate Information
Disclosure 102-5	Ownership and legal form	Page 8, Matrix Integrated Annual Report 2021, Corporate Structure
Disclosure 102-6	Markets served	Page 12, Matrix Integrated Annual Report 2021, Group Corporate Profile
Disclosure 102-7	Scale of the organisation	Page 8, Matrix Integrated Annual Report 2021, Corporate Structure
Disclosure 102-8	Information on employees and other workers	Page 41, Group Workforce
Disclosure 102-9	Supply chain	Page 24, Driving Sustainability Across Our Value Chain
Disclosure 102-10	Significant changes to the organisation	No significant changes in terms of business structure, business model or organisation.
Disclosure 102-11	Precautionary Principle or approach	Page 14, Assessing and Prioritising Material Topics
Disclosure 102-12	External initiatives	Page 55, Creating Positive Societal Impact
Disclosure 102-13	Membership of associations	Page 12, Governance Through Membership in Relevant Associations
<b>2. STRATEGY</b>		
Disclosure 102-14	Statement from senior decision-maker	Page 4, Chairman’s Message
Disclosure 102-15	Key impacts, risks, and opportunities	Page 14, Assessing and Prioritising Material Topics
<b>3. ETHICS AND INTEGRITY</b>		
Disclosure 102-16	Values, principles, standards, and norms of behavior	Page 6, Matrix Integrated Annual Report 2021, Company Vision and Mission
Disclosure 102-17	Mechanisms for advice and concerns about ethics	Page 9, Governance of Sustainability
<b>4. GOVERNANCE</b>		
Disclosure 102-18	Governance structure	Page 9, Governance of Sustainability
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Disclosure 102-20	Executive-level responsibility for economic, environmental, and social topics	Page 9, Governance of Sustainability
Disclosure 102-21	Consulting stakeholders on economic, environmental, and social topics	Page 13, Stakeholder Engagement

GRI CONTENT INDEX		PAGE NO.
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Disclosure 102-23	Chair of the highest governance body	Page 116, Matrix Integrated Annual Report 2021, Corporate Governance Overview
Disclosure 102-24	Nominating and selecting the highest governance body	Page 120, Matrix Integrated Annual Report 2021, Corporate Governance Overview
Disclosure 102-25	Conflicts of interest	Page 120, Matrix Integrated Annual Report 2021, Corporate Governance Overview
Disclosure 102-26	Role of highest governance body in setting purpose, values, and strategy	Page 114, Matrix Integrated Annual Report 2021, Corporate Governance Overview
Disclosure 102-27	Collective knowledge of highest governance body	Page 120, Matrix Integrated Annual Report 2021, Corporate Governance Overview
Disclosure 102-28	Evaluating the highest governance body's performance	Page 122, Matrix Integrated Annual Report 2021, Corporate Governance Overview
Disclosure 102-29	Identifying and managing economic, environmental, and social impacts	Page 14, Assessing and Prioritising Material Topics
Disclosure 102-30	Effectiveness of risk management processes	Page 132, Matrix Integrated Annual Report 2021, Statement of Risk Management and Internal Control
Disclosure 102-31	Review of economic, environmental, and social topics	Page 14, Assessing and Prioritising Material Topics
Disclosure 102-32	Highest governance body's role in sustainability reporting	Page 9, Governance of Sustainability
Disclosure 102-33	Communicating critical concerns	Page 14, Assessing and Prioritising Material Topics
Disclosure 102-34	Nature and total number of critical concerns	Page 14, Assessing and Prioritising Material Topics
Disclosure 102-35	Remuneration policies	Page 123, Matrix Integrated Annual Report 2021, Corporate Governance Overview
Disclosure 102-36	Process for determining remuneration	Page 123, Matrix Integrated Annual Report 2021, Corporate Governance Overview
Disclosure 102-37	Stakeholders' involvement in remuneration	Page 123, Matrix Integrated Annual Report 2021, Corporate Governance Overview
Disclosure 102-38	Annual total compensation ratio	Page 123, Matrix Integrated Annual Report 2021, Corporate Governance Overview
Disclosure 102-39	Percentage increase in annual total compensation ratio	Page 123, Matrix Integrated Annual Report 2021, Corporate Governance Overview
<b>5. STAKEHOLDER ENGAGEMENT</b>		
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Disclosure 102-41	Collective bargaining agreements	Page 47, Freedom of Association and Grievance Mechanism
Disclosure 102-42	Identifying and selecting stakeholders	Page 13, Stakeholder Engagement
Disclosure 102-43	Approach to stakeholder engagement	Page 13, Stakeholder Engagement
Disclosure 102-44	Key topics and concerns raised	Page 13, Stakeholder Engagement

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<b>6. REPORTING PRACTICE</b>		
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Disclosure 102-46	Defining report content and topic boundaries	Page 2, About This Report
Disclosure 102-47	List of material topics	Page 14, Assessing and Prioritising Material Topics
Disclosure 102-48	Restatements of information	Page 13, Stakeholder Engagement
Disclosure 102-49	Changes in reporting	No major changes in reporting with the exception of additional disclosures / information
Disclosure 102-50	Reporting period	Page 2, About This Report
Disclosure 102-51	Date of most recent report	Page 2, About This Report
Disclosure 102-53	Contact point for questions regarding the report	Page 2, About This Report
Disclosure 102-54	Claims of reporting in accordance with the GRI Standards	Page 2, About This Report
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Disclosure 102-56	External assurance	Page 3, About This Report

GRI 100: MATERIAL TOPICS		PAGE NO.	
GRI 103: GRI Management Approach	103-1	Explanation of the material topic and its boundary	Explanation of the pertaining material topic, its boundary and management approach including evaluation of the latter is provided in the relevant sections of each material topic within the report.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	

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	201-3	Defined benefit plan obligations and other retirement plans	Page 45, Staff Remuneration
203: Indirect Economic Impacts	203-1	Infrastructure investments and services supported	Page 18, Significant Contributions to Development of Local Infrastructure and Spurring Local Socio-Economic Impact
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204: Procurement Practices	204-1	Proportion of spending on local suppliers	Page 18, Significant Contributions to Development of Local Infrastructure and Spurring Local Socio-Economic Impact

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305: Emissions	305-1	Direct (Scope 1) GHG emissions	Page 30, Carbon Emissions
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<b>GRI 400: SOCIAL</b>			
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402: Labour/ Management Relations	402-1	Minimum notice periods regarding operational changes	Page 47, Freedom of Association and Grievance Mechanism
403: Occupational Health and Safety	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 54, HSE Performance
404: Training and Education	404-1	Average hours of training per year per employee	Page 46, Employee Development and Training
	404-2	Programmes for upgrading employee skills and transition assistance programs	Page 46, Employee Development and Training
405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Page 9, Governance of Sustainability and Page 42, Diversity and Inclusivity
	405-2	Ratio of basic salary and remuneration of women to men	Page 44, Staff Remuneration
406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	No reported incidents of discrimination in FY2021

## GRI Content Index

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409: Forced or Compulsory Labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Page 24, Driving Sustainability Across Our Value Chain
412: Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	Page 24, Driving Sustainability Across Our Value Chain
	412-2	Employee training on human rights policies or procedures	Page 46, Employee Development and Training
413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Page 56, Community Engagements and Contributions
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414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Page 24, Driving Sustainability Across Our Value Chain
416: Customer Health Safety	416-1	Assessment of the health and safety impacts of product and service categories	Page 23, Product Quality and Customer Satisfaction
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 24, Product Quality and Customer Satisfaction
417: Marketing and Labelling	417-1	Product and service information	Page 24, Product Quality and Customer Satisfaction
	417-2	Incidents of non-compliance concerning product and service information	Page 24, Product Quality and Customer Satisfaction
	417-3	Incidents of non-compliance concerning marketing communications	No Incidents of non-compliance in FY2021
418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 12, Data Privacy
419: Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	Page 38, Environmental Monitoring





**NURTURING  
ENVIRONMENTS  
ENRICHING  
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