



**Ranhill**



**CONSOLIDATING  
STRENGTHS**

**ADVANCING  
SUSTAINABILITY**

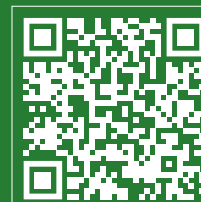
SUSTAINABILITY REPORT 2022

## Cover Rationale

Ranhill continues to set our sights on delivering sustainability through the three common pillars of People, Planet and Profit ("3P"). Ranhill's three pillars aptly forms the three diamonds with the convergence of strategic thrusts, to deliver a solid, structured direction for the industry's organic growth through increased resilience, to secure and deliver a myriad of advantages to our community under the roof of Ranhill.

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

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



Read more on Ranhill's global efforts on Sustainability by downloading our latest Sustainability Report here



-  ENVIRONMENTAL AWARENESS & PRESERVATION
-  CONTRIBUTION TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING
-  INSPIRATIONAL WORKPLACE & CULTURE
-  ENHANCING GOVERNANCE ACROSS THE GROUP





**BUSINESSES**

## WE ARE A RESPONSIBLE GLOBAL BUSINESS

Ensuring a sustainable balance between environmental protection, social responsibility and profitability in all aspects of where we do business.

**Environment Sector**



**Treated Water Supply Services**



**Water, Wastewater Treatment & Reclaimed Water Treatment**

**Energy Sector**



**Energy and Renewable Energy ("RE")**

**Engineering Services Sector**



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



**Non-Revenue Water Management**

## OUR REPORTS

**REPORTING SUITE**

**ANNUAL REPORT 2022 ("AR2022")**

The AR2022 provides a comprehensive account of Ranhill's financial performance including audited financial accounts of the Group.

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

**SUSTAINABILITY REPORT 2022 ("SR2022")**

The SR2022 provides a detailed account of the Group's sustainability performance as per its identified material Economic, Environmental and Social ("EES") topics.

SR2022 is developed in accordance with the Global Reporting Initiative 2020 – Core Option ("GRI"), Bursa Malaysia FTSE4Good Index, Sustainability Accounting Standards Board ("SASB") disclosures and (where relevant), the Task Force on Climate-Related Financial Disclosures ("TCFD").

**CORPORATE GOVERNANCE REPORT ("CG2022")**

The CG2022 demonstrates how Ranhill has applied corporate governance practices of the Malaysian Code of Corporate Governance 2021 ("MCCG 2021") including updates prescribed by the code in FY2022.

# 9th Annual General Meeting



**Date**

17 May 2023, Wednesday



**Time**

2.30 p.m.



**Venue**

Taming Sari 1 & 2, Ground Floor, Royale Chulan Kuala Lumpur, No. 5 Jalan Conlay, 50450 Kuala Lumpur.

## CONTENTS

**BUSINESS OVERVIEW**

- 02 Corporate Philosophy
- 03 Ranhill Fact Sheet
- 04 Our Presence

**PERFORMANCE REVIEW**

- 06 Group Financial Highlights
- 08 Message from the Chairman and Chief Executive

**ABOUT THIS REPORT**

- 10 Introduction
- 10 References
- 10 Reporting Period
- 10 Applied Frameworks
- 10 Reporting Scope and Boundary
- 11 Exclusions
- 11 Report Quality & Data Assurance
- 11 Statement of Use
- 11 Forward-Looking Statements Disclaimer
- 11 Report Availability and Feedback
- 11 Membership in Associations

**SUSTAINABILITY AT RANHILL**

- 12 Measuring Progress
- 15 Management's Approach to Sustainability
- 16 Sustainability Governance Structure
- 22 Stakeholder Engagement
- 28 Assessing and Prioritising Material Topics

**ECONOMIC PERFORMANCE**

- 29 Direct Economic Values Created
- 30 Indirect Economic Values Created

**ENVIRONMENTAL AWARENESS & PRESERVATION**

- 33 Circular Economy
- 35 Addressing Non-Revenue Water Challenges in Malaysia
- 36 Climate Change
- 37 Preserving Water Resources
- 42 Energy Consumption and Carbon Emissions
- 48 Waste Management
- 48 Biodiversity

**CONTRIBUTION TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING**

- 50 Contribution Towards Social Wellbeing & Capacity Building

**INSPIRATIONAL WORKPLACE & CULTURE**

- 52 Talent Management and Development
- 54 Equal Opportunity Workplace (Diversity & Inclusivity)
- 55 Recruitment & Selection
- 55 Employee Competency and Career Development (Training)
- 59 Employee Training & Development
- 61 Succession Planning and Management
- 61 Work Life Balance

**ENHANCING GOVERNANCE ACROSS THE GROUP**

- 62 Occupational Health and Safety
- 63 Worker Representation on Joint Health and Safety Committees
- 63 Continual Identification and Assessment of High Risk Locations & Mitigation Measures
- 64 Health and Safety Related Training
- 65 Health and Safety Performance
- 66 Public Health and Safety
- 66 Customer Satisfaction & Trust
- 68 Task Force on Climate-Related Financial Disclosures

**GRI STANDARDS CONTENT INDEX**

**APPENDIX TWO: RANHILL SAJ COMPLIANCE TO SPAN KPIS**

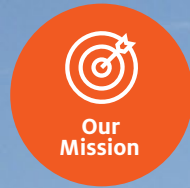
**APPENDIX THREE: RWT COMPLIANCE TO REGULATORS' KPIS**

**RANHILL (GROUP) LIST OF TRAINING COURSES**

**RANHILL SAJ TRAINING COURSES**

**RPI AND RPII OHS TRAINING COURSES**

## CORPORATE PHILOSOPHY



Our Mission

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



Our Vision

**ENRICHING LIVES THROUGH SUSTAINABLE SOLUTIONS**



Our Values



Respect

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



Resourceful

Determination in sourcing and adopting innovative solutions



Result

Focused on delivering growth and value to our stakeholders

### ENRICHING LIVES

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

### SUSTAINABLE SOLUTIONS

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

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

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

Pontian Dam, Johor

## RANHILL FACT SHEET



## OUR PRESENCE

## OUR PRESENCE

We aspire to lift the quality of life by being at the forefront of nation building through sustainable environment and power solutions using innovative and clean technology.



## MALAYSIA

**Water Supply Services in Johor, Malaysia**

- Exclusive licence to provide source to tap water supply services throughout the State of Johor
- 46 Water treatment plants
- The second largest water operations in the country with total design capacity of 2,133 MLD

**Engineering and Infrastructure Solutions Specialist**

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

**Power Business in Sabah, Malaysia**

- The largest Independent Power Producers ("IPP") in Sabah, Malaysia
- Owns and operates two (2) 190 MW CCGT power plants in Kota Kinabalu Industrial Park
- 21-year PPA with SESB for the sale of up to 380 MW of electricity generating capacity

**NRW Specialist:**

- Ranhill has achieved savings of 751 MLD
- Developed 251 strategic and all mains models with over 1 million total number of connections
- Designed and established over 1,200 District Metered Areas ("DMAs")

## CHINA

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

## THAILAND

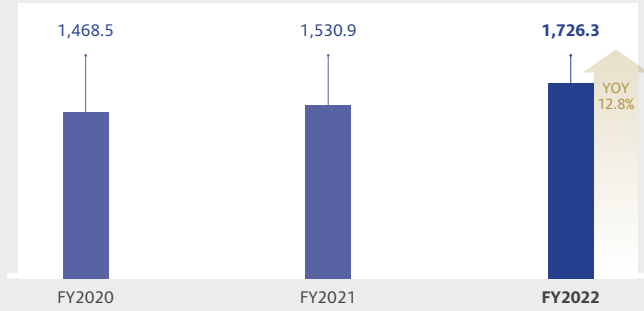
- 9 water, wastewater treatment plant and reclaimed water treatment plant
- 100 MLD of total water and wastewater treatment capacity
- 17 MLD of reclaimed water

**OTHER COUNTRIES****(Multi Disciplinary of Engineering Services)**

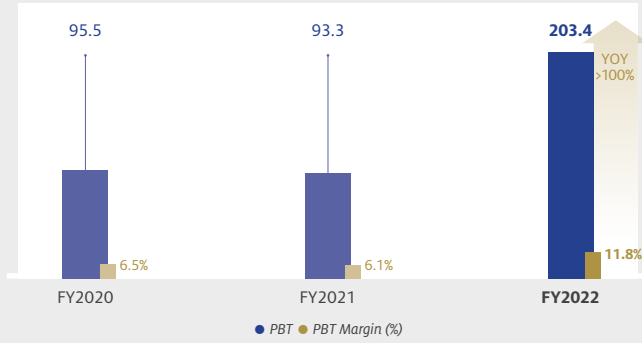
- Engineering works for Santos WHP EPCI with Sapura Engineering, Western Australia
- Pre-FEED for HI Development Project, Nigeria
- Engineering Support to Sembcorp Marine under an EPCI contract awarded by North Oil Company ("NOC") for Gallaf Batch 2 project, located field, off Qatar
- Block 15-1/05 Lac Da Vang Oil Development, Vietnam
- Neptune Deep Project, a FEED for gas de-hydration fixed platform (NNM CPP) in 120m of water in the Black Sea off the coast of Romania
- Zawtika M-9 Development Project, Offshore, Myanmar
- Marina Doha Residential Doha Office Tower, Qatar
- Built a 113.5 MLD potable water treatment plant for Haldia Development in West Bengal
- Bangladesh-Engineering for Public Sanitation Facility for 26 districts funded by Islamic Development Bank
- First designed for float over project and detailed design, procurement support in Offshore Bombay, India for the B193 Development Project
- Detailed engineering and project management services of 10,800 residential in Tajura, Libya
- Provide project management services to Saudi Aramco, King Abdullah University of Science and Technology ("KAUST")
- Provide management and construction services of King Saud University for Girls ("KSUG") in Riyadh
- P-82 Floating Production Storage and Offloading ("FPSO") contract, which will incorporate carbon capture and closed flare technology features in Brazil

# GROUP FINANCIAL HIGHLIGHTS

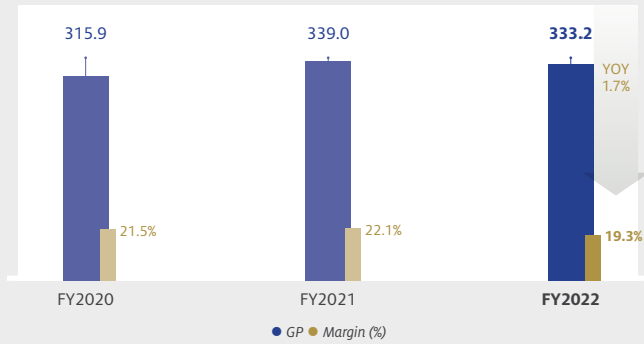
Revenue (RM'Million)



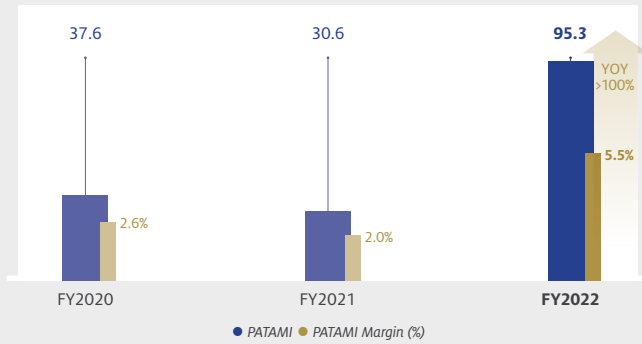
Profit Before Tax (RM'Million)



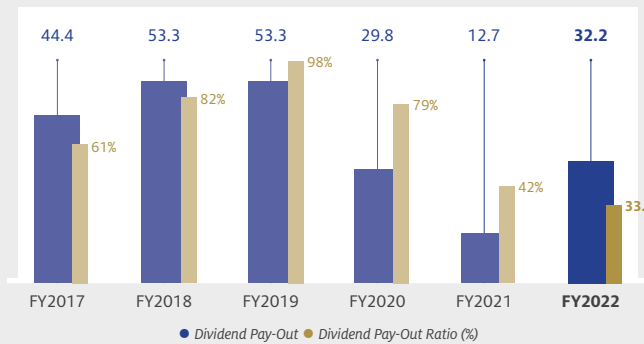
Gross Profit (RM'Million)



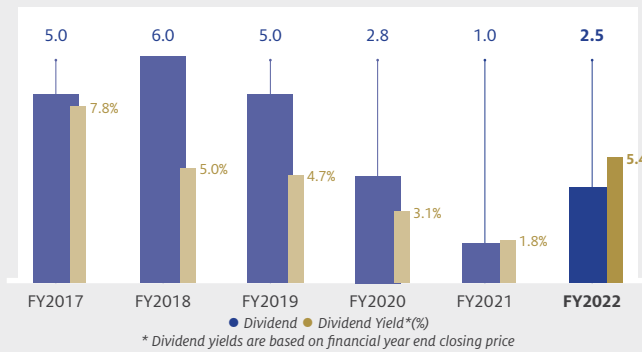
Profit After Tax Minority Interest (RM'Million)



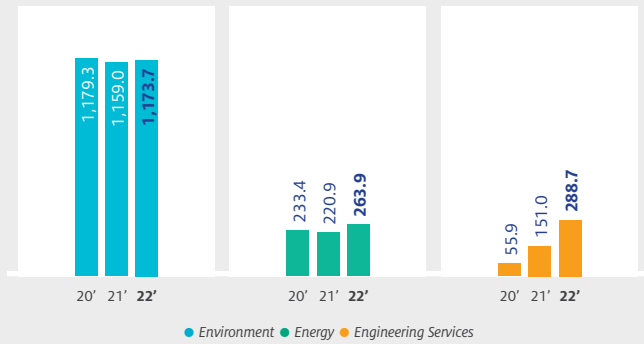
Dividend Pay Out (RM'Million)



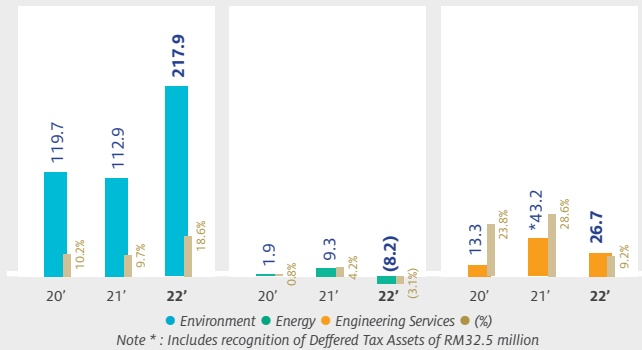
Dividend per Share and Dividend Yield



Revenue By Business Sector (RM'Million)

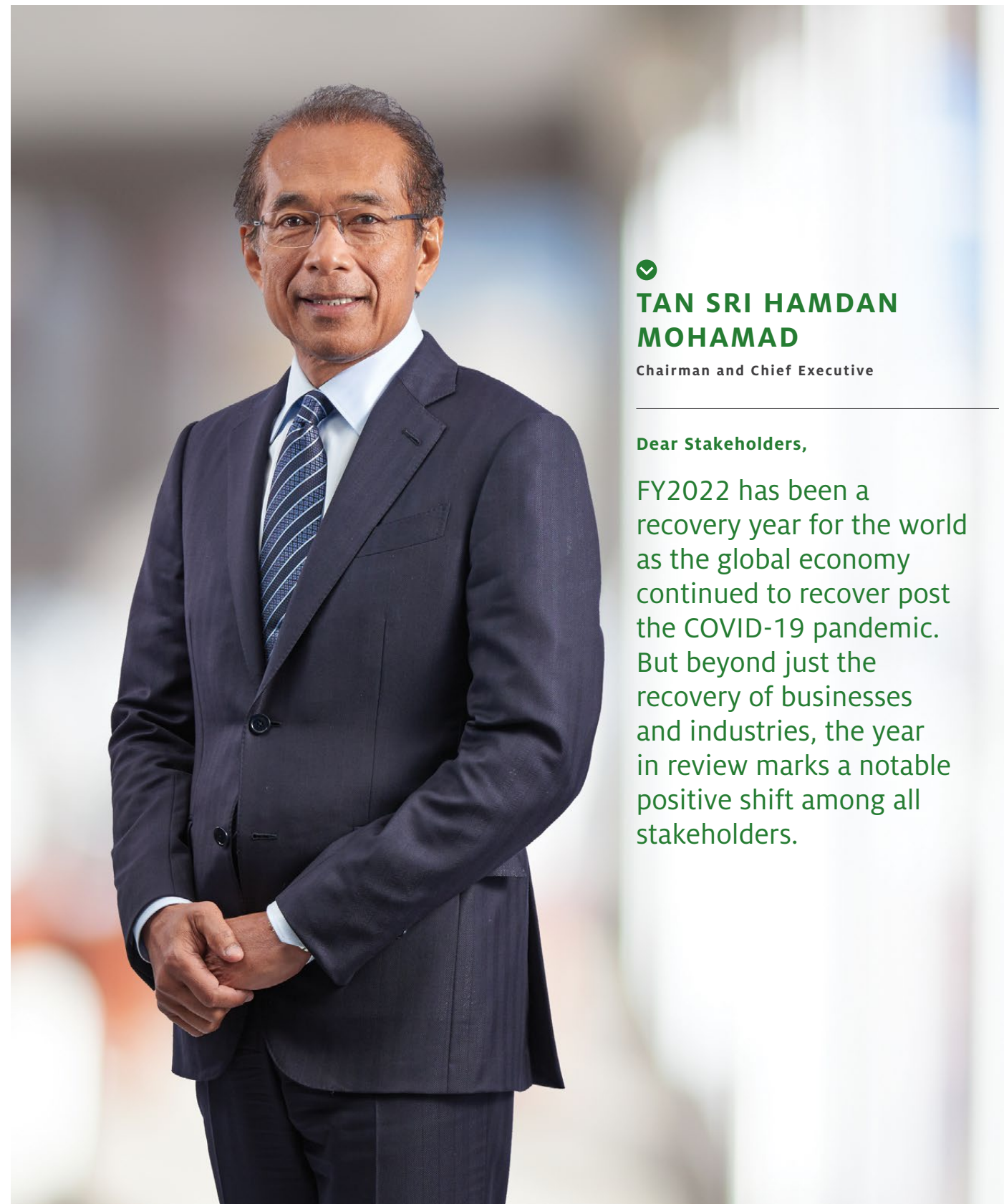


Segmental Profit and Margin By Business Sector



Gunung Ledang Dam, Johor

## MESSAGE FROM THE CHAIRMAN AND CHIEF EXECUTIVE


**TAN SRI HAMDAN  
MOHAMAD**

Chairman and Chief Executive

**Dear Stakeholders,**

FY2022 has been a recovery year for the world as the global economy continued to recover post the COVID-19 pandemic. But beyond just the recovery of businesses and industries, the year in review marks a notable positive shift among all stakeholders.

## MESSAGE FROM THE CHAIRMAN AND CHIEF EXECUTIVE

The Conference of Parties (“COP”) 27 summit held last year in Sharm el-Sheikh, Egypt, continues from COP 26 in laying the necessary pathways for the world to expedite necessary change towards ensuring a liveable tomorrow. Even as the clock ticks closer to the point of irreversible changes, there remains plenty of hope and optimism as governments, corporations and other stakeholders, globally as well as domestically unite towards a common cause of pursuing economic, environmental and social sustainability.

This is both an exciting and daunting period in the history of mankind. Yet, it is also a period that sparks hope, innovation, new possibilities and opportunities for both businesses and society alike. As governments continue to provide the necessary regulatory frameworks and enforcement action to drive change, the onus is on corporations to go beyond compliance and embrace the responsibility to lead and champion sustainability.

At Ranhill, sustainability, as we have mentioned before has always been an intrinsic aspect of our business model. The application of circular economy approaches within our business operations, and also reflected in our solutions to clients has been a fundamental part of our approach.

Operating in the environment sector, we are fully cognisant of the need to preserve finite natural resources and ensuring sustainable consumption. We continue to address the challenges of increasing consumption demand against a finite supply of river water that continues to come under pressure from climate change and other impacts.

At the same time, the world remains energy-hungry, more so post pandemic as it pivots towards hydrocarbons once again to fuel economic recovery. Yet, while fossil-fuel sources such as crude oil gas remain relevant in the overall energy mix, the impetus has shifted towards Renewable Energy (“RE”) based alternatives.

In this regard, I am happy to share our RE initiatives, which include the development of a 50 MW Large Scale Solar (“LSS”) farm which will be achieving its Scheduled Commercial Operational Date (“SCOD”) within FY2023. Ranhill is also participating in the Malaysian Government’s Corporate Green Power Programme (“CGPP”) in which solar power producers can construct a maximum 30 MW solar farm and energy generated sold directly to corporate clients via a Virtual Power Purchase Agreement (“VPPA”).

In line with the CGPP, Ranhill has submitted a Request For Proposal (“RFP”) to the Energy Commission (“EC”) to construct two 29.9 MWac solar farms to supply clean energy to Ranhill SAJ. If the proposal is successful, the plants are expected to achieve Commercial Operation Date (“COD”) by the end of 2025.

Another area worthy of mention is our involvement in carbon capture and storage related projects, namely for the oil and gas sector. Group subsidiary, Ranhill Worley, will be contributing its technical expertise in the design and build in carbon capture and storage facilities for the Malaysia Kasawari project, the world’s largest CCS project. Ranhill Worley will also be lending its expertise for carbon capture and storage for the Brazil P82 Floating Production Storage and Offloading (“FPSO”) facility and the SK410B field in Lang Lebah, off the Sarawak coast.

We aim to capitalise increasingly on the opportunities emerging from more sustainable infrastructure development projects. Other notable projects include flood mitigation works in Kota Belud, Sabah.

Within our operations, we continue to take stock of our environmental and social impacts. In FY2022, Ranhill inked a Memorandum of Understanding (“MoU”) with the Malaysia Green Technology and Climate Change Corporation (“MGTC”) towards developing a comprehensive Greenhouse Gas (“GHG”) baseline and roadmap for the Group’s operations. This effort is aligned with our Net Zero Carbon 2050 goal. Establishing a clear baseline of carbon emission across all Scopes One, Two and Three will enable the Group to then develop a clear pathway, comprising interim targets and comprehensive strategies to realise the 2050 goal.

As in the previous year, we have continued to seek solutions towards addressing energy consumption, carbon emissions, waste, heat produced from operations, as well as looking to address the same impacts from clients. The specific highlights and achievements registered are provided in this report.

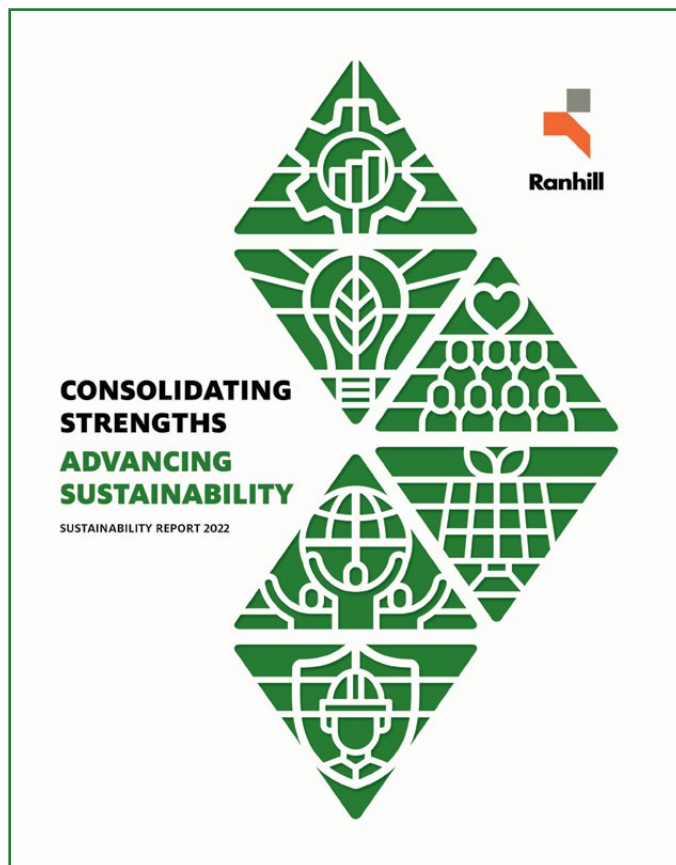
Certainly, in FY2022, we have made significant strides in terms of sustainability – with improvements achieved across the triple bottom line of Environmental, Social and Governance (“ESG”) performance. We shall continue to press forward with initiatives to decarbonise our operations and to help other corporations do the same. At the same time, we are focused on restoring a downward trend for NRW in Johor and will continue to assist other states in Malaysia in doing the same.

I thank you for your interest in Ranhill’s sustainability journey for FY2022. Our achievements serve as the stepping stone towards delivering greater, positive impacts for the country, corporations and society.

**TAN SRI HAMDAN MOHAMAD**  
 Chairman and Chief Executive

# ABOUT THIS REPORT

# ABOUT THIS REPORT



## INTRODUCTION

Ranhill Utilities Berhad (“Ranhill” or “the Group”) is pleased to present its 7th standalone Sustainability Report (“SR2022”).

SR2022 provides a comprehensive account of the Group’s ongoing efforts in managing its Economic, Environmental and Social (“EES”) performance. This includes managing related risks, impacts, the various highlights and achievements realised across a triple bottom line. Among the identified material topics are as climate change, water scarcity, water pollution, talent, labour and others.

Performance is measured against Key Performance Indicators (“KPIs”) and targets, as well as positive outcomes created in reference to selected United Nations Sustainability Development Goals (“UNSDGs”).

SR2022 also demonstrates how sustainability comes under the oversight of the Board of Directors and Senior Management, which is achieved through a robust sustainability governance structure. SR2022 provides the management approach for material Environmental, Social and Governance (“ESG”) topics, statistical data that discloses Group performance against, and as well as future plans.

## REFERENCES

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

## REPORTING PERIOD

SR2022 covers the reporting period from 1 January 2022 to 31 December 2022 (“FY2022”). Ranhill is committed to publishing a sustainability report, providing detailed disclosures on its ESG performance annually.

Most statistics presented in this report are given based on a 3-year timeframe. This enables the development of trend lines and allows readers to better assess the Group’s performance over time.

## APPLIED FRAMEWORKS

SR2022 has been prepared in accordance with the Global Reporting Initiative (“GRI”) Sustainability Reporting Standards: Core Option. The GRI content index is provided at the end of this report. The following frameworks have also been referenced either partially or fully in the development of SR2022:

- Bursa Malaysia Sustainability Reporting Guide Second Edition
- FTSE4Good Bursa Malaysia Index
- Sustainability Accounting Standards Board (“SASB”) Sector Specific Disclosures
- Task Force on Climate-Related Financial Disclosures (“TCFD”)
- United Nations Sustainable Development Goals (“UNSDGs”)

## REPORTING SCOPE AND BOUNDARY

SR2022 covers Ranhill’s business operations and activities of the holding Company, Ranhill Utilities Berhad, and all business divisions and major subsidiary companies. These are:

- Ranhill SAJ Sdn Bhd (“Ranhill SAJ”)
- Ranhill Water Services Sdn Bhd (“RWS”)
- Ranhill Water Technologies Sdn Bhd (“RWT”)
- Ranhill Powertron Sdn Bhd (“RPI”)
- Ranhill Powertron II Sdn Bhd (“RPII”)
- Ranhill Bersekutu Sdn Bhd (“RBSB”)
- Ranhill Worley Sdn Bhd (“RW”)

Excluded are outsourced activities, activities and operations of joint venture companies that the Group does not have management control. Where meaningful and accurate data is available, Ranhill has endeavoured to provide disclosures on its value chain. We exercise a “local-where-we-operate” practice.

Ranhill has used the GRI principle of materiality to determine the content for SR2022. Materiality is determined based on the following criteria:

- Topics that impact the Group’s value creation capabilities, including financial values
- Topics that impact stakeholders
- Topics that have high environmental and social impacts

A Materiality Assessment Exercise (“MAE”) was conducted in FY2022 to determine Ranhill’s most material topics. Further details of the MAE process and its findings are provided on page 28.

## EXCLUSIONS

Ranhill is cognisant that data-gathering challenges still exist for certain GRI, FTSE, SASB and TCFD indicators. We are in the process of implementing more robust data tracking and gathering mechanisms to close these reporting gaps. This includes data from the Group’s supply chain.

## REPORT QUALITY & DATA ASSURANCE

Report quality is achieved based by the GRI principles of accuracy, balance, clarity, comparability, reliability and timeliness. All data contained within SR2022 has been sourced internally and has been verified by the respective business units or information owners.

Where possible, data has been internally assured by Ranhill’s Group Corporate Assurance Division (“GCAD”). GCAD is Ranhill’s in-house internal audit function whose role is to audit and verify data.

## STATEMENT OF USE

The Head of Group Corporate Communications (“GCC”) acknowledges responsibility for the following statement of use: The information reported by the Group for the financial year ended 31 December 2022 (“FY2022”) has been prepared in accordance with the GRI Standards.

## FORWARD-LOOKING STATEMENTS DISCLAIMER

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

## REPORT AVAILABILITY AND FEEDBACK

SR2022 is available for download at: [www.ranhill.com.my](http://www.ranhill.com.my)

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

Group Corporate Communications,  
Ranhill Utilities Berhad,  
Bangunan Ranhill SAJ,  
Jalan Garuda, Larkin,  
80350 Johor Bahru,  
Johor, Malaysia  
Tel: +607 2255 300 Fax: +607 2255 310  
Email: [sustainability@ranhill.com.my](mailto:sustainability@ranhill.com.my)

## MEMBERSHIP IN ASSOCIATIONS

Ranhill is a member of the following industry bodies and associations:

### WATER INDUSTRY

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

### ENERGY INDUSTRY

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

### ENGINEERING INDUSTRY






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







# MEASURING PROGRESS

# MEASURING PROGRESS

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

RANHILL SUSTAINABILITY PILLARS	ACHIEVEMENTS AND HIGHLIGHTS	FUTURE PLANS	UNSDGs
<b>Environmental Awareness &amp; Preservation</b> 	<p><b>Group:</b></p> <ul style="list-style-type: none"> <li>Signed MoU with Malaysian Green Technology and Climate Change Corporation ("MGTC") to develop a comprehensive GHG baseline and roadmap for the Group towards the realisation of Ranhill's Net Zero Carbon 2050 aspiration.</li> <li>Exploration of Corporate Green Power Programme ("CGPP") to partially power Ranhill SAJ's operations via solar energy towards reducing electricity costs.</li> <li>On track for completion of Ranhill's first solar farm, the 50 MW Bidor photovoltaic facility by November 2023.</li> </ul> <p><b>Environment Sector:</b></p> <ul style="list-style-type: none"> <li>Detected and rectified 70,929 leaks in Johor state providing an additional NRW harvest of 24.7 MLD.</li> <li>Compliance to all SPAN KPIs save for NRW reduction in three districts. NRW level of 26.3%, marginally above the SPAN KPI of 26.0%. Full regulatory compliance achieved for Thailand operations.</li> <li>Ranhill SAJ: 671,311,627 m<sup>3</sup> of treated water produced for Johor (0.6% year-on-year increase), effectively meeting the state's 1,065,000 registered domestic population as well as the growing consumption demand of non-domestic customers. In FY2022, non-domestic consumption grew by 6.3%.</li> <li>Ranhill SAJ: Additional 26 District Metering Areas ("DMA") established (FY2021: 14 additional), bringing total number of DMAs to 1,184 and with that, near total connection coverage (95%) for Johor.</li> <li>Ranhill SAJ: 20.1% year-on-year reduction in direct energy consumption (petrol and diesel) to 1,059.2 million GJ (FY2021: 1,326.3 million GJ), which is consistent with ongoing aspirations to reduce overall carbon footprint.</li> <li>RWT and AnuRak: 10% increase in wastewater treatment capacity in Thailand to 54 MLD (FY2021: 48.6 MLD). In total, 4.4 million m<sup>3</sup> of wastewater recycled.</li> <li>18.3% year-on-year increase in RE based energy generation from the Sultan Iskandar mini solar WTP (25,605 kWh) and the Gunung Ledang mini hydro WTP (109,206 kWh) installations. 78,759.2 kg of CO<sub>2</sub>eq avoided (18.9% year-on-year increase in volume of carbon emissions avoided).</li> <li>50% reduction in number of major river pollution cases through the implementation of the Pollutant Removal System ("PRS") at the Simpang Renggam WTP. 85% reduction in financial losses incurred to RM0.006 million (FY2021: RM0.04 million).</li> </ul> <p><b>Energy Sector:</b></p> <ul style="list-style-type: none"> <li>Continued compliance with all Sabah Electricity Sdn Bhd ("SESB") KPIs.</li> <li>Generated: 2,393 GWh of energy in FY2022 (FY2021: 2,319 GWh) as Sabah's largest IPP, producing up to 40% of the state's installed energy generation capacity.</li> </ul> <p><b>RBSB</b></p> <ul style="list-style-type: none"> <li>Secured a flood mitigation project in Kota Belud, Sabah.</li> </ul> <p><b>RW:</b></p> <ul style="list-style-type: none"> <li>Secured several Carbon Capture Storage ("CCS") projects including the world's largest: Malaysia Kasawari project.</li> </ul>	<ul style="list-style-type: none"> <li>3,000 MLD water, wastewater and reclaimed water treatment capacity by FY2024.</li> <li>1,000 MW Energy Capacity target.</li> <li>Increased clean energy generation through CGPP, thermal and other power opportunities.</li> <li>Increased use of solar and mini hydro at more WTPs.</li> <li>20.9% Stretch NRW level target for Johor by 2025 (higher than the National NRW level target of 25%).</li> <li>10% NRW reduction target by FY2028.</li> <li>Net Zero Carbon by 2050.</li> <li>Increase efficiency of GHG Scope 1, 2 and 3 Emissions as measured against revenues.</li> <li>Continued pursuit of ESG oriented business opportunities i.e. CCS, flood mitigation and other projects.</li> </ul>	   

RANHILL SUSTAINABILITY PILLARS	ACHIEVEMENTS AND HIGHLIGHTS	FUTURE PLANS	UNSDGs
<b>Contribution Towards Social Wellbeing &amp; Capacity Building</b> 	<p><b>Group:</b></p> <ul style="list-style-type: none"> <li>100% local procurement for all operating entities, which supports local job creation, local entrepreneurs, local vendor development, and reduces environmental impacts.</li> <li>1,189 kg of cloth waste diverted from landfills and over 2,187 kg of CO<sub>2</sub>eq in carbon emissions avoided via the Ranhill Re-Bin initiative.</li> </ul> <p><b>Environment Sector:</b></p> <ul style="list-style-type: none"> <li>RM0.84 million in water rebates provided to 3,216 poor and hardcore poor households in Johor.</li> <li>Financial and non-financial contributions amounting RM133,000 to underprivileged households during FY2022.</li> <li>99.7% customer complaints resolution rate with continued track record of exceeding SPAN's KPI (99.3%). 100% of customer complaints responded to within 24 hours, exceeding SPAN's KPI of 99.5%.</li> <li>100.7% bill collection rate based on actual billed amount and payments received, indicating high customer satisfaction and high compliance to SPAN KPIs.</li> </ul> <p><b>Energy Sector:</b></p> <ul style="list-style-type: none"> <li>100% (RPI) and 94% (RPII) customer satisfaction scores. Continued track record of compliance with SESB's KPIs.</li> <li>Donated 0.4 kWp solar-powered lighting to Sekolah Kebangsaan Termunong, Tuaran, Sabah. Also built a 160 sqft building with a solar spotlight for Tabika Kemas Kg. Ulu Sipitang in Sabah. Both initiatives are aimed at improving infrastructure to enable school children to have a more conducive learning environment, which supports improved attendance rates as well as help students study and perform better in schools.</li> </ul> <p><b>Services Sector:</b></p> <ul style="list-style-type: none"> <li>RWT: Continued promotion of awareness and stakeholder education of the water industry in Thailand through the Amata Learning Centre which saw visitor numbers increase to 371 post-pandemic (FY2021: 35). Visitors comprised industry delegations, government officials, school students and the general public.</li> </ul>	<ul style="list-style-type: none"> <li>Continued emphasis on local procurement, but with greater emphasis on the development of a sustainable ("green") supply chain.</li> <li>To increase the number of registered local vendors who are green certified.</li> <li>Continued focus on stakeholder engagement towards promoting key business and operational objectives.</li> <li>Capacity building - Collaboration with the Ministry of Higher Education and universities to develop talents for both the water and power industry.</li> <li>Continued support in developing local community infrastructure and services.</li> </ul>	  

MEASURING PROGRESS

RANHILL SUSTAINABILITY PILLARS	ACHIEVEMENTS AND HIGHLIGHTS	FUTURE PLANS	UNSDGs
<b>Inspirational Workplace &amp; Culture</b> 	<p><b>Group:</b></p> <ul style="list-style-type: none"> <li>121 participants in the Young Water Professionals (“YWP”) programme, 8.0% increase year-on-year, which goes towards addressing the present talent scarcity issue in the local water industry.</li> <li>7.7% increase in women workforce composition, in line with promoting gender equality in Ranhill.</li> <li>14.5% increase in local (Malaysian) workforce composition in line with providing Malaysians with higher-paying jobs and skills based employment.</li> <li>699 new hires, 172 women, 363 below 30 years old, and one new hire with a permanent physical disability. Continued promotion of a diverse and inclusive workforce based on the principle of merit.</li> <li>361 internships and 30 management trainee stints provided in FY2022, of which 23 high-potential interns and 6 management trainees were absorbed into the Group.</li> <li>100% and 95% return to work rates post parental leave for male and female employees respectively, indicating a supportive working environment for parents.</li> <li>RM358.0 million paid in salaries and benefits to employees in FY2022. 23.5% year-on-year increase.</li> <li>RM30.1 million paid in retirement funds to employees.</li> <li>RM2.0 million spent on employee training. Total training hours: 129,718.8, 87.9% increase year-on-year (FY2021: 69,035.15 total training hours). 32.3 average training hours per employee, RM0.0005 million average training spend per employee.</li> <li>RM0.7 million spent on employee social, recreational and festive activities. 417.9% increase year-on-year towards promoting employee rapport and relationships and celebrating diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage greater employee diversity and inclusivity across the Group.</li> <li>Provide opportunities for Person With Disability (“PWD”).</li> <li>Drive succession planning.</li> <li>Achieve high employee satisfaction rates for all operating entities.</li> </ul>	 
<b>Enhancing Governance Across the Group</b> 	<p><b>Group:</b></p> <ul style="list-style-type: none"> <li>Zero fatalities including zero contractor fatalities, indicating the continued practice of exemplary high occupational safety and health standards.</li> <li>Zero public health and safety incidents reported, indicating a continued focus on being a responsible community that focuses on reducing impacts to society.</li> <li>Zero whistleblowing cases reported in FY2022.</li> </ul> <p><b>Environment Sector:</b></p> <ul style="list-style-type: none"> <li>63.8% of employees are covered under Collective Bargaining Agreements, indicating a strong focus on upholding the labour rights of non-executive employees.</li> <li>Ranhill SAJ: 8.0 million manhours without a loss time injury (“LTI”), 1487 *Unsafe Acts and Unsafe Conditions (“UAUC”) identified and resolved, thus significantly reducing the risks of LTIs. 20% reduction in lost days (from 20 to 16 days, year-on-year).</li> </ul> <p><b>Energy Sector:</b></p> <ul style="list-style-type: none"> <li>273,296 manhours without an LTI, 354 UAUC identified and resolved.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of ISO Certifications group wide (ISO 45001 Occupational Health and Safety).</li> <li>External assurance on our Sustainability practices for SR reporting.</li> <li>Continued zero corruption cases, zero whistleblowing and employee grievances reported annually.</li> <li>Continued zero fatality and zero LTI OHS performance.</li> </ul>	  

Note:  
 \* Unsafe act refers to human behaviour which is not in compliant with standard operating procedures (“SOP”) that may lead to an Occupational Health and Safety (“OHS”) incident or increases the risk of an OHS incident at the workplace. Unsafe condition refers to occurring conditions or situations within the workplace which could lead to increased OHS incident risks or to an actual OHS incident.

MANAGEMENT’S APPROACH TO SUSTAINABILITY

Ranhill’s approach to sustainability is centred on the common three pillars of Planet, Profit and People (“3P”). In essence, ensuring the business model of the Group and its operations create financial and non-financial values that provide equitable progress and development across all three pillars.

This over-arching perspective is given greater form and clarity through the identification of four objectives that serve as the value drivers for the realisation of the 3Ps. These are Environmental Awareness & Preservation, Contribution Towards Social Wellbeing, Inspirational Workplace & Culture and Enhancing Governance Across the Group.

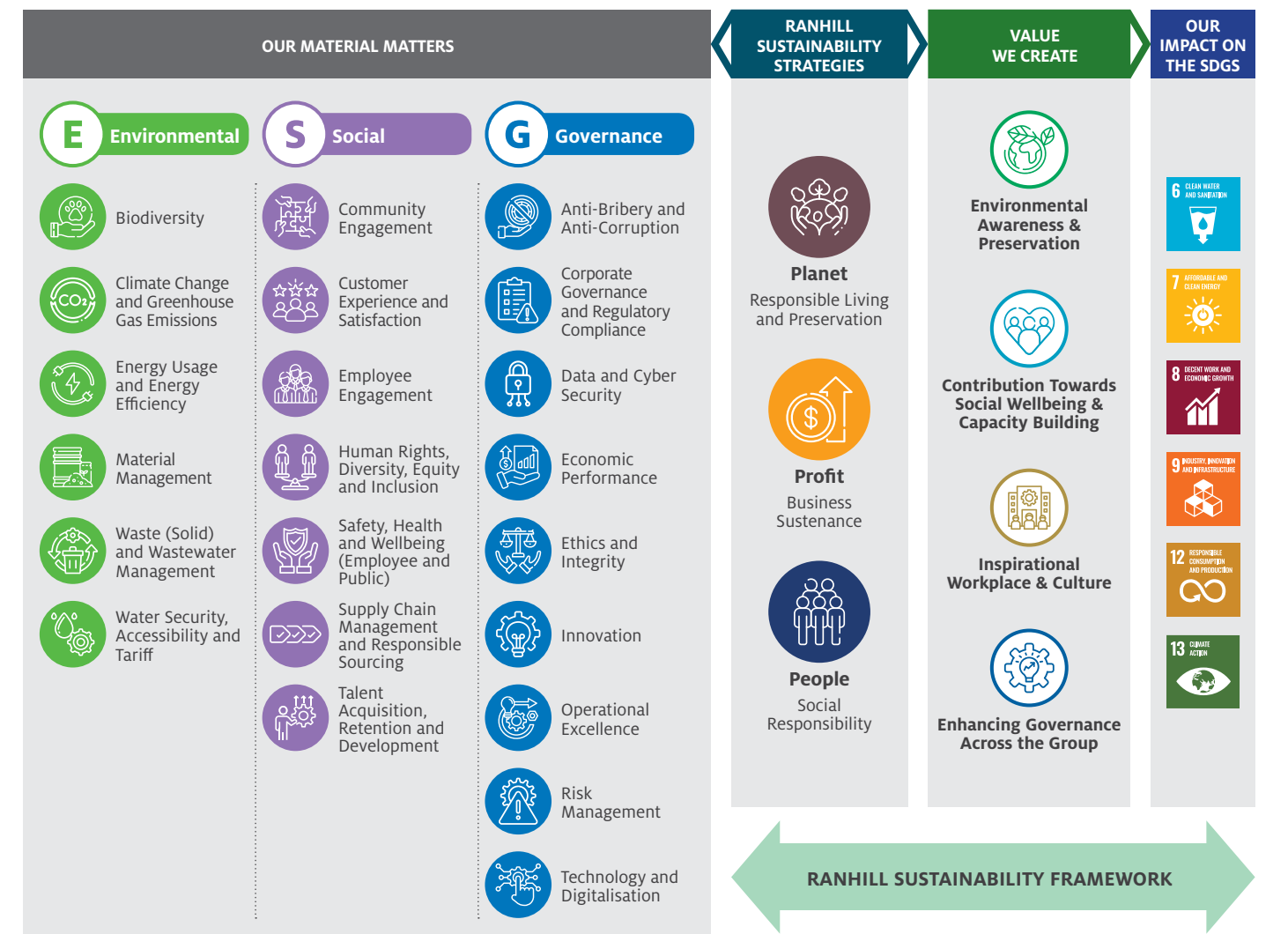
In essence, as the three 3Ps can be generic, the quartet of drivers provide specific focus areas or strategic thrusts that are unique to Ranhill. These are the pathways or strategic priorities that will enable positive outcomes and outputs whilst providing specific strategic directions for sustainability.

The successful pursuit of its quartet of strategic objectives requires a thorough understanding of the inherent material issues and risks that would determine the effectiveness of tactical plans and the realisation of outcomes across all four objectives. Materiality is assessed on a regular basis and such assessments involve internal and external stakeholder inputs towards ensuring a more inclusive and accurate perspective.

Having gained clear visibility and clarity on its material matters, management approaches as well as tactical plans are developed and implemented to address these material topics. Performance is monitored through set KPIs and targets.

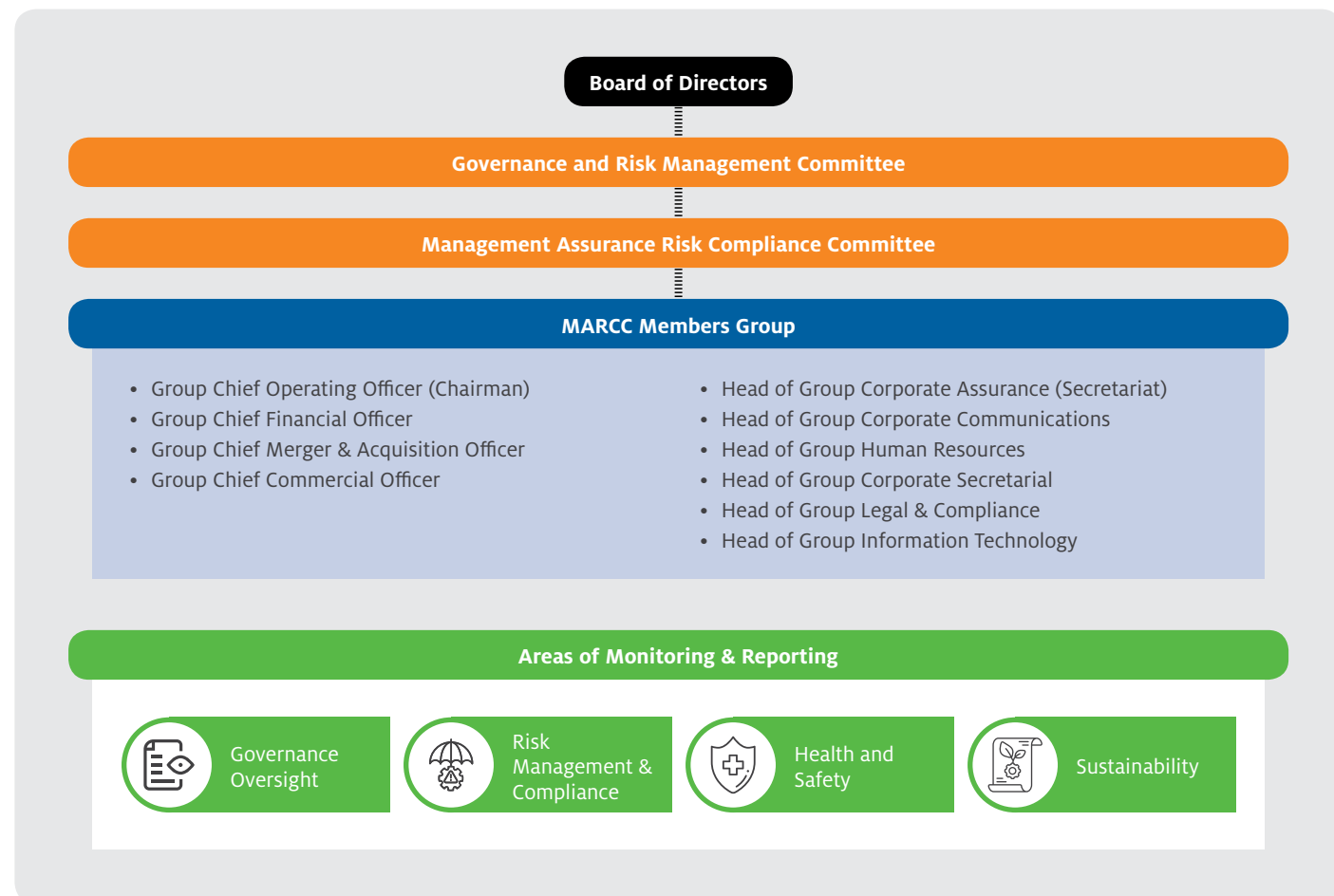
The realisation of the KPIs and targets progressively creates a wide range of financial and non-financial outcomes that are consistent with the targets set across a wide range UNSDGs.

Hence, effectively, Ranhill, through its sustainability framework continues to be a force for good – playing a lead role in catalysing positive transformation in the industries in which the Group operates in.



# SUSTAINABILITY GOVERNANCE STRUCTURE

# SUSTAINABILITY GOVERNANCE STRUCTURE



The Board and Senior Management of the Group provide oversight of the Ranhill sustainability framework.

They in turn helm a robust sustainability governance structure, which provides the necessary resources, capabilities, knowledge and reporting mechanism to drive effective oversight and strategic action of the sustainability agenda (refer to the Sustainability Framework on page 15).

Ranhill's sustainability governance structure enables all sustainability matters to be brought to the Board and Senior Management for deliberation and decision-making. In addition, the operational levels can also bring information, matters and issues to the attention of the Board. This enables the Board and Senior Management to have a coherent grasp of on-ground realities, which supports more informed and effective decision making.

The inclusion of the Governance and Risk Management Committee ("GRMC") enables more comprehensive coverage of risks arising from material EES topics. The involvement of the GRMC reflects Ranhill's high commitment to prioritise EES matters and to integrate these into Group business and operational strategies and decision making.

The GRMC is supported by the Management Assurance Risk Compliance Committee ("MARCC"). The MARCC is in turn, supported by Senior Management and Department Heads across the Group's organisational structure.

The Group's working committee, the Sustainability Working Group ("SWG") is tasked to develop sustainability programmes and action plans. The SWG is a cross functional working team whose members come from all business divisions and operating companies. SWG members comprise personnel from Ranhill SAJ, RWS, RWT, RPI and RPII, RBSB and RW.

In addition, starting from the Q4 of FY2022, the Group's Sustainability Agenda is to be shared on a regular basis with Audit Committee Members.

## KEY ASPECTS OF THE RANHILL SUSTAINABILITY GOVERNANCE STRUCTURE

<p><b>1</b> Comprehensive Board oversight on material EES topics and well positioned to drive strategic focus on the sustainability agenda.</p>	<p><b>3</b> Governance structure facilitates Group wide participation and the development of a cross functional approach to managing sustainability.</p>
<p><b>2</b> Board and Senior Management receive timely reports on EES matters, thereby enabling them to feel the pulse of sustainability initiatives and programmes.</p>	<p><b>4</b> Progressive inclusion of EES matters within Group risk management via the linking sustainability to mid-long term value creation.</p>

## BOARD REMUNERATION AND SUSTAINABILITY TARGETS

Ranhill is cognisant of Bursa Malaysia's recommendation for listed companies to link Board and Senior Management remuneration to the realisation of ESG goals and targets. The Group continues to explore mechanisms to establish such linkages to ensure a fair and equitable approach that will also enable the effective realisation of the Group's ESG goals.

At several of the Group's subsidiaries, remuneration of Senior Management has been linked to the level of regulatory compliance achieved against the industry regulators' KPI which include environmental and social performance considerations.

These include RPI and RPII where the CEO, Head Of Plant and the Safety and Health Officer have their personal KPIs linked to Occupational Health and Safety ("OHS") performance at the respective plants. Similarly for Ranhill SAJ, the CEO's remuneration is linked to the achievement of the KPIs set for Suruhanjaya Perkhidmatan Air Negara ("SPAN") which includes water quality as well as customer satisfaction, both of which are material ESG topics.

## PROMOTING GOOD GOVERNANCE THROUGH INTERNAL POLICIES

In addition to its sustainability governance structure, Ranhill also cultivates good governance via the implementation of the following guidelines and policies. All new staff are informed of the Company's policies as part of their induction process. Ranhill has also established other policies as follows:

### POLICIES AND PROCESSES FOR GOOD GOVERNANCE

Board Charter	Ranhill's Rules of Life ("ROL") for Health and Safety
Ranhill Authority Manual ("RAM")	Sexual Harassment Policy and Procedures
Code of Conduct & Business Ethics ("CCBE")	Anti-Corruption Stance
Whistleblowing Policy	Succession Planning Management Policy and Procedures
Business Continuity Management Policy and Procedures	Third Party Dealings Policy & Procedures

When policies are updated with new clauses and provisions, such updates are communicated to all relevant stakeholders including staff and Management. Ranhill also aligns itself to the recommended corporate governance practices of the regulator, Bursa Malaysia and the MCGG 2021. The Corporate Governance report also showcases how Ranhill has applied the stipulated practices of the MCGG 2022.

## SUSTAINABILITY GOVERNANCE STRUCTURE

### GOVERNANCE THROUGH STRINGENT REGULATORY COMPLIANCE

The water and energy operations are highly regulated sectors and Ranhill continues to ensure stringent adherence to the laws and requirements of all regulatory bodies.

#### WATER REGULATORY

- Water Services Industry Act (WSIA) 2006 and subsidiary laws (Malaysia)
- Industrial Estate Authority of Thailand – Thailand and all other related laws and regulations
- SPAN Permit IPA Jenis C1 (Bekalan Air) – Semenanjung Malaysia, Wilayah-Wilayah Persekutuan Putrajaya dan Labuan
- SPAN Permit IPA Jenis C1 (Pembetulan) – Semenanjung Malaysia, Wilayah-Wilayah Persekutuan Putrajaya dan Labuan
- SPAN Permit IPA Jenis D (Pembetulan) – Johor
- SPAN Permit IPA Jenis D (Bekalan Air) – Johor
- Lembaga Pembangunan Industri Pembinaan Malaysia (LPIPM) – Perakuan Pendaftaran
- Kementerian Kewangan Malaysia
- ISO 9001:2015 Quality Management Systems
- CIDB SCORE Certificate

#### ENERGY INDUSTRY

- Power Purchase Agreement with the Sabah Electricity Board
- Malaysian Ambient Air Quality Standard
- Schedule 3 of the Planning Guidelines for Environment Noise Limits and Control
- Standard B of the Fifth Schedule and Eight Schedule as stated in the Environment Quality (Industrial Effluents) Regulations, 2008
- Malaysia Marine Water Quality Standard, Class E for waste water disposal

#### ENGINEERING INDUSTRY

- CIDB Licence

### OPERATIONAL SITE CERTIFICATION

Ranhill continues to ensure that all subsidiary companies obtain necessary or recommended quality certifications and maintain their active status. Where necessary, the Group advocates upgrading certification to the latest industry benchmarks. In particular, Ranhill SAJ continues to reflect the quality of its operations through its certifications:

#### SITE CERTIFICATION – RANHILL SAJ

##### ISO9001: Quality Management System (for HQ, 8 WTPs and company-wide practices)

To integrate customers’ needs, compliance obligations, and other applicable requirements into its business process, company’s goals, and strategic direction. Customer satisfaction is enhanced and compliance obligations are fulfilled through proactive monitoring and evaluation

##### ISO45001: Occupational Health & Safety Management System (for HQ, 8 WTPs and company-wide practices)

To provide a healthy and safe workplace, to protect the well-being of all persons in the workplace, to eliminate hazards, and to reduce occupational health and safety risks

##### ISO/IEC 17025: Laboratory Accreditation Scheme of Malaysia (Central & Mini Laboratory)

To ensure reliable and accurate monitoring of water quality supplied to consumers

##### ISO/IEC 27001: Information Security Management System (Billing Information System)

To protect business information assets from all threats and maintain customers’ information security

##### ISO50001: Energy Management System (HQ & 5 WTPs)

To procure energy-efficient products and services that impact energy performance and design for energy performance improvement

##### MS1480: Hazard Analysis Critical Control Point (44 WTPs)

To produce safe treated water for customers by implementing HACCP principles

OTHERS

**Ranhill Power**

- ISO 9001:2015

**RWS**

- ISO 9001:2015
- ISO 45001:2018

**RWT**

- ISO 9001:2015

**RBSB**

- ISO 9001:2015
- ISO 14001:2015
- ISO 45001:2018
- ISO 37001:2016

**RW**

- ISO 14001:2015
- ISO 9001:2015
- ISO 45001:2018

### REGULATORY COMPLIANCE

For FY2022, Ranhill SAJ had zero major incidents of non-regulatory compliance. The Group has not incurred any monetary fines, a shutdown of operational sites or any non-monetary censures or warnings.

#### SPAN Related Complaints Received and Resolved

	FY2020	FY2021	FY2022
No. of complaints received	81	55	77
No. of complaints resolved	81	55	77

### CODE OF CONDUCT AND BUSINESS ETHICS

Good governance within Ranhill is further reinforced through the Group’s CCBE. The CCBE was developed in accordance to local legislation to ensure consistency with the laws of the country. This includes Section 17A of the MACC Amendment Act 2018. The CCBE can be viewed here: <https://ranhill.com.my/sustainability/sustainability-policies/>.

Ethical business conduct and corporate integrity supports the cultivation of good work performance, the development of proper relationships and conduct across the Group and with the supply chain and enables the development of structure, systems and processes that facilitate meritorious performance. Good conduct enhances corporate morale, provides a clear understanding of expected and permissible norms of behaviour and sets the tone for good governance.

The CCBE stipulates what is deemed as acceptable behaviours and professional conduct for the Board, Senior Management and employees. It also has provisions that define conflict of interest, sexual harassment, discrimination, acts of corruption and other forms of unethical conduct. The CCBE also covers anti-corruption and money laundering.

## SUSTAINABILITY GOVERNANCE STRUCTURE

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

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

### STRONG ANTI-CORRUPTION STANCE

Ranhill enforces a no-compromise, zero-tolerance approach towards any form of corruption. This includes bribery, favouritism, kickbacks, the receiving and giving of gifts, favours, hospitality and more.

Ranhill’s CCBE defines what constitutes as corrupt acts. The CCBE states that both the beneficiary and the giver of the corrupt act will be censured by the company and if necessary, reported to the relevant authorities for further enforcement action. Beyond the Board, Senior Management and employee, Ranhill’s no compromise stance on anti-corruption also covers any individual and organisation that has a dealing with the Group. This includes consultants, advisors, suppliers, community leaders, politicians and others.

The Group’s approach to anti-corruption has been conveyed Group wide to all governance bodies as follows: Board of Directors, the GRMC, MARC and the Integrity Working Committee (“IWC”).

In FY2022, all managerial and operational staff have received information on anti-corruption and bribery. This includes a mandatory 2-hour briefing on the Ranhill anti-corruption policy and procedures. The same materials are made available to staff at all times via the Intranet.

Ranhill SAJ requires all employees to sign an anti-corruption declaration as a pre-requisite for recruitment.

All operating companies under Ranhill comply with Section 17A and have developed procedures and controls to ensure compliance. In FY2022, there were zero cases of non-compliance with the CCBE. The CCBE is periodically reviewed to ensure congruence with changes in the law and present marketplace norms and guidelines. RBSB, has implemented the ISO37001 Anti-Bribery Management System (“ABMS”).

## SUSTAINABILITY GOVERNANCE STRUCTURE

Ranhill's Board maintains oversight on anti-corruption activities. The IWC has been established to assist the MARCC and GRMC in matters pertaining to ethics and integrity within Ranhill. The IWC continues to be the champion for ethical conduct and corporate integrity, which includes anti-corruption. It is supported by the Group Legal Compliance department as well as the various operating functions within the Group including Group Human Resources, Group Procurement and the SWG.

### INCIDENTS OF CORRUPTION AND WHISTLEBLOWING

The Group had zero incidents of corruption reported for FY2022.

### EXTENDING ANTI-CORRUPTION STANCE TO THE VALUE CHAIN

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

Where relevant, audits or background checks may be conducted on suppliers, prior to the awarding of contracts. Any supplier who is found to have engaged in corrupt practices will be reprimanded accordingly.

Action taken can range from immediate contract termination to reporting the offender to the authorities for legal action.

Reminder memos are sent out to all suppliers on a periodic basis reminding suppliers to continue adopting a zero-tolerance stance on corruption, including bribery.

### ANTI-CORRUPTION TRAINING

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

### ASSESSMENT OF OPERATIONS AT HIGHER RISK TO CORRUPTION

In FY2022, Ranhill, through its Group Legal and Compliance Department had assessed operations for risks related to corruption. The next assessment is due to be held in FY2025. Findings from the last assessment indicated there were no high risk departments or high risks scenarios for corruption within the Group. Findings were derived after assessing the present level of anti-corruption controls and internal processes put in place.

Description	FY2020	FY2021	FY2022
<b>Percentage of operations assessed for risks related to types of corruption</b>	The Group Level - 90% Subsidiaries Level - 60%	The Group Level - 100% Subsidiaries Level - 80%	Subsidiaries Level - 100%
<b>Number of corruption risk assessments based on types of corruption, including bribery</b>	Initiated Bribery Risk Assessment Workshop groupwide	Bribery Risk Assessment for Group Business Development Division	Bribery Risk Assessment Analysis presented to MARCC and reported to Board of Directors
<b>Significant risks related to corruption identified through the risk assessment</b>	6 residual risks identified	Action taken for residual risk control	Finalised action taken for residual risk control

### WHISTLEBLOWING CHANNEL

Ranhill has established its Whistleblowing channel in accordance with the Whistleblower Protection Act 2010 ("Act 711"), Companies Act 2016, and Capital and Market Services Act 2007.

The Whistleblowing channel also serves as a grievance mechanism for any internal or external stakeholder to channel any complaint, dissatisfaction or issue to the Board. Provided such reporting is made in good faith, all whistleblowers are accorded confidentiality unless the identity of the whistleblower is required by enforcement authorities to facilitate further investigations. The whistleblower is accorded protection from any form of reprisal, harassment or pressure.

## SUSTAINABILITY GOVERNANCE STRUCTURE

### DATA PRIVACY AND SECURITY

Ranhill's operating companies manage large amounts of data, a significant amount of which is confidential in nature. For example, Ranhill SAJ, as the Johor state's water operator, manages millions of residential and commercial customer accounts. Such accounts would inevitably contain personal data such as national registration identification card numbers, home addresses, phone numbers and other data.

Ranhill's management of data is based on the Personal Data Protection Act ("PDPA 2010"). All confidential data is collected only with the consent of data owners and such data is only used for the purpose of the engagement with said customer. Data is collected with the data owner's full awareness that such data is being collected by Ranhill and may be used for internal purposes as agreed by the customer.

Ranhill SAJ's Customer Service Department has been certified to the ISO27001:2013 Information Security Management System standard. This attests to the department's systematic and secure approach to managing customer information.

Data is not disclosed to third parties unless officially requested by enforcement authorities such as the police department or the government. Ranhill continues to perform systems hardening to step up protection of ICT security systems and databases. There have been zero cases of data breach throughout Ranhill's operations.

The Group Whistleblowing channel comes under the purview of Group Corporate Assurance Department ("GCAD"). All whistleblowing reports will be investigated impartially with the findings presented to Audit Committee.

Anyone wishing to make a whistleblowing report can do so via the following channels:

- Website: [www.we-care.my](http://www.we-care.my)
- Telephone/Hotline: 1700-81-5333
- Email: [whistle@we-care.my](mailto:whistle@we-care.my)
- Letter:
  - a) PO Box 11258, 50740 Kuala Lumpur
  - b) Head, Group Legal & Compliance, Ranhill Utilities Berhad, Bangunan Ranhill SAJ, Jalan Garuda, Larkin, 80350 Johor Bahru, Johor Darul Takzim

In addition, specific whistleblowing channels have been established, handled by a third party to ensure independence and transparency with their respective investigation and reporting processes. If allegations are proven true, action will be taken against the perpetrator including internal disciplinary proceedings or if appropriate, reported to the enforcement authorities for further action.

In FY2022, zero whistleblowing cases were reported.

### POLITICAL VIEWS AND CONTRIBUTIONS

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

However, the Group from time to time may participate in charitable or nation-building events organised by the government of the day or its ministries and agencies. The Group may also support Corporate Social Responsibility ("CSR") events or programmes that could see the involvement of political parties or politicians.




As provided for in the laws of the country and Ranhill's commitment to freedom of association, employees, have the right to join or support political parties of their choosing or any civil society or NGO, so long as these entities are recognised by law to be legal. The Group supports the rights of citizens to vote in accordance to their conscience.

## STAKEHOLDER ENGAGEMENT






In FY2022, Ranhill has actively engaged its diverse range of stakeholders. Such engagements are necessary towards ensuring excellent operational performance and sustained value creation as viewed from the following perspectives: customer satisfaction, product and service quality, regulatory compliance and also accurate identification and prioritisation of material topics.

In essence, stakeholder engagement imparts Ranhill with insights into the perspectives, desires and expectations of customers. As for the Board and Management, the findings provide a clearer understanding of how the Group can continue to align with the creation of financial and non-financial values while fulfilling aspirations of the stakeholders.

Ranhill defines stakeholders as individuals, groups or entities that have the potential to influence or impact Ranhill's operations. Individuals or groups who are, or may be potentially impacted by the Group's presence or business operations are also regarded as stakeholders. Following is a snapshot of the Group's stakeholder engagement activities for the financial year:

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	RESULT / OUTCOME
 <b>Employees</b>	Virtual Town Hall Session: "Tanyalah Pengurusan" (TaP) forum	Employee engagement forum to provide staff with a channel to voice their concerns and aspirations to Management.	Improved staff morale, higher awareness and understanding of the Group's business plans, reduced attrition rates, improved organisational culture and greater sense of belonging to the Ranhill brand among staff.
	Virtual R-CARE H+ Program: Wellness activities, dietary plan, health screening and coaching	Ranhill in collaboration with Naluri emphasises on the employees' mental and emotional wellbeing.	Employees remained in good spirits and health throughout the pandemic year. The R-care programmes continues to see increased staff participation.
	Sijil Kemahiran Malaysia – Convocation Ceremony	Enhance employee's technical & learning competencies, social and human resources development.	586 employees were certified since 2022.
	Virtual Workshop, Project Session: F.L.E.X: Knowledge sharing session	Communicate key company information such as business plans, goals and strategies for the financial year.	Employees have a cleared understanding of company's goals and expectations.
 <b>Frontliners, operators, receptionist and customer service staff</b>	Customer Service Efficiency Blueprint	Improve skills and service levels of frontliners such as operators, receptionists and front desk staff.	Improved customer service levels which lead to customer satisfaction.
	Exhibition	Asia Water 2022. Water Conservation Demonstration.	Consumer behavioural change requires long term effort. Through this programme, the practices on water conservation were successfully shared with the public.
	Website, social media and SAJ Info Centre	Information on planned and unplanned water disruption and issues on water supply.	Faster and efficient notification to customers, which reduces concern and frustration. Contributes to reduce complaints during water disruptions and water supply issues.
 <b>Financial Community</b>	Annual General Meeting / Financial performance / Operational performance / Regulatory Compliance / Reputation / Investor Relations / Initiatives	Open communication with shareholders, analysts and investors beyond key events of the corporate calendar. This includes platforms such as domestic and international roadshows, seminars and conferences.	Our shareholder engagement programme provides a direct avenue for shareholders, investors or clients to access information and engage with the company.

## STAKEHOLDER ENGAGEMENT

STAKEHOLDER	ENGAGEMENT METHOD	FOCUS AREA	RESULT / OUTCOME
 <b>Government and Regulators</b>	Briefing and presentations	Briefing on Ranhill SAJ matters to EXCO Johor State, Parliament and ADUN.  Presentation at Iskandar Malaysia Ecolife Challenge organised by Iskandar Regional Development Authority and Johor Education Department on water consumption and conservation awareness.	One of the recommended ways to advertise to a target market and create brand awareness and also for operational efficiency.  The Group is complying with various regulatory requirements set by our regulators and clients.
	Exhibition	Display information on operational and services.	
 <b>Local Communities</b>	Post Flood Humanitarian Aid at Batu Pahat  CSR - Flood Humanitarian Aid at Baling, Kedah	Contribution of groceries to underprivileged families and individual through various CSR programmes.	Creating brand awareness and giving back to the community.
 <b>Media</b>	Press Conferences	Malam Wartawan Malaysia.	Dissemination of information through mainstream media.
	Events		
 <b>NGOs</b>	Briefings, presentations and collaborations	Collaboration with Kloth Malaysia on fabric waste initiative.	Support from NGOs is important to influence public opinion towards the Company.
 <b>Suppliers / Vendors</b>	Regular supplier and vendor meetings, tender briefings and tender site visits	Engagement with suppliers is important to ensure that proper transparency and governance are being practiced in procuring their services.	A fair, transparent and win-win relationship with our vendors and suppliers.

STAKEHOLDER ENGAGEMENT

Specific details on Ranhill engagement with stakeholders is provided in the following chart, which provides a monthly timeline of engagements undertaken with a wide range of stakeholders.



STAKEHOLDER ENGAGEMENT

STAKEHOLDER ENGAGEMENT ON WATER ISSUES

As in previous years, Ranhill SAJ continues to engage with both regulatory stakeholders as well as the general public on various issues. Among these include water pollution, NRW and high water consumption per capita in Johor.

Lifting of COVID-19 social restrictions led to an increase in Ranhill SAJ's consumer engagement activities. A wide range of events were held at schools, universities, roadshows and also public events.

These engagements serve to educate the public on the need to be more efficient with water consumption, to safeguard rivers by not contaminating rivers and to report incidents, leaky pipes and faulty meters towards reducing NRW loss.

The ultimate goals are as follows:

- Reduce Malaysia's relatively high water consumption per capita (litre/day/capita) of 219 litre/day/capita towards moving closer to the recommended 165 litre/day/capita by the World Health Organisation ("WHO")
- Revert NRW loss towards a declining trend
- Reduce pollution incidents and to ensure effective enforcement action is taken against offenders
- The importance of a timely water bill payment



A school outreach programme held at SK Majidi Bahru as part of the Generasi Jimat Air Negeri Johor Programme

PROGRAM 'JOM SEMBANG'

Ranhill SAJ has increased its public engagement in FY2022 by initiating more roadshows through its 'Jom Sembang' programme. This roadshow is intended to educate the general public on the importance of prompt settlement of water bills, Ranhill SAJ's efforts in maintaining a reliable water system, and to emphasise how water remains one of the lowest costing utilities in Malaysia.

The campaign has been highly effective in its contribution to Ranhill SAJ's high performance on bill collection rates.



Ranhill SAJ Townhall Session with the local community as part of the 'Jom Sembang' programme held in Labis, Segamat

STAKEHOLDER ENGAGEMENT

AMATA NAKORN INDUSTRIAL ESTATE LEARNING CENTRE (THAILAND)



Sub-Committee on Stakeholders, Customers, Markets and Corporate Social Responsibility Department of the Industrial Estate Authority of Thailand visiting the Learning Center at Amata Nakorn Industrial Estate, Thailand

RWT's Amata Learning Centre remains a popular destination for a wide range of stakeholders looking to learn more about the water industry, especially the water treatment and reclaimed water segments of the industry.

The Learning Centre is a top draw among investors, local government officials, students, individuals from private companies as well as members of the local community. It serves as a non-profit community centre towards sharing information on the water industry and as such has become a go-to venue for anyone aiming to broaden their knowledge on the industry.

Year	FY2019	FY2020	FY2021	FY2022
Total Visitors at Amata Nakorn Industrial Estate Learning Centre	543	822	35	371

Year	Companies from Industrial Estates	Investor
Visitor Details for Amata Learning Centre for FY2022	272	99

EMPLOYEE ENGAGEMENT – COMMUNICATION

Ranhill continues to engage its employees frequently and proactively as evidenced throughout the year via memos, townhalls and other forms of communication. The goal of these engagements is to foster two-way communication that creates an engaged, informed and motivated workforce while also enabling Management to feel the pulse of employees. It provides opportunities for employees to bring up concerns, suggestions and question management in a transparent manner.

Communication promotes a better understanding of the Group's business direction, its strategic thrusts, the prospects for employees and other pertinent details that are important to employees. The communication approach creates an environment of mutual respect, trust and understanding that support employee morale and satisfaction, which translates into improved productivity and retention rates.

These engagements serve to boost employee morale and adds to the overall approach of talent management. One of the key engagement initiatives are employee satisfaction surveys initiated on an annual basis to gauge employees' satisfaction levels towards their employer.

Employee Engagement Survey (Satisfaction Category)	FY2020 (%)	FY2021 (%)	FY2022 (%)
Ranhill SAJ	96	66.8	82
RPI & RPII	95	97.7	88
RWT	78	79	90
RWS	83	83	77
RBSB	Nil	Nil	69
RW	Nil	78	84

STAKEHOLDER ENGAGEMENT

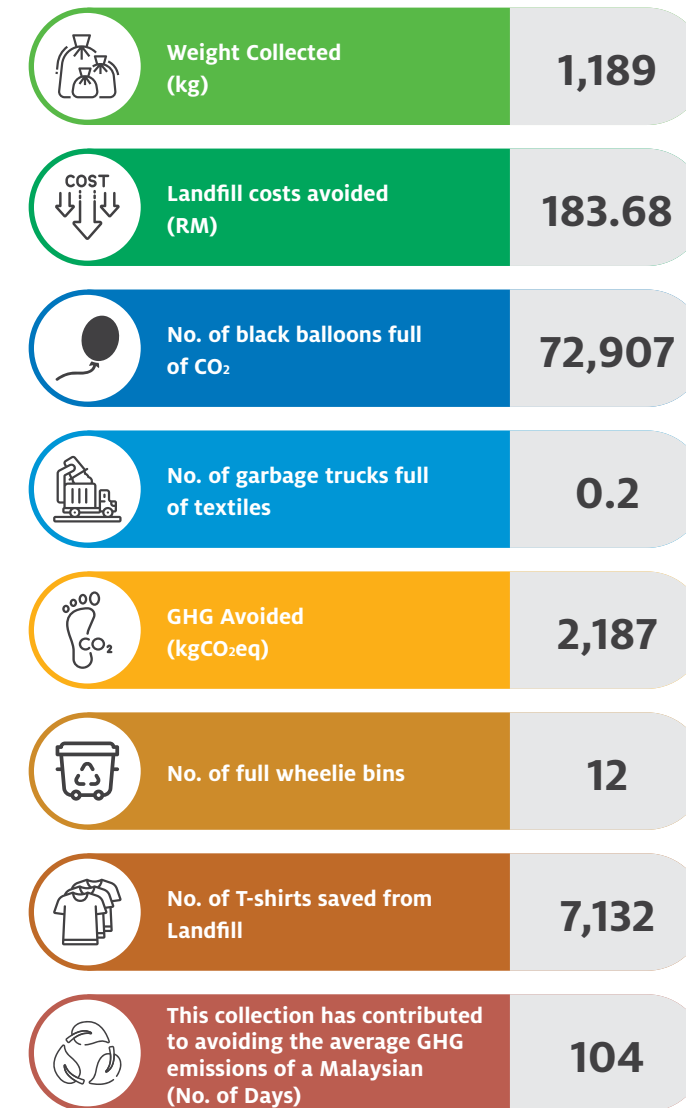
RANHILL 'RE-BIN' INITIATIVE



'Re-Bin' is an initiative to inculcate, enhanced recycling habit among staff

The Ranhill 'Re-bin' initiative is aimed at promoting greater awareness among Ranhill's staff on the importance of reducing waste and practicing greater recycling in their daily lives as opposed to the typical consume and dispose lifestyle mindset.

Collaborating with Kloth Malaysia, Ranhill setup a recycle bin, called 'Re-Bin' where employees could dispose of their unwanted, torn or old clothing, which will be then collected and sent to a recycling centre. In total, 1,189 kg of cloth waste was diverted from landfills and over 2,187 kg of CO<sub>2</sub>eq emissions were avoided. The Group was awarded with a certificate of environmental impact for its initiative.





## ASSESSING AND PRIORITISING MATERIAL TOPICS

Ranhill conducted a detailed materiality exercise for FY2022. The assessment has revealed a shift in several topics in terms of their importance to the organisation as well to stakeholders.



## ECONOMIC PERFORMANCE

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

### DIRECT ECONOMIC VALUES CREATED

FY2022 has seen Ranhill continue to focusing on driving business and financial performance. In FY2022, on the back of increasing water and electricity consumption as well as improved contributions from the Services Sector, Group revenue was marginally higher at RM1,153.8 million, 1.1% higher year-on-year (FY2021: RM1,141.4 million). However, the deferment in new water tariff implementation to FY2023 had impacted overall revenue as well as earnings performance.

Group Profit Before Tax ("PBT") declined by 11.3% year-on-year to RM85.2 million (FY2021: RM96.1 million). Aside from the aforementioned deferment in tariff implementation, other factors that affected pre-tax earnings include the delay in the implementation of lower lease costs for rented assets from water asset owner, Pengurusan Aset Air Berhad ("PAAB").

Also offsetting earnings was the imposition of Imbalance Cost Pass-Through ("ICPT") surcharges by Tenaga Nasional Berhad ("TNB"). From February 2022, ICPT surcharges of RM0.0037 per kWh were imposed on Ranhill SAJ, which resulted in a 6.8% increase in electricity costs amounting to RM137.0 million.

Further details of the Group's financial performance are provided in the Financial Highlights section of SR2022. Readers may also choose to review detailed performance disclosures as provided in the Management Discussion and Analysis section of the [AR2022](#).

### ECONOMIC IMPACT VS ENVIRONMENTAL FOOTPRINT

Ranhill continues to measure the efficiency of its operations for energy consumption, emissions and water consumption. In FY2022, the Group has expanded such performance ratios to include waste generated. The efficiency measures go towards demonstrating that business growth and improved financial performance can be achieved while continuing to manage environmental footprint.

Financial Year	FY2020	FY2021	FY2022
Revenue (RM'Million)	1,468.50	1,530.90	1,726.30
Total direct Energy Consumption diesel, petrol, etc converted into kWh	16,346,476.2	13,124,668.3	10,425,165.5
Total direct Energy Consumption diesel, petrol, etc converted into GJ	58,847.3	47,248.8	37,530.6
Direct Energy Intensity (kWh / revenue RM'Million)	11,131.4	8,573.2	6,039.0
Indirect Energy Consumption: Electricity (GWh)	351.3	321.1	374.3
Indirect Energy Consumption: Electricity (GJ)	1,264,788.0	1,155,960.0	1,347,444.0
Total Energy Consumption (GJ)	1,323,635.3	1,203,208.8	1,384,974.6
Indirect Energy Intensity (GWh / revenue RM'Million)	0.2	0.2	0.2
Total Energy Intensity (GWh / revenue RM'Million)	901.4	785.9	802.3
Scope One Emissions (MtCO <sub>2</sub> eq)	4,351.5	3,492.0	2,765.3
Scope Two Emissions (MtCO <sub>2</sub> eq)	205,526.1	187,843.9	218,960.9
Scope Three Emissions (MtCO <sub>2</sub> eq)	16,918.8	15,941.9	18,080.3
Total Carbon Emissions (MtCO <sub>2</sub> eq)	226,796.4	207,277.8	239,806.5
Total Carbon Emissions Intensity (MtCO <sub>2</sub> eq / revenue RM'Million)	154.4	135.4	138.9
Total Water abstraction (m <sup>3</sup> )	698,371,127.0	682,991,959.0	686,891,245.0
Water Efficiency / Intensity (m <sup>3</sup> / revenue RM'Million)	475,567.7	446,137.5	397,898.0

ECONOMIC PERFORMANCE

INDIRECT ECONOMIC VALUES CREATED

Direct financial values aside, Ranhill's business operations also generated a wide range of indirect economic values. These include distribution of dividends to shareholders, payment of taxes to the government (which enables social and infrastructure development), repayments to financiers and contributions to a wide range of charitable and social causes.

RANHILL GROUP

INDICATOR	FY2020 (RM'Million)	FY2021 (RM'Million)	FY2022 (RM'Million)
Payments to Employees (Salary and emoluments)	241.9	289.8	358.3
Payments to Suppliers and Partners (Operating expenses)	1,397.1	1,471.2	1,733.3
Government (Income tax)	40.4	26.6	60.8
Returns to Shareholders (Dividends)	29.8	12.7	32.2
Repayment to Financiers	160.5	163.4	152.5

Further information on community services and infrastructure supported are provided in the Contribution Towards Social Wellbeing and Capacity Building section on page 51.

SUPPORTING LOCAL PROCUREMENT

With regard to procurement, Ranhill's management approach is based on a preference for local procurement as much as possible unless such goods or services cannot be procured locally or cannot be procured locally at a competitive value proposition. Local is defined as the domestic area in which Ranhill and its subsidiary companies are operating.

The benefits of local procurement include shorter supply chains, which translates to faster service response and replenishment of inventory, reduced environmental impacts due to reduced fuel consumed across the supply chain to ship goods or provide services and the development of local businesses and creation of local job opportunities for local talents. Local vendor development and technology and knowledge transfer are also some of the benefits generated from local procurement.

Depending on the value of procurement contracts, procurement comes under the purview of the tender and quotation committee which could see Board or CEO participation.

All tenders come attached with the Group's ABAC policy as a reminder to all bidders of Ranhill's strict zero tolerance policy with regard to corrupt practices and that suppliers must be corruption-free as a prerequisite to participate in the tender. They are to remain as such throughout the engagement process and contract period with the Group. Failure to adhere to the aforementioned presents ground for disqualification from the tender process, termination of the contract awarded and being reported to the regulatory authorities for further action.

Ranhill SAJ's management approach to local procurement follows specific requirements. These include vendors, suppliers and contractors being registered with the Registrar of companies and also with the relevant regulatory authorities or industry bodies. These include (where relevant), CIDB, Ministry of Finance ("MoF") and SPAN.

Ranhill SAJ's procurement policy is consistent with requirements of SPAN, Water Services Industry Act (WSIA), Product Specification and the company's SIRIM certified ISO9001: 2015 operation manual. Matters of procurement are managed by Ranhill SAJ's Contract and Procurement Department.



ECONOMIC PERFORMANCE

The tender is initiated by the relevant department, monitored by the Tender Secretary, evaluated by Tender Committee and approved by the CEO or Board of Directors.

All tender documents come with clear and precise instructions for participation. Aspects covered include the procurement budget, tender process, tender committee, contractor registration and evaluation, emergency procurement, sole sourcing, approval and payment terms.

The aforementioned tender process is closely adhered to, to ensure there is equal and fair opportunity for all eligible tenders to participate on a meritorious basis. All tenders are evaluated by the Board of the Tender Committee or Quotation Committee. Evaluations are conducted based on a set criteria. The only exception when a tender is not called is due to emergency situations where a quick appointment is necessary to prevent severe loss to assets, infrastructure or even to people.

In FY2022, an overwhelming majority of contracted suppliers were local:

PERCENTAGE OF LOCAL PROCUREMENT

Operating Company	FY2020 (%)	FY2021 (%)	FY2022 (%)
Ranhill SAJ	99	100	100
RWS	100	100	100
RWT	98.2	96	97
RPI & RPII	94	98	94
RBSB	87	93	100
RW	81	71	100

RANHILL SAJ SUPPLIER ASSESSMENT

Sub-contractors and suppliers are monitored and assessed regularly based on their performance. Following are the results of supplier performance – with Grade A being excellent and D being poor. Contractors rated D will be removed from the Approved Supplier List, and cannot be hired for one (1) year.

Supplier's Performance	FY2020	FY2021	FY2022
Supplier A	380	353	304
Supplier B	456	476	490
Supplier C	58	54	54
Supplier D	15	19	21
Total Number of Suppliers	909	902	869
Total Number of Local Suppliers	909	902	869
Percentage of Local Suppliers (%)	100	100	100

GOVERNANCE OF THE SUPPLY CHAIN

Increasingly, Ranhill has been expanding its sustainability focus to its supply chain – requiring that suppliers, vendors and contractors ensure a high level of regulatory compliance while also conforming where relevant, to the Group's spirit of good ESG practices.

In particular, Ranhill SAJ has established the Procurement Policy & Procedures ("P&P") which have stipulations for suppliers to display good ESG practices. In essence, ESG performance is also progressively being considered as a criteria for being invited to participate in tenders as well as a selection criteria for awarding. The P&P has been developed to establish systemised transparency and accountability within the supply chain as well as the procurement process. The Group has thus far, not discovered any negative social or environmental impacts arising from its supply chain and will look to strengthen supply chain audit and assessments going forward.

## ENVIRONMENTAL AWARENESS & PRESERVATION



Ranhill’s approach to environmental awareness and preservation is based on adhering to good practices as stipulated by the relevant authorities and industry bodies. These include the Department of Environment (“DOE”), SPAN, CIDB and others. In addition, the Group’s operating subsidiaries are certified to various ISO standards which set best practices for operations and environmental operations.

At the direction of the Board and Senior Management of Ranhill, all subsidiary companies are encouraged to undertake a thorough assessment of their operations to identify opportunities to reduce environmental footprint by considering overall management approaches to reducing energy, water and resource consumption, carbon emissions as well as waste production and where possible to adopt circular economy concepts for the recycling of waste.

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

Operating Company	Environmental Standards
Ranhill SAJ	Complies with KPIs set by SPAN and Environmental Quality Regulation of DOE
RPI & RPII	DOE standard, EQA 2009 Environmental Quality Regulation, DOE
RWT	Environmental Quality Regulation of DOE Drinking Water Quality Standard, Ministry of Health (“MOH”)
RBSB	RBSB uses Environmental Aspects & Impacts Register (“EAIR”) as part of monitoring, eliminating and reducing environmental aspect of the organisation. Environmental Quality Act (“EQA”) 1974, Manual Saliran Mesra Alam (“MASMA”) and other standards which are recorded in the organisation’s legal requirement documents
RW	Not applicable as RW only provides consultancy and project management services

FY2022’s data for energy, emissions and water consumption as well as waste management have been scoped to the following:

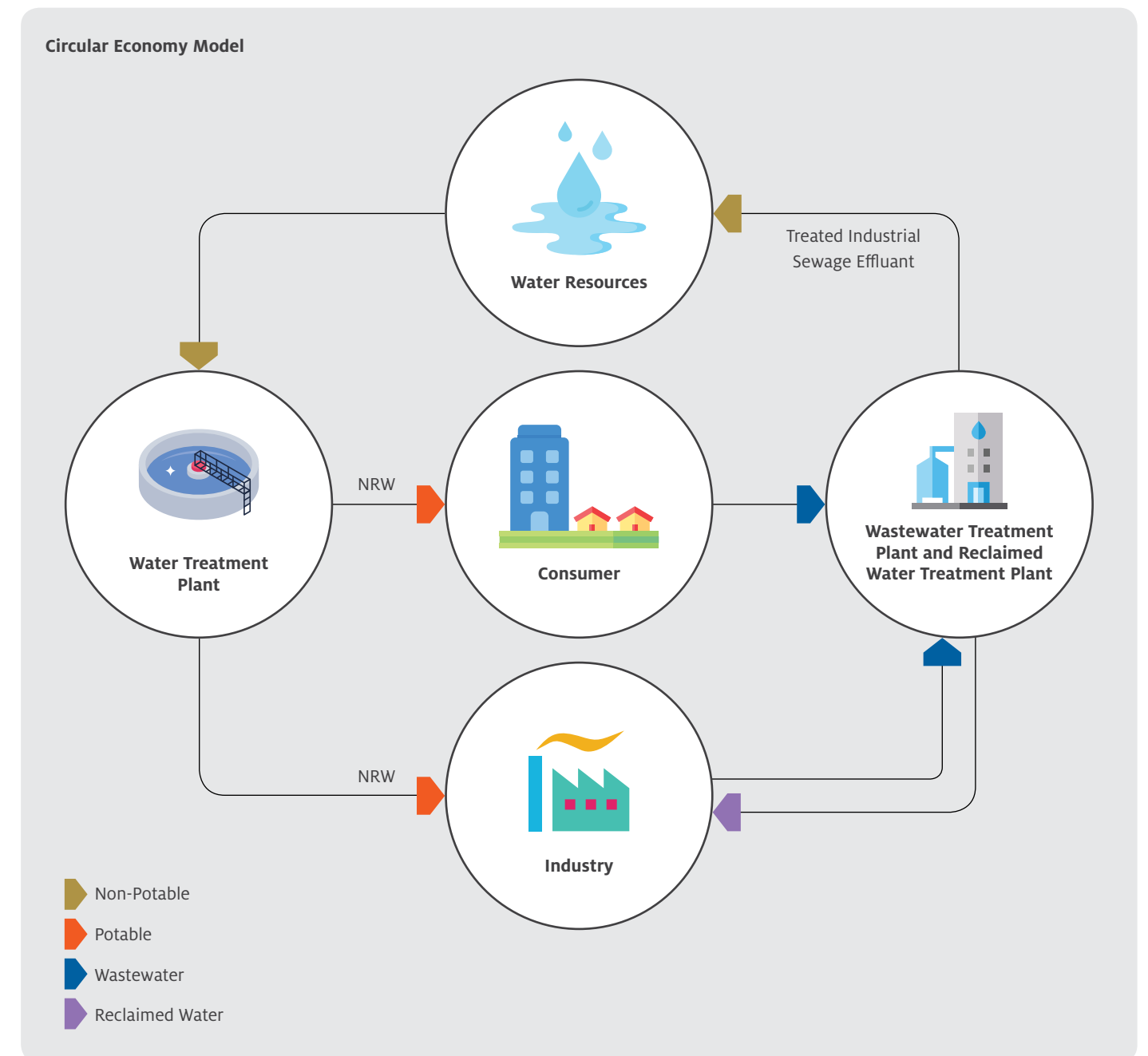
Operating Companies	Specific Operational Sites
Ranhill SAJ	All WTPs, reservoirs, dams and headquarters
RWS	Office
RWT	All wastewater treatment and reclaimed water treatment plants
RPI & RPII	Teluk Salut and Rugading power plants
RBSB	Office
RW	Office

## ENVIRONMENTAL AWARENESS & PRESERVATION

### CIRCULAR ECONOMY

Ranhill continues to be an active proponent of the circular economy approach. This is to progressively transitioning its business operations from a linear based resource consumption model to one centred on reduced resource consumption by adopting methodologies to reuse existing resources and to produce zero waste as much as possible within the value chain.

Guided by the International Water Association’s (“IWA”) guideline, “Water Utility Pathways in a Circular Economy”, Ranhill’s adoption of the circular economy approach is exemplified in the Group’s reclaimed water treatment operations and its Combined Cycle Gas Turbine (“CCGT”) fired power plants.



## ENVIRONMENTAL AWARENESS & PRESERVATION

### DRIVING RECLAIMED WATER USE FOR ZERO DISCHARGE

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

In conventional systems, at the end of the production cycle, industries produce large quantities of wastewater. This wastewater is treated in accordance to regulatory standards and then discharged accordingly into water bodies. Fresh potable water is then consumed for the next production cycle. This results in water consumption costs as well as utilisation of the finite supply of fresh water.

At the Amata Industrial Park in Rayong and Chonburi, Thailand and at Forest City, Johor, Malaysia, RWT's Wastewater Treatment Plants ("WWTPs") provide a zero-discharge solution. At the end of the production cycle, instead of just treating and discharging effluents, effluents are channelled to a separate reclamation plant for further treatment. This process produces reclaimed water, also known as "greywater". Reclaim water can be used for a wide range of non-potable industrial and commercial applications.

The use of reclaimed water reduces demand for treated water which resulted in savings on water bills for the companies. There is zero discharge into rivers, thus improving water quality. Cleaner rivers require fewer chemical treatments and there is less risk of water contamination that causes WTP shutdowns.

Ultimately, reclaimed water offers a long-term solution for commercial customers, who are the biggest consumers of treated potable water. Cumulatively, from its reclaimed water operations in Thailand and Malaysia, RWT produces 28 MLD of reclaimed water; 17 million litres daily ("MLD") from Thailand and 11 MLD from operations at Forest City.



RWT's Wastewater Treatment Plant in Chonburi, Thailand

### PROMOTING CLEANER ENERGY PRODUCTION

Ranhill operates two CCGT plants. CCGT power plants are regarded as the cleanest of all fossil fuels due to the use of natural gas. According to the American Gas Association, natural gas emits 90,000 fewer pounds of CO<sub>2</sub> per billion British Thermal Unit ("BTU") than coal.

Ranhill Power CCGT plants can operate in a combined cycle mode – producing electricity from gas fuel as well as from the steam generated from the production process. This enables reduced consumption of fossil fuels to generate the same quantity of electricity.

Ranhill is also developing its first 50MW solar farm in Bidor, Perak. The Group, through the Corporate Green Power Programme ("CGPP") also aims to develop a 29.9 MW solar farms to supply clean energy to Ranhill SAJ.

At Ranhill SAJ's Sultan Iskandar WTP, solar panels provide 63 kWp of clean energy while at the Gunung Ledang WTP, the mini hydro installation generates 73 kWp of clean energy.



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



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

## ENVIRONMENTAL AWARENESS & PRESERVATION

### ADDRESSING NON-REVENUE WATER CHALLENGES IN MALAYSIA

While Johor state has the lowest NRW levels in the whole of Malaysia, Ranhill through Ranhill SAJ and RWS continues to aggressively pursue NRW loss reduction towards achieving the target of 20.9% as set out in the 12<sup>th</sup> Malaysia Plan. Johor remains the state with the lowest NRW loss rates at 20.9 m<sup>3</sup>/km of pipe/day in FY2022.

NRW loss is primarily caused by leaky pipes, faulty water meters and water theft. Leaky pipes in particular, if left unchecked would see an increase in the Natural Rate of Rise ("NRR") over time that will ultimately cause higher NRW loss. This was the case in Johor in FY2022, where necessary NRW management works could not be undertaken at the intended level due to budgetary issues as well as delay in approvals by regulatory authorities.

Addressing NRW loss is imperative as the impact is profound on the entire water ecosystem.



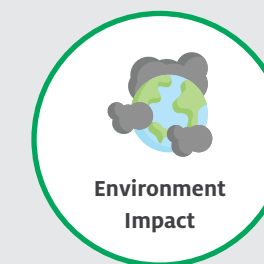
#### Financial Impact

- Revenue loss
- Increased operation expenditure costs



#### Supply Impact

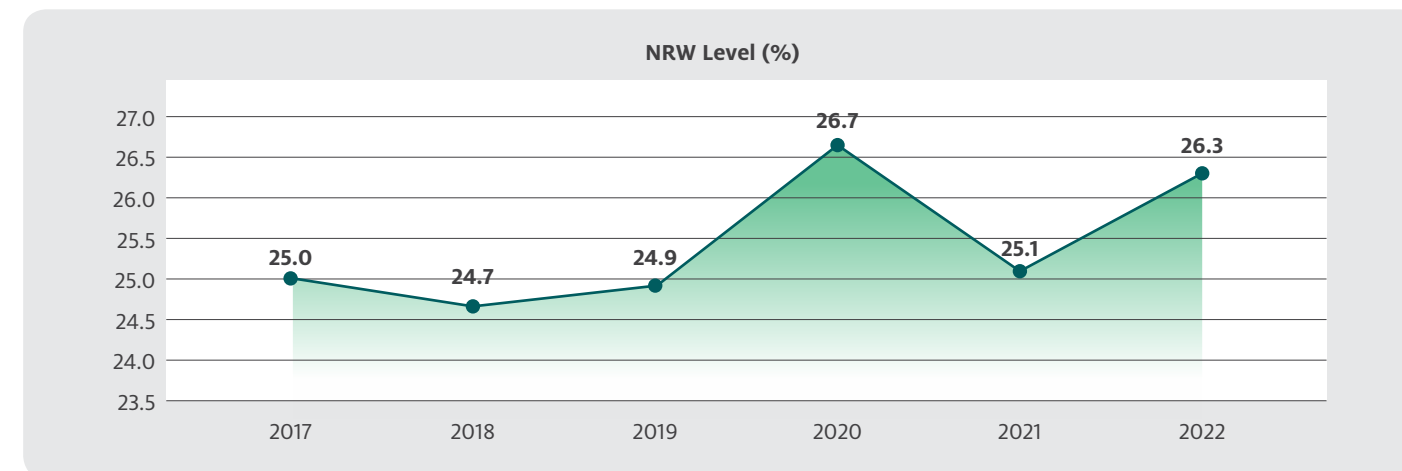
- Necessitates increased abstraction from finite water supply
- May require additional infrastructure i.e. raw water transfer and off river storage facilities
- Reduced reserve water margins, especially in water stressed areas
- Increased maintenance required on WTPs



#### Environment Impact

- Increased energy consumption and emissions due to increased water abstraction to compensate for volumes lost due to NRW

### RANHILL'S EFFORTS IN ADDRESSING NRW



In FY2022, a total of 70,929 leaks were detected and rectified through intensified ALC activities by RWS. In addition, a total of 124,193 customer meters were replaced.

ENVIRONMENTAL AWARENESS & PRESERVATION

CLIMATE CHANGE

Climate change directly impacts the water supply system in Johor. Adverse weather conditions caused or exacerbated by climate change can result in droughts, reduced rainfall or even flash floods, all of which can seriously impact on the water supply system. Drought and reduced rainfall may cascade to diminished water levels in rivers and dams which would affect the ability to supply potable water. The situation is particularly challenging at areas deemed to have a lower water reserve margin. With reduced water volume in rivers, river contamination issue becomes more pronounced as reduced water volume would translate to higher concentration of pollutants.

Measures to address such conditions comprise sourcing for alternative water sources such as groundwater, cloud seeding to encourage rain, undertaking raw water transfer and Off River Storage (“ORS”) facilities and other measures. In extreme situations, water rationing may be necessary.

Climate change can also affect non-water related operations such as infrastructure and construction related development. The full details on the impacts of climate change on Ranhill’s operations are provided in the TCFD Index Disclosure at the end of this report.

FINANCIAL COSTS ASSOCIATED WITH CLIMATE CHANGE RISKS AND IMPACTS AS WELL AS OPPORTUNITIES

Ranhill acknowledges that climate change impacts can lead to financial impacts. Ranhill’s costs would be costs attributed to the physical, transitional and reputational risks arising from climate change. Kindly refer to the TCFD index provided at the end of this report for risks, identified financial, business and operational impacts as well as opportunities brought on by climate change.

BOARD AND MANAGEMENT OVERSIGHT ON CLIMATE CHANGE

Given the severity of climate change impacts as well as the increasing frequency of climate change events, such as droughts, heavy rainfall and flash floods, climate change has been identified as a topic material to value creation and to environmental and social impacts. Together with energy consumption, climate change comes under the purview of the Board of Directors and specifically, under the oversight of Independent, Non-Executive Director, Mr. Lim Hun Soon @ David Lim who is the designated Board champion for all ESG related matters.

The oversight includes identifying physical, transitional and reputational risks arising from climate change as well as mitigation strategies. The Board and Management have also pledged their support to progressively adopt the TCFD recommendations. FY2022 has seen Ranhill commence reporting based on the TCFD framework.

CLIMATE CHANGE RELATED STIPULATIONS FOR THE SUPPLY CHAIN

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

ESTABLISHING CARBON REDUCTION TARGETS

Ranhill has established its long-term target of net zero carbon by 2050. The journey to net zero carbon is to be driven based on the following:

- Increased use of renewable energy to power water and energy operations
- Greater use of low-carbon technologies to produce lower carbon water and power
- Performing Lifecycle Analysis on existing business processes
- Development of a clear climate change roadmap
- Development of an internal carbon price for the Group

In FY2022, Ranhill commenced collaboration with the MGTC towards undertaking preliminary assessments of Ranhill GHG emissions. The Group has inked a commercial agreement in which MGTC will be undertaking comprehensive GHG assessment and the development of a complete GHG baseline as well as roadmap for all Ranhill and its subsidiaries’ operations.



The Memorandum of Understanding signing between Ranhill and Malaysian Green Technology and Climate Change Corporation (MGTC) to drive Ranhill towards Net Zero Carbon 2050

PRESERVING WATER RESOURCES

WATER CONTAMINATION AND POLLUTION

The issue of upstream water pollution has significantly decreased over the past three years due to improved stakeholder awareness as well as more stringent and effective regulatory enforcement.

Despite the reopening of economic and commercial activity post COVID-19 pandemic, the number of reported pollution cases continues to be on a downtrend. The main cause of pollution is industrial, agriculture and domestic discharge, untreated sewerage as well as effluent and discharge from upstream sand mining activities.

Many conventional effluent treatment systems do not adhere to regulatory standards for effluent discharge or are poorly maintained. As a result, discharge into rivers exceeds permissible levels, thus causing river water contamination. Once the level of contaminants exceeds a certain threshold, WTPs must be shut down. Shutting down WTPs is the only option to prevent contaminated water from being distributed through the network and to consumers.

However, in FY2022 as mentioned, the number of incidents of pollution continue to decline.

TOTAL NO. OF WATER POLLUTION INCIDENTS AND WTP SHUTDOWNS

	FY2020	FY2021	FY2022
Interruption Due To *Contamination In Raw Water (No. of Cases)	5	2	1
Total Hours Of Shutdown	115.2	16.2	52
Financial Losses (RM'Million)	0.1	0.04	0.006

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

Date	Issue	Action
20, 21, 23, 26 January 2022	LRA Sultan Ismail shutdown due to increase of ammonia Raw water source : Sungai Skudai Root cause : Ammonia release from STP and effluent from factory	BAKAJ and SPAN have been notified and further action taken
26 May 2022	LRA Kg Tengah 1, Kg Tengah 2 & Bukit Hampar Raw water source : Sungai Segamat Root cause : Palm oil plantation effluent overflow	BAKAJ have been notified and further action taken by BAKAJ
27 December 2022	Bukit Batu WTP shutdown due to increase of ammonia at plant intake Raw water source : Sungai Ulu Pontian Besar Root cause : Palm oil plantation fertiliser illegal dumping	BAKAJ have been notified and further action taken by BAKAJ

ENVIRONMENTAL AWARENESS & PRESERVATION

**COSTS ASSOCIATED WITH WATER POLLUTION**

Cases of pollution typically necessitate WTPs to be shutdown to prevent contaminated water getting to the water supply system and subsequently to consumers. The shutdown of WTPs leads to reduced water being supplied and therefore, affects revenue. The revenue loss incurred corresponds to the duration of the shutdown, which can stretch from one-hour to several days.

Beyond revenue losses to Ranhill SAJ, consumers also suffer losses, especially industrial and commercial customers. Disrupted water supply may affect business operations leading to commercial losses. Residential customers would suffer various inconveniences when there are water disruptions.

Access to clean water is a basic human right which Ranhill SAJ adheres to, so alternative measures to supply water to affected customers are implemented. These include supplying water via tankers to affected areas.

This leads to increased operating costs as well as GHG emissions attributed to increased diesel consumption by tankers.

Other risks associated with water supply disruption include the build-up of air locks within the piping system. This can potentially lead to higher maintenance outlay as well as increased water loss due to burst or leaky pipes. Frequent shutdowns would also affect Ranhill SAJ's brand credibility as a reliable water operator.

**ADDRESSING AND PREVENTING WATER POLLUTION**

Ranhill SAJ as a private water operator only starts at the intake; that is ensuring the quality of raw water supplied to domestic and non-domestic customers. The responsibility of ensuring the quality and quantity of river water supply rests with other stakeholders within the ecosystem.

However, Ranhill SAJ at the cost of RM7 million has deployed a PRS at the Simpang

Renggam WTP to reduce ammonia levels to below 10 part per million ("ppm").

In addition Ranhill SAJ's Environmental Crime Prevention Unit or UCJAS continues to work closely with enforcement authorities. They include Badan Kawalselia Air Johor ("BAKAJ"), the Department of Environment ("DOE"), Ministry of Health ("MOH"), SPAN and the Royal Malaysian Police ("PDRM").

Through UCJAS, Ranhill SAJ has been effective in quickly identifying pollution incidents and reporting these to the authorities. The use of technology i.e. remotely operated drones and such have enabled increasingly effective evidence gathering, which has enabled legal action to be taken against perpetrators.

Enforcement aside, Ranhill SAJ continues to undertake awareness and education activities, especially to business premises or villages situated adjacent to rivers. This is part of the preventive approach towards addressing river pollution.



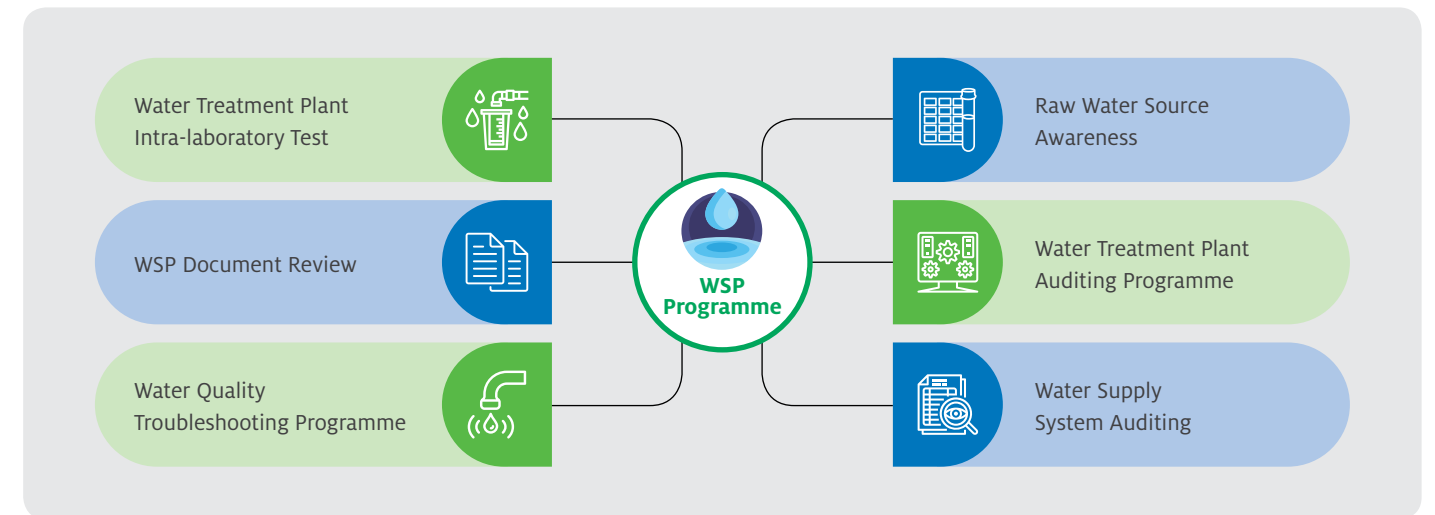
PRS System, Air Stripper and Gas Scrubber with Treatment Capacity up to 500ppm of ammoniacal nitrogen content

ENVIRONMENTAL AWARENESS & PRESERVATION

**WATER QUALITY**

**REGULATORY COMPLIANCE (MALAYSIA WATER OPERATIONS)**

Ranhill continues to implement its Water Safety Plan ("WSP") which focusses on identifying all hazards that affect the safety and acceptability of drinking water. Risk assessment starts from the catchment areas right through to treatment and distribution and extends to the consumers' premises.



Ranhill SAJ conducts quarterly raw water quality monitoring based on Raw Water Quality Index set by Department of Environment (DOE).

1. Dissolve Oxygen (DO)
2. Biochemical Oxygen Demand (BOD)
3. Chemical Oxygen Demand (COD)
4. Suspended Solid (SS)
5. pH
6. Ammonia

In FY2022, with the exception of Non-Revenue Water ("NRW") loss, Ranhill SAJ has continued to meet all KPIs set by the industry regulator, SPAN for water quality. Kindly refer to Appendix Two for specific details on the compliance levels achieved. Similarly, RWT has also achieved compliance with the industry regulator's KPIs for all relevant water operations. Kindly refer to Appendix Three for full details on the compliance levels achieved by RWT's operations.

**WATER CONSUMPTION**

In FY2022, water consumption has increased due to increase in non-domestic consumption demand. Opening of the economy, increased industrial and commercial activities, the removal of pandemic related restrictions, has increased water consumption during the financial year.

Domestic consumption had decreased as the population, from being largely confined to their homes during the pandemic, transitioned back to their regular work and lifestyle routines. Water consumption data is scoped primarily to Ranhill SAJ, RWT and RPI and RPII.

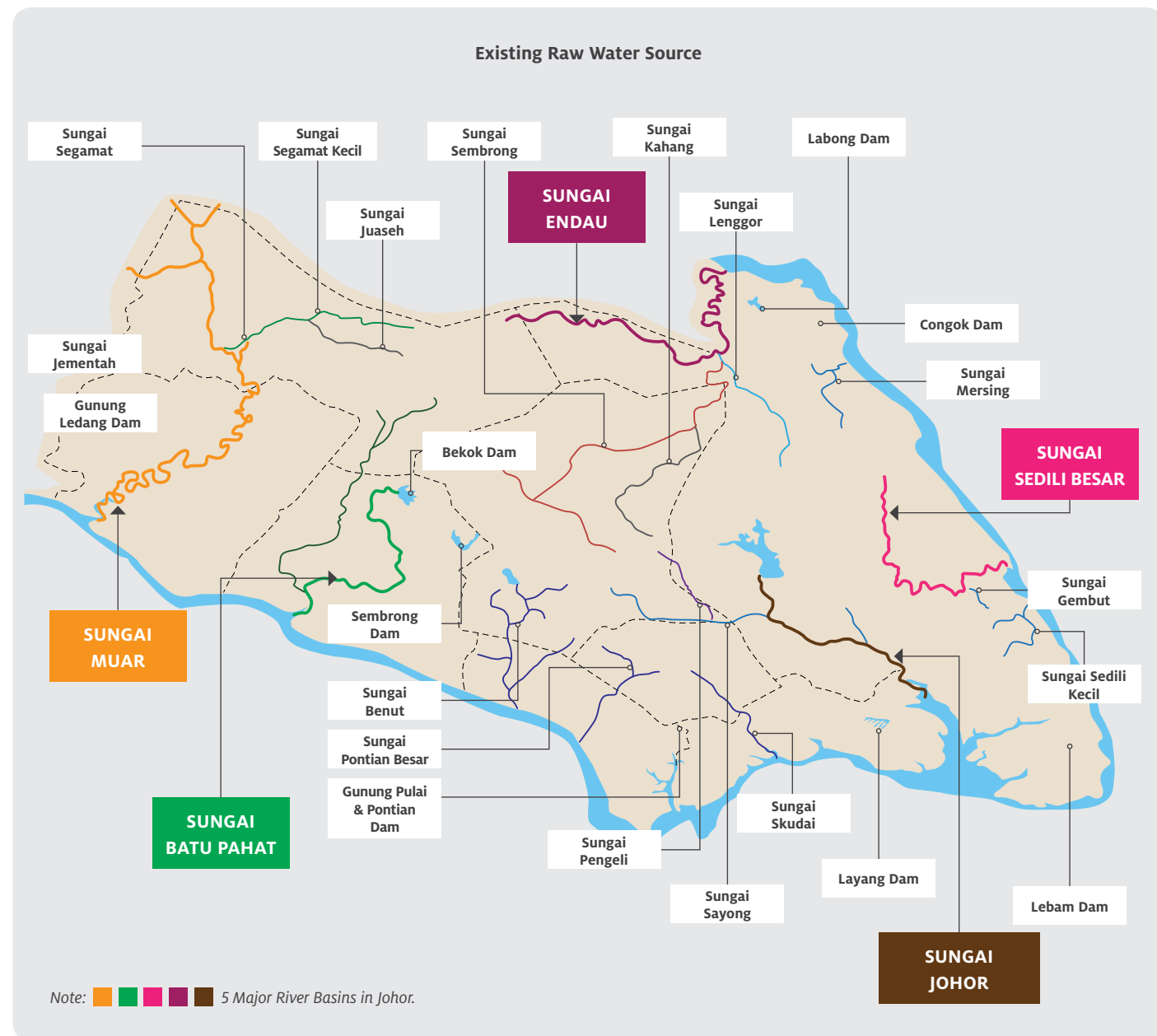
**RANHILL SAJ WATER CONSUMPTION AND SLUDGE**

	FY2020	FY2021	FY2022
Raw Water Abstraction River (m³)	424,640,758	417,035,411	412,930,624
Raw Water Abstraction Dam (m³)	273,730,369	265,956,548	273,960,621
Total Raw Water Abstraction (m³)	698,371,127	682,991,959	686,891,245
Average (m³ / month)	58,197,594	56,915,997	57,240,937
Raw Water (m³)	698,371,127	682,991,959	686,891,245
Treated Water (m³)	668,147,604	653,207,737	671,311,627
In Plant Usage (m³)	30,223,523	29,784,222	22,967,479
Total Sludge (kg)	93,857,414	91,935,416	93,788,980

ENVIRONMENTAL AWARENESS & PRESERVATION

ENVIRONMENTAL AWARENESS & PRESERVATION

The following are Ranhill SAJ's water sources across Johor:



RWT

WATER CONSUMPTION RWTT & ANURAK

Financial Year	FY2020	FY2021	FY2022
Total Water Consumption (m <sup>3</sup> )	8,003,125	9,775,278	9,169,864
Surface Water withdrawal (m <sup>3</sup> )	8,019,131	9,794,829	9,165,281
Recycled water (m <sup>3</sup> )	4,282,064	4,749,304	4,418,503
Total Water / Effluents Discharged (m <sup>3</sup> )	5,227,066	5,631,211	5,645,833

RPI and RPII

At the power plant operations at both RPI and RPII, water is consumed for personal consumption of employees as well as for the boilers and maintenance works. The maintenance works include the following: gas turbine offline water wash, boiler tube leaking, valve passing works and other purposes.

WATER CONSUMPTION (m<sup>3</sup>): RPI – TELUK SALUT AND RPII – RUGADING

Financial Year	FY2020	FY2021	FY2022
Teluk Salut (m <sup>3</sup> )	81,937	91,704	90,920
Rugading (m <sup>3</sup> )	55,459	43,110	42,787
Total (m <sup>3</sup> )	137,396	134,814	133,707

RPI AND RPII OFFSITE WATER TREATMENT TOTAL DISCHARGE

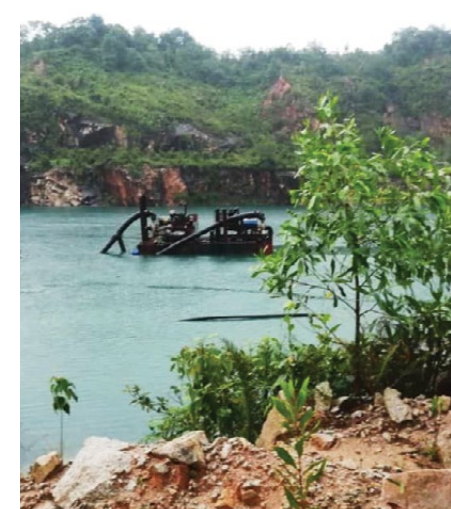
Financial Year	FY2021	FY2022
Teluk Salut (m <sup>3</sup> )	11,163	8,642
Rugading (m <sup>3</sup> )	3,205.4	2,917
Total (m <sup>3</sup> )	14,368.37	11,559

RAW WATER TRANSFER

Ranhill SAJ has in the past, increased the volume of raw water transfer from rivers to designated dams. Example of this include water transfer activities from Tasik Biru and Chabang Tiram River to the Upper Layang Dam.

In FY2022, an additional raw water transfer project, the Sg Ulu Sedili Besar project was given priority. The project once completed will enable 18 MLD of raw water from Sg Sedili to be channelled to the Gembut WTP to meet growing consumption demand from the Gembut area.

Aside from ensuring sufficient supply, the raw water transfer activities are important to preserve oxygen levels in the water. Higher water levels in dam means larger water surface areas which increase the oxygen levels.



Raw water pumping system from Tasik Biru to Upper Layang Dam to increase the raw water storage volume



Outfall at Layang Dam from Tasik Biru raw water pumping system

GROUNDWATER EXPLORATION

In the past, Ranhill SAJ, collaborating with external parties have been successful in tapping groundwater as an alternative source to river water. In FY2022, Ranhill SAJ successfully conducted groundwater exploration at the Lok Heng WTP with a potential of 4 MLD.

Ranhill SAJ is ensuring the use of groundwater should be done in a sustainable manner which enables underground water sources to be sufficiently replenished, in an effort to ensure long term, sustainable supply. Hence, the volume of groundwater abstraction is constantly monitored to ensure the resources are not over exploited before supply is available again.

ENVIRONMENTAL AWARENESS & PRESERVATION

ENERGY CONSUMPTION AND CARBON EMISSIONS

Beyond WTP operations, Ranhill SAJ consumes energy for plant upgrading and maintenance works as well as introduction of new WTPs into the WTP network. RPI and RPII consume energy for the operations of its turbines at the Teluk Salut and Rugading power plants. RWT consumes energy sourced from the national electricity grid for the operations of its WWTP and reclaimed water treatment plants in Malaysia and Thailand.

In managing its energy consumption and emissions, Ranhill SAJ adheres to its ISO 50001 certified Energy Management System Certification ("EnMS"). Ranhill SAJ also ensures adherence to the Efficient Electric Power Management Regulations 2008 ("EMEER2008").

Ranhill SAJ has also established a comprehensive Energy Policy, which can be viewed here: RPI and RPII is guided by the Grid Code For Sabah and Labuan (Amendments) 2017.

In monitoring its carbon footprint, Ranhill SAJ has developed a comprehensive carbon footprint data analysis methodology system that provides extensive carbon scope coverage across all three scopes. Data and analysis is undertaken by an inhouse Carbon Footprint Team.

Disclosures for the table has been scoped to Ranhill SAJ's energy and emissions performance data only as such data was the most complete and enabled a consistent comparisons to be made for direct and indirect energy consumption as well as related emissions.

RANHILL SAJ ENERGY CONSUMPTION

	FY2020	FY2021	FY2022
Total Direct Energy Consumption (fuel in terms of diesel, petrol, etc. in Litres or Gigajoule's ("GJ"))	1,650,327.19	1,326,272.01	1,059,220.29
Total Indirect Energy Consumption (Electricity in kWh)	351,326,731.17	321,100,678.79	374,292,054.90
Total Indirect Energy Consumption (Electricity in GJ)	1,264,776.23	1,155,962.44	1,347,451.40
Total RE usage (in kWh)	RE generation capacity only installed in FY2021	113,219	134,631
Total Direct Energy Efficiency / Intensity (GJ / Revenue)	0.0014	0.0012	0.0009
Total Indirect Energy Efficiency / Intensity (kWh / Revenue)	0.30	0.28	0.32
Total energy consumption (GJ)	2,915,103.42	2,482,234.45	2,406,671.69

Findings and insights derived from the analysis are used to identify opportunities for energy consumption and emission reduction. Focus is placed on the pump systems deployed at WTPs, which are the main consumers of energy. Addressing pump performance by promoting efficiency and implementing lower energy consumption solutions as well as tapping RE are some of the present strategies employed by the Group.

These include the use of solar photovoltaic panels at the Sultan Iskandar WTP, hydropower at the Gunung Ledang WTP and installation of solar street lighting at most WTPs.



Replacing traditional street lights with solar-powered street lights at most WTPs

ENVIRONMENTAL AWARENESS & PRESERVATION

RPI AND RPII ENERGY CONSUMPTION

	FY2020	FY2021	FY2022
Total Scope One Energy Consumption (fuel in terms of diesel, petrol, etc. in Litres or Kgs or Joules)	8,358,230.2	289,039.3	10,054,138.5
Total Scope One Energy Consumption (in terms of MMBtu)	10,747,173.1	10,131,129.2	21,025,790.1
Average Energy Efficiency /Intensity (kJ/kWh)	9,828.71	9,737.47	18,592
Total energy consumption within the organisation (GJ)	11,640,545.3	10,699,339.6	22,558,030.1

CARBON EMISSIONS

Carbon footprint analysis for Ranhill SAJ comprising Scope One, Two and Three emissions is provided as follows:

CARBON FOOTPRINT ANALYSIS FY2020

Scope	Description	Quantity	Emissions Factor	CO <sub>2</sub> Emissions (MtCO <sub>2</sub> eq)	Total CO <sub>2</sub> Emissions (MtCO <sub>2</sub> eq)	Energy (kWh)	Energy Intensity (kWh/m <sup>3</sup> )
Scope 1: Direct	Fuel (Generator Set): Diesel (litre)	626,615.24	0.00267620	1,676.95	4,351.5005	6,266,152.40	0.0084
	Fuel (Company Transport): Diesel (litre)	849,494.45	0.00267620	2,273.42			
	Fuel (Company Transport): Petrol (litre)	174,217.50	0.00230250	401.14			
Scope 2: Indirect	Electricity (kWh)	351,326,731.17	0.58500000	205,526.14	205,526.1377	351,326,731.17	0.4726
Scope 3: Others Indirect	Purchase of Chemical: Chlorine (kg)	4,315,504.95	1.12400000	4,850.63	16,918.7782		
	Purchase of Chemical: Aluminium Sulphate (kg)	16,094,354.96	0.23170000	3,729.06			
	Purchase of Chemical: Soda Ash (kg)	2,186,220.78	0.55300000	1,208.98			
	Purchase of Chemical: Hydrated Lime (kg)	7,077,248.49	0.49850000	3,528.01			
	Purchase of Chemical: Flouride (kg)	460,330.61	0.10000000	46.03			
	Purchase of Chemical: PAC (kg)	1,780,719.98	0.53700000	956.25			
	Purchase of Chemical: Caustic Soda (kg)	110,709.04	1.12400000	124.44			
	Purchase of Chemical: Polymer (kg)	18,458.72	1.18200000	21.82			
	Purchase of Chemical: CK 442 (kg)	2,960,752.39	0.53700000	1,589.92			
	A4 Paper (kg)	615,150.00	1.39010000	855.12			
Water	Employee Commuting (km)	44,418,368.93	0.00019184	8.52			
	Raw Water Volume (m <sup>3</sup> )	743,448,429.88					
	Treated Water Volume (m <sup>3</sup> )	652,637,843.18					
	Billed Consumption (m <sup>3</sup> )	463,229,016.78					
Grand Total					226,796.4165		MtCO <sub>2</sub> eq
Total Carbon Intensity					0.3051		kgCO <sub>2</sub> eq / m <sup>3</sup> raw water



ENVIRONMENTAL AWARENESS & PRESERVATION

ENVIRONMENTAL AWARENESS & PRESERVATION

CARBON FOOTPRINT ANALYSIS FY2021

Scope	Description	Quantity	Emissions Factor	CO <sub>2</sub> Emissions (MtCO <sub>2</sub> eq)	Total CO <sub>2</sub> Emissions (MtCO <sub>2</sub> eq)	Energy (kWh)	Energy Intensity (kWh/m <sup>3</sup> )
Scope 1: Direct	Fuel (Generator Set): Diesel (litre)	385,046.97	0.00267620	1,030.46	3,492.0470	3,850,469.70	0.0056
	Fuel (Company Transport): Diesel (litre)	787,834.06	0.00267620	2,108.40		7,878,340.61	0.0121
	Fuel (Company Transport): Petrol (litre)	153,390.98	0.00230250	353.18		1,395,857.94	0.0028
Scope 2: Indirect	Electricity (kWh)	321,100,678.79	0.58500000	187,843.90	187,843.8971	321,100,678.79	0.4701
Scope 3: Others Indirect	Purchase of Chemical: Chlorine (kg)	4,261,494.52	1.12400000	4,789.92	15,941.8705		
	Purchase of Chemical: Aluminium Sulphate (kg)	16,733,086.84	0.23170000	3,877.06			
	Purchase of Chemical: Soda Ash (kg)	2,751,241.78	0.55300000	1,521.44			
	Purchase of Chemical: Hydrated Lime (kg)	7,241,760.69	0.49850000	3,610.02			
	Purchase of Chemical: Flouride (kg)	535,785.18	0.10000000	53.58			
	Purchase of Chemical: PAC (kg)	308,813.03	0.53700000	165.83			
	Purchase of Chemical: Caustic Soda (kg)	1,093,811.30	1.12400000	1,229.44			
	Purchase of Chemical: Polymer (kg)	20,581.26	1.18200000	24.33			
	Purchase of Chemical: CK 442 (kg)	725,039.85	0.53700000	389.35			
	A4 Paper (kg)	195,950.00	1.39010000	272.39			
	Employee Commuting (km)	44,419,459.53	0.00019184	8.52			
Water	Raw Water Volume (m <sup>3</sup> )	682,991,959.02					
	Treated Water Volume (m <sup>3</sup> )	653,207,736.93					
	Billed Consumption (m <sup>3</sup> )	504,928,899.00					
				<b>Grand Total</b>	207,277.8145	MtCO <sub>2</sub> eq	
				<b>Total Carbon Intensity</b>	0.3035	kgCO <sub>2</sub> eq / m <sup>3</sup> raw water	

CARBON FOOTPRINT ANALYSIS FY2022

Scope	Description	Quantity	Emission Factor	CO <sub>2</sub> Emissions (MtCO <sub>2</sub> eq)	Total CO <sub>2</sub> Emissions (MtCO <sub>2</sub> eq)	Unit	Energy (kWh)	Energy Intensity (kWh/m <sup>3</sup> )
Scope 1: Direct	Fuel (Generator Set): Diesel (litre)	91,649.85	0.00267620	245.27	2,765.3277	MtCO <sub>2</sub> eq	916,498.50	0.0013
	Fuel (Company Transport): Diesel (litre)	781,973.33	0.00267620	2,092.72			7,819,733.32	0.0117
	Fuel (Company Transport): Petrol (litre)	185,597.11	0.00230250	427.34			1,688,933.71	0.0033
Scope 2: Indirect	Electricity (kWh)	374,292,054.90	0.58500000	218,960.85	218,960.8521	MtCO <sub>2</sub> eq	374,292,054.90	0.5353
Scope 3: Others Indirect	Purchase of Chemical: Chlorine (kg)	4,463,990.73	1.12400000	5,017.53	18,080.3334	MtCO <sub>2</sub> eq		
	Purchase of Chemical: Aluminium Sulphate (kg)	17,246,715.10	0.23170000	3,996.06				
	Purchase of Chemical: Soda Ash (kg)	1,974,619.50	0.55300000	1,091.96				
	Purchase of Chemical: Hydrated Lime (kg)	7,188,362.03	0.49850000	3,583.40				
	Purchase of Chemical: Flouride (kg)	508,212.81	0.10000000	50.82				
	Purchase of Chemical: Caustic Soda (kg)	118,765.66	1.12400000	133.49				
	Purchase of Chemical: Polymer (kg)	19,993.74	1.18200000	23.63				
	Purchase of Chemical: PAC Type 2 DC (kg)	4,097,473.29	0.53700000	2,200.34				
	Purchase of Chemical: PAC Type 1 CK442A (kg)	1,756,501.01	0.53700000	943.24				
	Purchase of Chemical: PAC Type 2 CK442B (kg)	1,183,571.51	0.53700000	635.58				
	Purchase of Chemical: PAC Type 3 CK1000 (kg)	182,577.96	0.53700000	98.04				
	Purchase of Chemical: Achlopac Type 2	497,879.66	0.53700000	267.36				
	A4 Paper (kg)	21,829.50	1.39010000	30.35				
	Employee Commuting (km)	44,418,914.23	0.00019184	8.52				
	Water	Raw Water Volume (m <sup>3</sup> )	699,227,640.70					
Treated Water Volume (m <sup>3</sup> )		670,709,750.80						
Billed Consumption (m <sup>3</sup> )		512,237,415.20						
				<b>Grand Total</b>	239,806.5132	MtCO <sub>2</sub> eq		
				<b>Total Carbon Intensity</b>	0.3430	kgCO <sub>2</sub> eq / m <sup>3</sup> raw water		

Note:  
 1 cubic metre of natural gas is equivalent to 8.8 kwh or 31.7 MJ  
 1 litre of petrol, is equivalent to 9.1 kwh or 32.6MJ  
 1 litre of diesel-oil is equivalent to 10.0 kwh or 35.9MJ  
 1 kWh = 3,600,000 J  
 1 box of A4 paper contains 5 reams of paper  
 1 ream of 80gsm A4 paper = 2.4948kg  
 1750 box 80gsm A4 paper = 8750 reams  
 8750 reams = 21829.5kg

ENVIRONMENTAL AWARENESS & PRESERVATION

While Scope one emissions have decreased on the back of continuous efforts to reduce fuel consumption, Scope 2 emissions have increased by 16.6% year-on-year due to the high consumption of electricity to power WTP operations in particular. Scope 3 emissions have been provided as per the aspects mentioned in the Ranhill SAJ carbon footprint analysis. Overall, Scope 3 emissions have increased by 13.41% year-on-year due to increased consumption of goods and services from suppliers with the return to full business operations.

RPI and RPII have recorded Nitrogen Dioxide and Carbon Monoxide emissions levels within the permissible limits set by the DOE, which are emissions not exceeding 150mg/m<sup>3</sup> for Nitrogen Dioxide and 100mg/m<sup>3</sup> for Carbon Monoxide. Emissions levels are monitored by DOE via the Continuous Emissions Monitoring System (CEMS).

Both plants, as much as possible prioritise operating in Combined Cycle Operating Mode to minimise carbon and other emissions. Effective maintenance is performed regularly to optimise Gas Turbine ("GT") performance and efficiency. Higher efficiency and lower heat rate contribute to lower emissions.

RPI AND RPII AIR EMISSIONS

Air Emissions Data	FY2020	FY2021	FY2022
NOx emissions (excluding N2O) (mg/m <sup>3</sup> )	<b>RPI</b> HRSG 11: 48.24 mg/m <sup>3</sup> HRSG 12: 52.0 mg/m <sup>3</sup> HRSG 21: 77.77 mg/m <sup>3</sup> HRSG 22: 85.49 mg/m <sup>3</sup>  <b>RPII</b> HRSG1A = 8.93 mg/m <sup>3</sup> HRSG1B = 11.40 mg/m <sup>3</sup>	<b>RPI</b> HRSG 11: 49.77 mg/m <sup>3</sup> HRSG 12: 40.30 mg/m <sup>3</sup> HRSG 21: 46.03 mg/m <sup>3</sup> HRSG 22: 40.06 mg/m <sup>3</sup>  <b>RPII</b> HRSG1A = 8.29 mg/m <sup>3</sup> HRSG1B = 7.06 mg/m <sup>3</sup>	<b>RPI</b> HRSG 11: 21.01 mg/m <sup>3</sup> HRSG 12: 21.77 mg/m <sup>3</sup> HRSG 21: 17.40 mg/m <sup>3</sup> HRSG 22: 19.61 mg/m <sup>3</sup>  <b>RPII</b> HRSG1A = 25.15 mg/m <sup>3</sup> HRSG1B = 11.40 mg/m <sup>3</sup>
Other standard categories of air emissions identified in relevant regulations – CO (mg/m <sup>3</sup> )	<b>RPI</b> HRSG 11: 62.6 mg/m <sup>3</sup> HRSG 12: 56.02 mg/m <sup>3</sup> HRSG 21: 69.99 mg/m <sup>3</sup> HRSG 22: 73.25 mg/m <sup>3</sup>  <b>RPII</b> HRSG1A = 8.93 HRSG1B = 11.40	<b>RPI</b> HRSG 11: 55.6 mg/m <sup>3</sup> HRSG12: 47.4 mg/m <sup>3</sup> HRSG 21: 41.6 mg/m <sup>3</sup> HRSG 22: 40.0 mg/m <sup>3</sup>  <b>RPII</b> HRSG1A = 0.57 HRSG1B = 0.86	<b>RPI</b> HRSG 11: 12.6 mg/m <sup>3</sup> HRSG 12: 10.0 mg/m <sup>3</sup> HRSG 21: 9.4 mg/m <sup>3</sup> HRSG 22: 7.05 mg/m <sup>3</sup>  <b>RPII</b> HRSG1A = 17.98 HRSG1B = 21.53
Greenhouse gas (GHG) emissions associated with power deliveries (tCO <sub>2</sub> eq) (%)	<b>RPI</b> HRSG 11: 3.48% HRSG 12: 3.25% HRSG 21: 3.23% HRSG 22: 3.18%  <b>RPII</b> HRSG1A = 3.48% HRSG1B = 3.26%	<b>RPI</b> HRSG 11: 8.06% HRSG 12: 6.66% HRSG 21: 3.52% HRSG 22: 7.02%  <b>RPII</b> HRSG1A = 3.55% HRSG1B = 4.58%	<b>RPI</b> HRSG 11: 2.70% HRSG 12: 2.60% HRSG 21: 2.70% HRSG 22: 3.20%  <b>RPII</b> HRSG1A = 1.17% HRSG1B = 1.20%

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

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

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

NOx EMISSIONS	CO <sub>2</sub> EMISSIONS
<ul style="list-style-type: none"> <li>• Data for FY2020 is presented in mg/m<sup>3</sup> compared to previous years, which uses g / m<sup>3</sup>. Hence, the disparity in figures.</li> <li>• NOx readings for RPI are higher as the power plant does not have a dry low NOx ("DLN") system for its turbines.</li> </ul>	Effective 2017, a differing parameter was used to measure and assess CO <sub>2</sub> emissions. Sampling is performed on different Gas Turbine loads as per requests from the offtaker, SESB.

ENVIRONMENTAL AWARENESS & PRESERVATION

SOLAR ENERGY GENERATION (kWh)

The recent installation of solar panels at the Sultan Iskandar WTP and mini hydro power generation at the Gunung Ledang WTP has enabled Ranhill SAJ to generate 25,605 kWh and 109,026 kWh of solar and hydro derived electricity for FY2022. Though small, the numbers are expected to grow with increased adoption of RE across business operations going forward.

	2021	2022
Solar at Sultan Iskandar WTP (kWh)	48,397	25,605
Hydro at Gunung Ledang WTP (kWh)	64,822	109,026
Carbon avoided (kgCO <sub>2</sub> eq)	66,233.1	78,759.2

HEAT RATE GENERATED

Heat rate data is derived from the heat generated from Ranhill's two power plants. Heat generated is a contributory factor to global warming and hence is material to the Group's ESG performance.

However, the use of a Combined Cycle system at both power plants enables heat released into the atmosphere during operations to be reduced significantly. The Combined Cycle system reduces atmospheric heat emissions by an average of 110 Celsius to 500 Celsius.

In a Combined Cycle System, waste heat produced by the gas turbines are used to produce steam to drive the steam turbine to generate additional electricity. This prevents waste heat and emissions from being released into the atmosphere. Hence the preference is to operate using the Combined Cycle, though this decision is also dependent on the preferences of the offtaker, Sabah Electricity Sdn Bhd ("SESB").

Heat emitted can also be reduced by ensuring high operational efficiency and optimum performance of the gas and steam turbines. This can be achieved through effective maintenance programmes. In addition, both plants use natural gas as its fuel source (which is regarded as the lowest carbon emitting fossil fuel source).

Presently, heat generated from operations are within thresholds set by the regulator, DOE.

HEAT RATE FROM POWER PLANT OPERATIONS

	kJ/kWh		
	FY2020	FY2021	FY2022
RPI	9,833.12	9,745.61	9,703.5
RPII	8,657.36	8,565.95	8,930.7

GAS CONSUMPTION

Liquefied Natural Gas ("LNG") is consumed as the primary fuel source for the Teluk Salut and Rugading power stations. LNG is a cleaner fossil fuel compared to diesel and other hydrocarbon fuels typically used for combustion at power plants. The LNG consumed by the RPI Power Plant is higher due to the older gas turbines installed. This is an early model of a Frame 6B Gas Turbine. At RPII, the Frame 6FA is used, which is one of the world's most fuel-efficient gas turbines in the market today.

GAS CONSUMPTION AT POWER PLANTS

	FY2020	FY2021	FY2022
RPI (MMbtu)	10,747,173.07	10,841,916.99	11,292,695.8
RPII (MMbtu)	9,152,081.48	9,512,059.43	9,733,094.3

ENVIRONMENTAL AWARENESS & PRESERVATION

WASTE MANAGEMENT

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

Waste management is imperative as waste products produce carbon emissions that must be well managed to prevent pollution of water systems, the environment and contaminate the land which will affect the society.

All hazardous and non-hazardous waste is managed and disposed of in accordance with regulatory requirements set by DOE. Waste is managed and disposed of by DOE licensed third party contractors at government approved landfill sites.

Among the key waste products produced by Ranhill’s operation is sludge. Sludge is produced from water and wastewater treatment operations, in Malaysia and Thailand. Sludge is sent to designated areas within the confines of the respective WTP area. In Malaysia, sludge is treated and managed according to the DOE’s Environment Act 1974 Effluent Standard A and Effluent Standard B. In Thailand, sludge is managed in accordance to Notification of Ministry of Industry Re: Industrial Waste Management and Disposal, B.E.2548 (2005).

SLUDGE PRODUCTION (Ranhill SAJ)

	FY2020	FY2021	FY2022
Total (Kg)	93,857,414	91,935,416	93,788,980
Monthly Average (Kg)	7,821,451	7,661,284	7,815,748

HAZARDOUS WASTE IN METRIC TONNES

	FY2020	FY2021	FY2022
Ranhill SAJ (MT)	NA	NA	NA
RPI & RPII (MT)	26.1	88.2	86.6
RBSB (MT)	NIL	0.48	NIL

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

BIODIVERSITY

Ranhill acknowledges that biodiversity is vital to ensuring food security, the health of ecosystems, traditional livelihoods and medicine as well as for the tourism industry. Biodiversity is also important in sustaining healthy environments. Hence, while biodiversity may not be directly material to Ranhill, the topic is material to the Group’s stakeholders.

The Board and Management have included biodiversity in the overall assessment of material EES topics. Beyond this, focus is being placed on how Ranhill can play a role either through its influence as a business entity or via direct or indirect impacts on societal stakeholders.

Ranhill presently has no IUCN Red List species or any national conservation list species residing in its operational sites. Neither are any of the Group’s sites located in or adjacent to areas deemed to be biodiverse.

ENVIRONMENTAL AWARENESS & PRESERVATION

<b>Ranhill SAJ</b>	Ranhill SAJ’s water assets comprising WTPs, reservoirs, dams and others are not located in or adjacent to areas that are deemed to be of high biodiversity value or home to IUCN Red List species.
<b>RPI and RPII</b>	Both the Teluk Salut and Rugading power plants operated by RPI and RPII are located in the Kota Kinabalu Industrial Park (“KKIP”), which is a designated industrial zone in the state capital city of Kota Kinabalu. The location has not been identified as an area of high biodiversity value or home to IUCN Red List species.
<b>RWT</b>	RWT’s Thailand operations are located in the Amata Industrial Park in Rayong Thailand which has not been identified as an area of high biodiversity value or home to IUCN Red List species.
<b>RBSB</b>	RBSB recommends all clients to conduct Environmental Impact Assessments (“EIAs”) as and when required by the authorities.
<b>RW</b>	Mainly providing services to the oil and gas sector, assessment for environmental impacts including biodiversity audits and impacts to marine life comes under the purview of RW’s clients. As to the knowledge of the company, RW does not operate in locations deemed rich in biodiversity or containing endangered species.



Ranhill Utilities Berhad was awarded Gold under Equity Category at The Edge ESG Awards 2022

## CONTRIBUTION TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING



Ranhill as a **responsible corporate citizen** continues to create positive multiplier effects that benefit a wide range of stakeholders

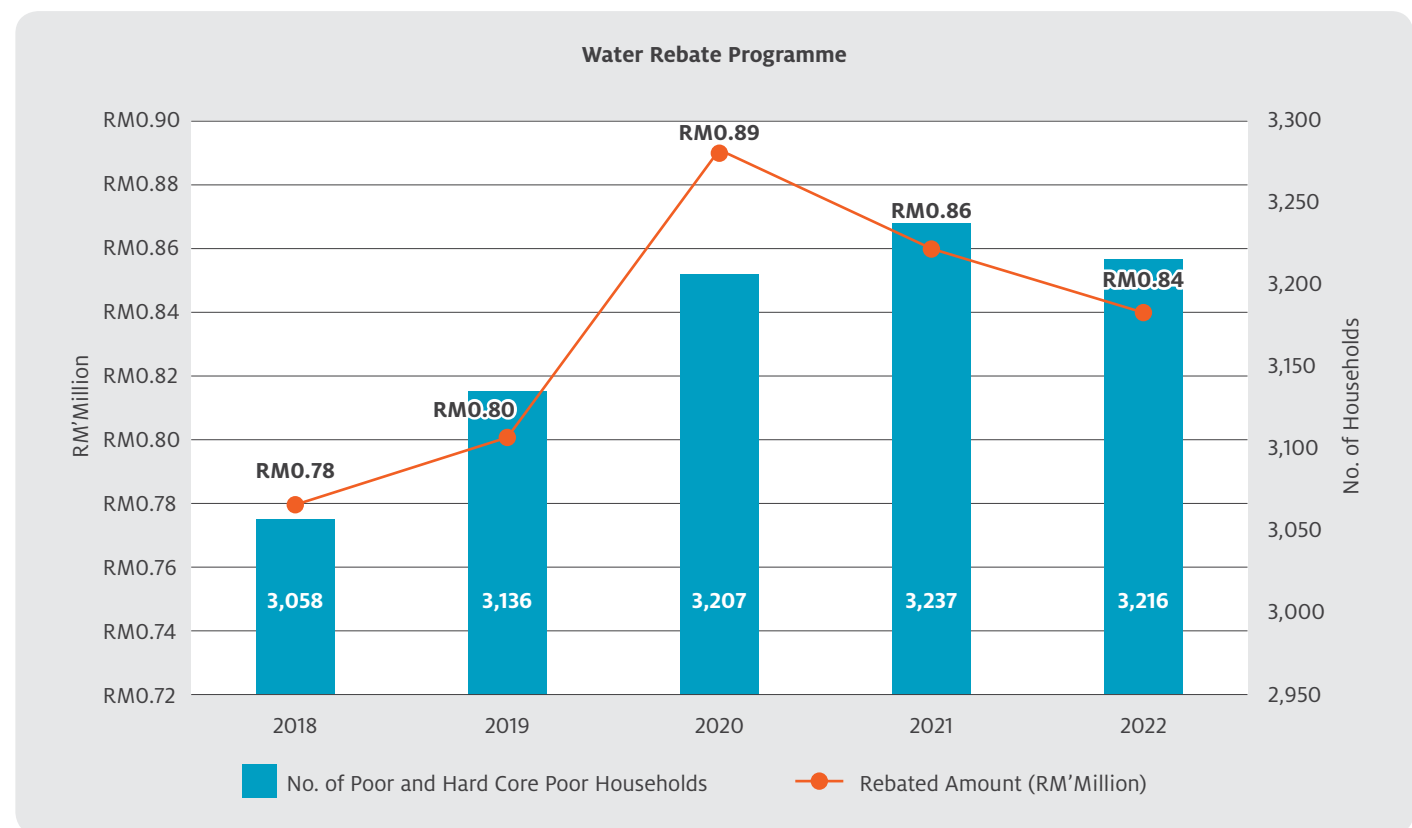
### CONTRIBUTIONS TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

Certainly, the supply of safe, potable water and ensuring a sustainable water supply system contributes to water security which is vital to the continued socio-economic progress of local communities. However, beyond this, consistent with its Sustainability Framework and four pillars, Ranhill continues striving to fulfil its mandate as a responsible corporate citizen by creating positive multiplier effects that benefit a wide range of stakeholders. These include upskilling local talent, providing employment opportunities, including high-paying jobs, developing local businesses and supporting the betterment of underprivileged communities.

Ranhill also supports infrastructure development, training and internship opportunities, is involved in a wide range of societal causes and provides water rebates to the underprivileged across Johor.

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

In support of SDG 6: Clean Water and Sanitation, Ranhill SAJ continues to provide water rebates to poor and hardcore poor households across Johor. Households who qualify for the water rebate programme are based on Johor State's 'e-kasih' programme list, which is a register of urban and rural poor and hardcore poor households.



## CONTRIBUTION TOWARDS SOCIAL WELLBEING & CAPACITY BUILDING

### OTHER COMMUNITY SERVICES AND INFRASTRUCTURE SUPPORTED

#### RPI and RPII

In FY2022, RPI and RPII donated solar powered lighting to a nearby school, Sekolah Kebangsaan Termunong, Tuaran, Sabah. The donation not only helps the school in terms of reducing its capex and also electricity cost, it also promotes awareness of RE to the schoolchildren as well as the surrounding community. While the power generated is relatively small, 0.4 kWp, the more profound impact is the creation of awareness and traction for RE. This promotes

greater acceptance of the technology and indirectly contributes in a meaningful way to a better understanding of energy sources, cleaner alternatives, carbon emissions and sustainable consumption practices.

At Tabika Kemas Kg. Ulu Sipitang in Sabah, RPI and RPII constructed an 160sqft building equipped with a solar spotlight. This is part of the Energy sector's aim to support access to early education among the local Sabah population. The new structure houses 20 students and enables the early education centre to expand its classes and increase enrolment to 30 students.



Donation of solar panels to Sekolah Kebangsaan Termunong, Sabah for access use of renewable energy benefiting the entire school community

### YOUNG WATER PROFESSIONAL

Ranhill's Young Water Professional ("YWP") Programme continues to see strong participation. YWP participants are selected from staff and are trained to facilitate various water-related community outreach programmes. Among activities held for them were various development programmes and teambuilding sessions, public speaking engagements and industry networking opportunities.

	FY2020	FY2021	FY2022
YWP participants	94	112	121



R-care, Fun Walk at Sireh Park, Iskandar Puteri for Mental Awareness Program

# INSPIRATIONAL WORKPLACE & CULTURE

# INSPIRATIONAL WORKPLACE & CULTURE

**Human capital** is a key component in enabling effective execution of the business model, process efficiency and the realisation of set goals and targets.

### TALENT MANAGEMENT AND DEVELOPMENT

Ranhill recognises talent management as being a material factor for operational excellence. Human capital is a key component in enabling effective execution of the business model, process efficiency and the realisation of set goals and targets.

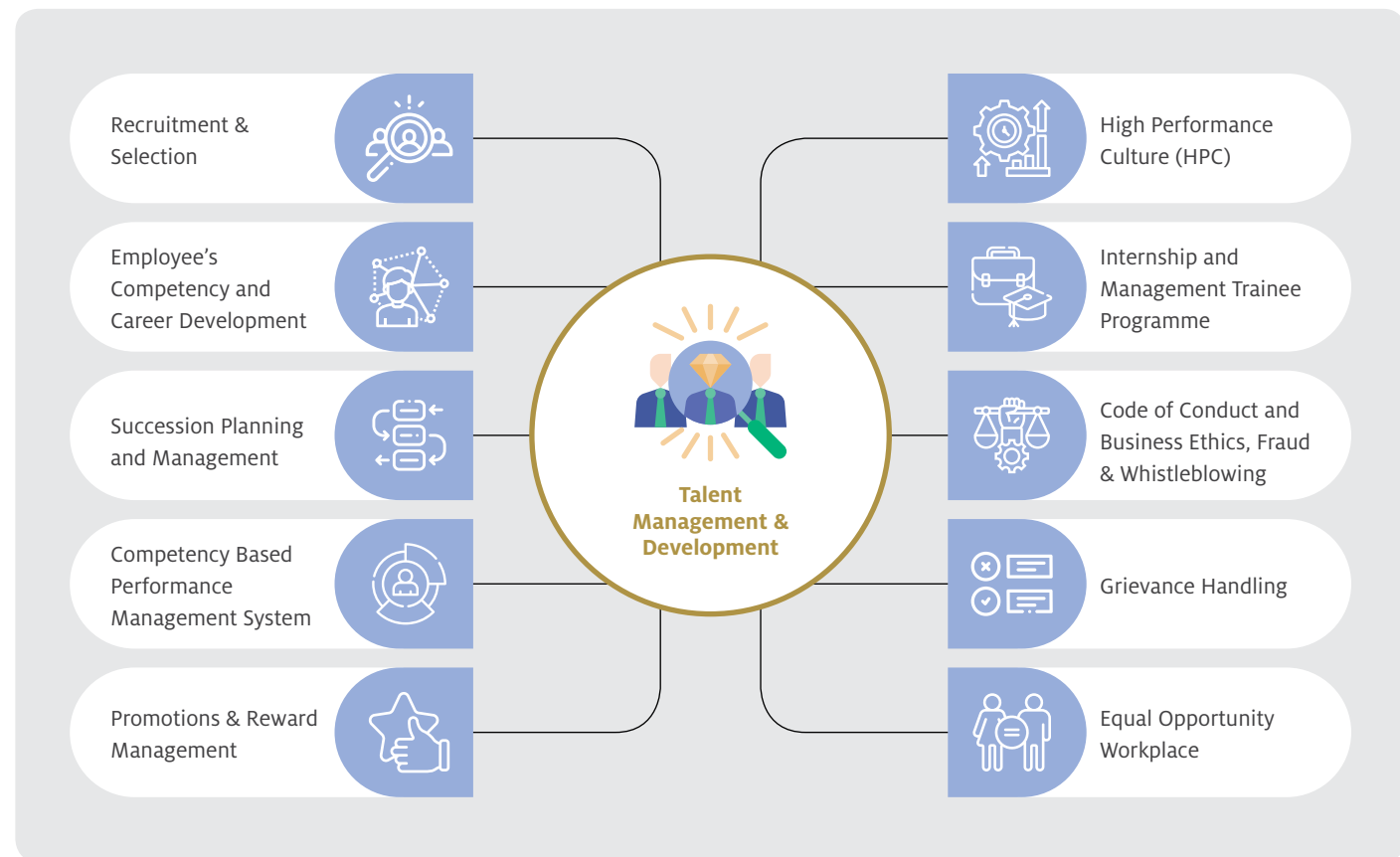
Hence, Ranhill continues to invest both financial and non-financial resources in the recruitment, retention, rewarding and development of staff.

Given the importance of talent management, all CEOs of subsidiary companies have their remuneration linked to the achievement of specific talent related KPIs and targets.

### BOARD OVERSIGHT ON TALENT MANAGEMENT AND DEVELOPMENT

Talent management and development comes under the purview of the Board of Directors of the Group, specifically the Nomination & Remuneration Committee ("NRC") supported by Group Human Resources ("GHR"). The NRC provides broad strategic direction and monitors results achieved from the implementation of strategies.

The CEOs of the operating companies are tasked with driving the talent agenda in their respective companies. They are supported by GHR as well as the respective human resource functions in each operating company. GHR is tasked with developing tangible action plans and KPIs as well as the development of related policies and procedures. GHR reports to the NRC on a periodic basis, from which matters of talent management and development is then conveyed to the full Board.



### ADHERENCE TO LOCAL LABOUR LAWS AND INTERNATIONAL CONVENTIONS

Ranhill is governed by the Malaysian Employment Act 1955 and all other relevant labour laws of Malaysia. These are in line with the statutes stipulated by the International Labour Organisation ("ILO") and the Universal Declaration of Human Rights. RPI and RPII comply with the Sabah Labour Ordinance and Employment Act 1955.

In addition, the Group complies with the following UN Global Compact Principles:

Human rights, labour, environment and anti-corruption	Prohibiting child and forced labour	Prohibiting retaliation or any form of physical and mental disciplinary practice
UN Guiding Principles on Business and Human Rights	Ensuring non-discrimination and equal opportunity	Respecting worker's right to freedom of association
International Labour Law	Supporting a harassment-free and violence-free workplace	Ensuring compliance with laws governing working hours and wages

In FY2022, Ranhill 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 there has been any violation of human rights involving the rights of indigenous people at any time in the Group's history.

Consistent with the aforementioned, Ranhill has put in place policies and procedures to ensure the following is achieved across Group operations:

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

### ENGAGEMENT WITH ASSOCIATIONS ON TALENT MANAGEMENT MATTERS

In FY2022, Ranhill SAJ, RWS, RPI and RPII have continued to actively engage the Malaysia Employer Federation ("MEF") on talent related matters, including safeguarding the rights of employees and all workers operating on sites controlled by the forementioned companies. Engagement has also been pursued with universities and academic institutions towards developing more industry ready and employable talents. The two-way engagement has proven beneficial to both parties and in improving labour standards for workers in the water and energy sectors.

### RISKS ASSESSMENT ON LABOUR ISSUES

Ranhill SAJ conducted a comprehensive risk assessment for labour issues in FY2022. The focus of the assessment was to determine if there were human rights infringements within its operations. The assessment was conducted as part of the procedures for the Business Continuity Management System ("BCMS"). The assessment identified zero incidents of infringement of labour rights or human right abuses. Ranhill SAJ may consider conducting a further risk assessment in FY2023.

## INSPIRATIONAL WORKPLACE &amp; CULTURE

## EQUAL OPPORTUNITY WORKPLACE (DIVERSITY &amp; INCLUSIVITY)

A fundamental aspect of Ranhill's approach to talent management is providing an equal opportunity workplace where all employees irrespective of social or demographic characteristics can rest assured of being treated equally based on the principle of merit and fairness.

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

The Group strictly forbids any discrimination in the hiring, rewarding, remunerating, promoting, and also training of employees based on race, gender, and religious background, or any other socio-cultural and demographic factors. The same applies to compensation benefits and employee communication. Both men and women are accorded equal opportunity to apply any available job position with appointment based purely on merit.

Given that many of the jobs, especially in the water and energy operations require a greater extent of manual labour, the Group's overall employment shows significantly more men compared to women. However, the gender disparity declines significantly in terms of office based jobs. FY2022 sees Ranhill continue to maintain its track record for zero reported incidents of discrimination involving employees.

General Workforce Data	FY2020	FY2021	FY2022
Total Workforce	4,060	3,909	4,018
Male Employees	3,232	3,114	3,162
Female Employees	828	795	856
Malaysian Employees	3,943	3,485	3,990
Foreign Nationals	117	115	28
Malay Employees	3,677	3,437	3,622
Chinese Employees	142	142	123
Indian Employees	78	77	77
Others	156	251	162
Senior Management Staff	38	67	73
Management Staff	123	253	267
Executives	793	975	1097
Non-Executives	788	2,612	2,581
Number of permanent employees	3,186	3,107	3,015
Number of temporary staff / contractors	874	802	1,003
Percentage of permanent employees (%)	29	79.5	75
Percentage of employees that are contractors or temporary staff (%)	71	20.5	25
Percentage of global staff with a disability (%)	0	0	0.02
Percentage of employees entitled to employee benefits (%)	100	100	99.8

Disability Breakdown Data	FY2020	FY2021	FY2022
Number of disabled managerial staff	N / A	N / A	1
Number of non-disabled managerial staff	N / A	N / A	344
Number of disabled executive staff	N / A	N / A	0
Number of non-disabled executive staff	N / A	N / A	1,100
Number of disabled operational staff	N / A	N / A	1
Number of non-disabled operational staff	N / A	N / A	2,572

## INSPIRATIONAL WORKPLACE &amp; CULTURE

## RECRUITMENT &amp; SELECTION

Ranhill adopts a merit-based talent recruitment, that is recruitment of candidates based purely on their professional attributes such as qualifications, work experiences, achievements, and availability for employment. Socio-demographic factors such as ethnicity, gender, age, marital status, and political affiliations are not used as these would be in conflict with the Groups' zero discrimination policy. However, physical disability is a consideration for certain jobs, especially on-site or physically demanding jobs. Nonetheless, where possible, Ranhill and all subsidiaries provide equal opportunities to physically challenged individuals for suitable positions.

Most vacant employment positions are advertised through a wide range of channels to ensure as many candidates as possible can apply. Applicants can also seek additional information on job vacancies by contacting GHR or the respective HR departments at subsidiaries. Though locals are given priority, foreigners may also apply for all advertised vacancies.

In FY2022, Ranhill counted 699 new hires.

New Hires Data	FY2020	FY2021	FY2022
Total New Hires	420	237	699
New Hires (Male)	300	181	525
New Hires (Female)	120	56	174
New Hires aged 30 and below	89	122	363
New Hires aged 31-50	284	90	279
New Hires aged 51-65	47	25	53
New Hires with disabilities or from underprivileged groups	0	0	1

Turnover Data	FY2020	FY2021	FY2022
Total Turnover	64	239	284
Full-Time Staff Voluntary Turnover Rate (%)	1.1	6.1	7.1
Turnover (Male)	52	206	211
Turnover (Female)	12	33	73
Turnover aged 30 and below	18	145	76
Turnover aged 31-50	35	73	115
Turnover aged 51-65	10	21	89
Turnover aged 66 and above	0	0	4
Turnover of staff with disabilities or from underprivileged groups	0	0	1

## EMPLOYEE COMPETENCY AND CAREER DEVELOPMENT (TRAINING)

## INTERNSHIP AND MANAGEMENT TRAINEE PROGRAMMES

Across Ranhill, a wide range of internship and management trainee programmes enable youths to gain hands-on exposure of various jobs, while developing their competencies. Internship opportunities are open to university students and also unemployed local talent. Interns who display excellent performance can be absorbed into the Group.

Internship and Management Trainee Data	FY2020	FY2021	FY2022
Number of Internships Provided	12	222	361
Number of Interns Absorbed into the Group	0	0	23
Number of Management Trainees	0	2	30
Number of Management Trainees retained by Ranhill / Operating Company	0	11	6

## INSPIRATIONAL WORKPLACE & CULTURE

## INSPIRATIONAL WORKPLACE & CULTURE














### PROMOTIONS AND REWARDS MANAGEMENT

Ranhill supports equal pay for equal work with several operating companies having established salary bands to provide internal benchmarks for fair and competitive remuneration. There is no discrimination in salaries or benefits based on gender, ethnicity, religious beliefs, marital status or any other socio-demographic factors. The commitment of equal work for equal pay is stipulated in the Collective Agreement and Employee Manual / Handbook with clear mention of a 1:1 salary ratio for men and women.

Rewards are based on the individual employees' performance and contributions to realising set objectives and goals. A comprehensive appraisal process is undertaken at least once a year to evaluate the employee's performance. Post assessment rewards such as salary increments, bonuses and other compensation are awarded accordingly.

The remuneration that employees receive is based on their experience, professional qualifications, job performance, and also seniority within the Group. Benefits may differ based on seniority, tenure and position within the Group, such as technical and office-based positions. However, all employees are accorded benefits as provided for by the Employment Act 1955 as well as additional benefits which the company provides on its own volition.

Full time employees enjoy the following benefits:

 <b>Statutory sick pay leave without hospitalisation depending on the period of services:</b> <ul style="list-style-type: none"> <li>• 14 days for less than two years</li> <li>• 18 days between two and five years</li> <li>• 22 days for more than five years</li> </ul>	
 A period of up to 60 days is granted if hospitalisation is necessary	 Employee's Birthday Gift
 Company supported / subsidised health / medical insurance plan for staff	 Employee's Wedding Benefits
 Free Medical Check-up	 Employee's New Born Benefits
 Insurance Benefits	 Employee's Bereavement / Wreath
 Allowances and Reimbursement Claims	 Employee's Treat - Fruits Season
 Overtime Payments (where applicable)	 Employee Education Assistance Programme

### MINIMUM WAGE

At Ranhill, all employees earn wages that are above the minimum wage scale.

### LEAVE ENTITLEMENTS

Consistent with the amendments to the Employment Act 1955, female employees are entitled to paid maternity leave of 98 consecutive days for each confinement period. Male employees are granted paternity leave of 7 days.

### PARENTAL LEAVE

Parental Leave Data	FY2020	FY2021	FY2022
Employees Entitled for Maternity and Paternity Leave	3,283	3,296	3,024
Employees Who Took Paternity Leave	102	138	93
Employees Who Took Maternity Leave	27	23	18
<b>Return to Work (Post-Parental Leave)</b>			
Male: Return to Work Rates (Return to work after parental leave period)	100%	100%	100%
Female: Return to Work Rates (Return to work after parental leave period)	100%	100%	100%
Male: Retention Rates (Remain with the organisation for 12 months or more post-parental leave)	100%	100%	100%
Female: Retention Rates (Remain with the organisation for 12 months or more post-parental leave)	100%	100%	95%

### ADDITIONAL ALLOWANCES FOR B40 EMPLOYEES

Ranhill SAJ has provided special allowances for 76 staff categorised under the B40 group which is the bottom 40% of Malaysians who are considered to have lower incomes based on the government's standards. In FY2022, staff earning RM2,000 per month and below received RM5,554 in aid. The amount of aid varied based on the individual's basic compensation.

RW provided a one-off RM250 and RM500 stipend for single and married staff respectively, affected by the COVID-19 pandemic. Total monies spent amounted to RM97,250.

### EMPLOYEE MEDICAL TRUST FUND

The Ranhill SAJ Medical Trust Fund ("MTF") is a special initiative to provide medical coverage for medical treatments that are not covered under the Group medical insurance scheme. Ranhill SAJ staff only need to contribute RM5 monthly to participate in the MTF while Ranhill SAJ has contributed close to RM600,000 to the fund.

Funds collected are managed by selected committee who is responsible for providing cash disbursements as and when required by members. Monies are used to purchase supplementary vitamins and medical equipments such as weighing scale, blood pressure monitor, and glucose test kits for all members.

### MEDICAL TRUST FUND

	FY2020	FY2021	FY2022
% of Ranhill SAJ	78.5	77	80
Actual Number	1,746	1,719	1,803
Amount Disbursed (RM)	236,250	67,192.1	273,450.4

## INSPIRATIONAL WORKPLACE &amp; CULTURE

## STATUTORY PAYMENTS FOR EMPLOYEES' RETIREMENT FUND AND MEDICAL INSURANCE

Statutory Payments	FY2020 (RM'Million)	FY2021 (RM'Million)	FY2022 (RM'Million)
Total payments made to employees in terms of salaries, bonuses and benefits	120.7	267.5	275.0
Total statutory payments made for employees' retirement benefits (EPF)	15.8	27.7	28.4
Total payments in medical insurance (SOCISO) for employees	1.7	3.2	3.4

## COLLECTIVE BARGAINING AND FREEDOM OF ASSOCIATION

Ranhill SAJ's Collective Agreement provides for employees' right to bargain collectively for wages and benefits. The Group respects the right to freedom of association in Malaysia which is provided for in the Trade Union Act 1959, Industrial Relations Act 1967 and Immigration Act 1956 / 63 of Malaysia.

There is an active employees' union for all eligible staff at Ranhill SAJ. As of December 31, 2022, Ranhill has 63.8% of its employees covered by collective bargaining agreements. Employees are constantly updated on their rights and Group Management continues to communicate actively with employees, including employee interest groups and unions.

General Workforce Data	FY2020	FY2021	FY2022
Percentage of Employees (%)	63.8	61.2	63.8

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

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

## MINIMUM NOTICE PERIOD FOR OPERATIONAL CHANGES

As much as possible, all subsidiary companies provide sufficient notice periods for major operational changes. These include changes in working hours, location of work or change in job scopes. At times, due to emergencies or urgent situations such notices may not be possible.

Notices are provided if there are changes in the working hours. While there are no formal or fixed notice periods, all subsidiary companies provide sufficient notice periods at the discretion of Management based on the circumstances of each situation. There are, however, fixed notice periods provided for probationary periods, notices of termination and resignation and other change in job circumstances as mandated by the Employment Law 1955.

In FY2022, there were zero complaints received with regard to operational changes.

## GRIEVANCE MECHANISM &amp; PROCEDURES

Employees have multiple avenues to voice grievances. These avenues include reporting grievances to their immediate superiors, HR or to the Group's whistleblowing mechanism. The availability of multiple channels provides options to employees and ensures that grievances can be voiced and resolved. In some cases, grievances may be against a superior or confidentiality may be preferred due to fear of victimisation or harassment.

While employees are encouraged to attempt to resolve issues informally, management unequivocally supports employees' rights to bring up issues via this official channel for redress or further action. The Group recognises all forms of grievances. These include complaints on sexual harassment, discrimination in any form, abuse, violence, coercion and human rights violations. In FY2022, there were zero cases of grievance reported.

## INSPIRATIONAL WORKPLACE &amp; CULTURE

## EMPLOYEE TRAINING &amp; DEVELOPMENT

Ranhill's approach to training and development is centred on its Human Resource Development Corporation ("HRD Corp") and its Succession Planning, and Management Policy and Procedures. The policy can be viewed here: <https://ranhill.com.my/sustainability/sustainability-policies/>.

A systematic, continuous approach to developing the competencies of staff leads to improved staff morale (in the sense that the company values them as employees), it enables employees to take on more demanding roles and responsibilities (supporting career growth and mobility within the organisation) and contributes to improved productivity and operational efficiency (better trained employees are able to work in a more competent manner to produce improved results). More so in a fast-changing dynamic environment where digitalisation and technology warrant regular updates in knowledge and expertise to prevent obsolescence.

Investing in training is to safeguard the interests of the Group by progressively closing key competency gaps in employees that will enable them to make a better contribution in the jobs and ultimately to Ranhill. Ranhill implements various Talent Management Programmes to train and develop employees and to identify potential leaders via its Succession Planning Programmes (assessment and development programmes).

Beyond enhancing competencies, training also serves to boost employee confidence and morale. A highly skilled and motivated workforce is the basis for the realisation of a HPC workplace in Ranhill.

Talent management, employee training and development comes under the purview of the NRC and GHR. The Group's commitment to talent development is guided by the Employee's Learning and Development Policy and Procedures. The policy has been developed based on the CURE concept of Crosskilling, Upskilling, Reskilling and Expert skilling employees in accordance to the organisation's requirements and in tandem with the unique skillset of each employee.

In addition, Ranhill has also implemented the Ranhill Development Framework for Leaders, Executive, Supervisory and Support development programmes. This is a specialised approach; a subset of the overall larger training focus towards developing competent leaders across organisation levels towards ensuring sufficient leadership across the command chain.

An annual training development plan is developed for all employees drawing from the performance appraisals conducted, which would identify areas for improvement, potential aspects for professional development, employees' potential in line with the CURE pillars and other pertinent information that will enable a customised training plan to be drawn up for every employee.

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

## FUNDS ALLOCATED FOR TRAINING

Ranhill SAJ allocates an average training budget of RM2 million per year and has established a dedicated training centre manned by nine full time staff.

## EMPLOYEE TRAINING DATA

General Training Data	FY2020	FY2021	FY2022
Total Training Hours by Company	102,363	69,035.2	129,718.7
Total Spent for Training By Company (RM)	1,732,139.1	2,264,436.4	2,355,602.2
Average Training Hours Per Employee	27.2	17.7	32.3
Average Training Days Per Employee	10.0	3.4	4.5
Average Spent for Training Per Employee (RM)	426.7	579.3	586.3



INSPIRATIONAL WORKPLACE & CULTURE

Average Training Hours by Gender	FY2020	FY2021	FY2022
Average Training Hours Per Employee (Male)	224.6	31.6	32.2
Average Training Hours Per Employee (Female)	160.1	30.4	32.6

Average Training Hours by Employee Category	FY2020	FY2021	FY2022
Average Training Hours Per Employee (Senior Management Staff)	151.3	17.9	25.4
Average Training Hours Per Employee (Management Staff)	178.5	25.1	34.5
Average Training Hours Per Employee (Executives)	169.0	31.2	18.4
Average Training Hours Per Employee (Non-Executives)	184.6	24.3	25.7

Total Training Hours by Employee Category	FY2020	FY2021	FY2022
Total Training Hours Per Employee (Senior Management Staff)	Nil	Nil	1,855.7
Total Training Hours Per Employee (Management Staff)	Nil	Nil	9,202.0
Total Training Hours Per Employee (Executives)	Nil	Nil	20,164.3
Total Training Hours Per Employee (Non-Executives)	Nil	Nil	66,314.2

Attended Training Data	FY2020	FY2021	FY2022
Total male employees attended training	687	7,356	2,425
Total female employees attended training	108	2,292	619
Total employees attended training	795	9,648	3,044

TRAINING NEEDS ANALYSIS (EMPLOYEE APPRAISALS)

100% of employees go through the training needs analysis process which is effectively a performance appraisal that focuses on competency assessment. The assessment provides an accurate snapshot of the individual employees' strengths, areas for improvements, career and competency potential and other details.

Appraisals enable a fair and transparent assessment of employees' performance, and also provide an opportunity for staff to voice their feedback on the company and matters related to their job or work conditions.




In essence, the platform serves not just to assess performance, but also to enable superiors to better understand employees' work conditions, challenges and to offer solutions to resolve issues.

Areas for improvement are identified and plans formulated for the closing of performance gaps. If there are disputes to the findings of the appraisal, the employee has the right to channel his or her disagreement to HR. For FY2022, all staff have been appraised except probationary and temporary staff. There were zero unresolved cases of dissatisfied appraisals.

In particular, Ranhill is committed to producing competent industry talent through the Sijil Kemahiran Malaysia (SKM) Certification for Water Operators. The HCDF combines competency-based training and development programme towards enhancing the skills, competencies and knowledge of staff.

ASSESSMENT OF TRAINING EFFECTIVENESS

Training and development programmes are assessed based on feedback forms which are filled by participants at the end of the course. A further assessment is also conducted based on changes in staff behaviour and work performance based on the following:

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

INSPIRATIONAL WORKPLACE & CULTURE

SUCCESSION PLANNING AND MANAGEMENT

Succession planning is material towards ensuring continuation of competent leadership and talent in key management positions, including technical positions. Good leadership is essential to the success of any organisation, without which, plans and targets become difficult to achieve.

Ranhill's approach to succession planning is spearheaded by the Leadership Development Centre ("LDC"), which comes under the purview of GHR. For every identified leadership position, two potential candidates are identified. The candidates are then groomed accordingly through training programmes, mentoring and also on-the-job exposure.

Following is the progress of the Group's succession planning programme in FY2022:

Title	No. of Candidates FY2020	No. of Candidates FY2021	No. of Candidates FY2022
Leadership Development Center (C-1)	24	23	23
Leaders Ready (C-2)	41	37	36

Similarly, all operating companies have also implemented their respective succession planning programmes to develop their next echelon of company leaders.

WORK LIFE BALANCE

Work-life balance is essential in preventing burnout among employees. The latter is achieved by reinforcing among employees the need to focus on health, family life and social and recreational activities. Budget for these events are paid by the employer. In FY2022, RPI and RPII organised two health talks for its employees: Heart Attack Prevention and The Importance of Colorectal Cancer Screening.



Ranhill's Dress Down Day is an initiative at promoting enjoyable and engaging activities at workplace



R-care Healthy Day program promoting employees to live healthy and practise work-life balance

Employee Engagement	FY2020	FY2021	FY2022
Total Spent (RM) on Employee Engagement activities	144,236	136,559.5	707,251.2

## ENHANCING GOVERNANCE ACROSS THE GROUP



### OCCUPATIONAL HEALTH AND SAFETY

Across the Group, Occupational Health and Safety (“OHS”) is deemed material to business operations and value creation. In essence, good OHS exemplified through a proven track record of zero fatalities and low Lost Time Injuries (“LTI”) is necessary to ensure uninterrupted business operations. The topic OHS is most pertinent to operational sites (as opposed to office environments), as the former has a greater risk for incidents to occur.

A single major OHS incident can potentially lead to temporary or permanent disruption to ongoing site works, hampering progress while also leading to financial and reputational loss. OHS incidents can also lead to injuries to workers including fatalities which is tragedy that must be avoided. Such incidents can also have impacts on society. Hence, Ranhill is highly concerned about any injury or loss of life.

Given its importance, Ranhill adopts a no compromise approach to OHS. Ranhill has developed its OHS Management approach based on industry best practices and the Group’s own Ranhill’s Rules of Life (“ROL”). The Group wide OHS Policy covers all stakeholders including employees, visitor and 3<sup>rd</sup> party workers. The Board and Senior Management are cognisant of both the tangible and intangible impacts of OHS on value creation.

All subsidiaries have established related policies related to OHS:

Ranhill SAJ	OHS Policy
RWT	OHS Policy
RWS	OHS Policy
RPI and RPII	Quality Policy (ISO 9001:2015), EHS Policy (ISO 45001 in progress), Environment Policy, ISMS Policy (ISO 27001), OHS Policy
RBSB	OHS Policy
RW	OHS Policy & Worley Life

OHS as a material topic to financial and non-financial value creation, has been included in the Ranhill Risk Register. The Group’s subsidiaries to varying degrees apply the following approaches in managing OHS: UAUC reporting, Toolbox Meeting, Knowledge Sharing, HIRARC.

### BOARD OVERSIGHT ON HEALTH AND SAFETY

The Board and Senior Management of the Group entity as well as subsidiaries maintain stringent oversight via regular OHS reports that are submitted by the respective subsidiaries and presented to the GRMC. These reports provide information on OHS statistics and training data, reports on incidents, remedial actions taken, risks assessments and other pertinent information.

The Boards and Senior Management may also conduct site visits and initiate investigations of their own into major health and safety incidents. The designated senior leadership individual for oversight on health and safety matters is as follows:

Ranhill SAJ	Chief Executive Officer
RWT	Chief Executive Officer
RWS	Chief Executive Officer
RPI and RPII	Chief Executive Officer
RBSB	Chief Executive Officer
RW	Chief Executive Officer

## ENHANCING GOVERNANCE ACROSS THE GROUP

### WORKER REPRESENTATION ON JOINT HEALTH AND SAFETY COMMITTEES

All subsidiaries have established their respective HSE Committees with worker representation being a prerequisite. Health and Safety matters are jointly discussed with employees at all subsidiaries via the Committee. HSE meetings are held quarterly or as and when circumstances necessitate such meetings i.e. post major OHS incidents. Non-compliance are reported in the Safety Observation Report. Following are the percentages of our employees that have worker representation in formal joint management-worker health and safety committees:

SUBSIDIARIES	FY2020	FY2021	FY2022
Ranhill SAJ (%)	6.9	6.9	7.4
RWS (%)	9.2	5.2	12.6
RPI and RPII (%)	8.7	25	23.5
RWT (%)	12.5	24.3	52.9
*RBSB (%)	N / A	1.6	3.5
*RW (%)	N / A	13.5	4.1

\* Data collection for RBSB and RW commenced only in FY2021 post-acquisition of both companies by the Group.

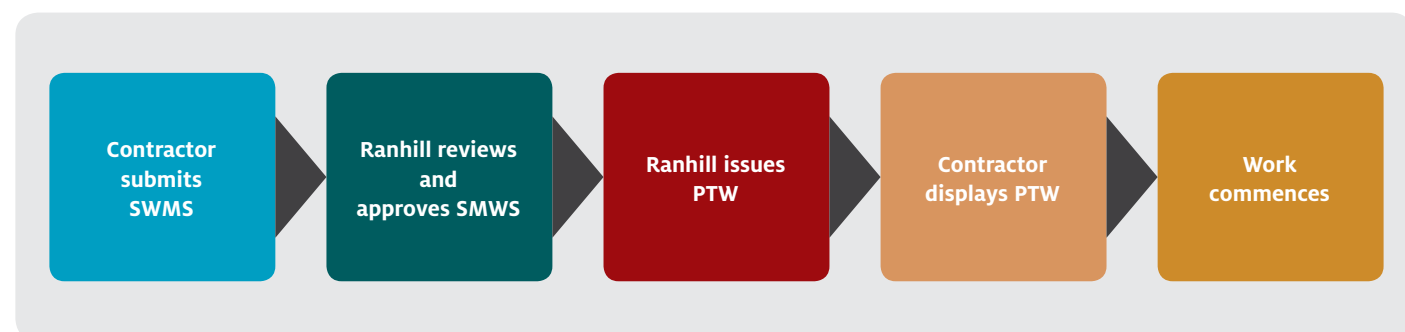
### CONTINUAL IDENTIFICATION AND ASSESSMENT OF HIGH RISK LOCATIONS & MITIGATION MEASURES

All subsidiary companies practice a Hazard Identification, Risk Assessment & Risk Control (“HIRARC”) methodology to ensure that risks are identified, mitigated and reduced if not eliminated. In FY2022, Ranhill restates the following operational locations and processes as being of higher risk:

<p>➤ Ranhill SAJ</p>	<ul style="list-style-type: none"> <li>Chlorine installation and chlorine leaks</li> <li>Working at height</li> <li>Diving works</li> <li>Confined space activities</li> </ul>	<ul style="list-style-type: none"> <li>Drowning while working at dams and reservoirs</li> <li>Struck by falling objects</li> <li>Traffic accidents when working by road sides or high traffic areas</li> </ul>
<p>➤ RWS</p>	<ul style="list-style-type: none"> <li>Working at height and confined space</li> <li>Excavation work</li> </ul>	
<p>➤ RWT</p>	<ul style="list-style-type: none"> <li>Confined space activity especially during inner pipe welding activity</li> <li>Noise hazard at pump areas</li> <li>Chemical hazard such as Ammonia, Chlorine, Caustic and Soda</li> <li>Deep excavation work for pipe laying and tee off</li> </ul>	<ul style="list-style-type: none"> <li>Working at height for roof installation, solar panel installation, tank construction</li> <li>Scaffolding work activity especially to support loads such as concrete slab</li> <li>Heavy lifting activity</li> <li>High voltage activity</li> <li>Biological hazards</li> </ul>
<p>➤ RPI &amp; RPII</p>	<ul style="list-style-type: none"> <li>Electrical switching activities</li> <li>Working in “online” condition</li> <li>Lifting activities</li> <li>Working at height</li> </ul>	<ul style="list-style-type: none"> <li>Working at transformer area</li> <li>Confined space activities</li> <li>Manual handling of hazardous chemicals</li> </ul>

ENHANCING GOVERNANCE ACROSS THE GROUP

On a related note, all third-party contractors must submit a Safe Work Method Statement (“SWMS”) prior to undertaking high-risk works. All contractors must propose a clear SWMS to indicate how do they plan to manage work, especially work that has a higher risk of OHS incidents as mentioned above. The SWMS is reviewed by the respective OHS Committee and only when approved, can the contractor commence works.



APPLICATION OF UNSAFE ACT UNSAFE CONDITION

RPI and RPII applies the UAUC approach as a leading indicator system that serves to prevent OHS accidents from occurring. It is a precautionary or preventive system where all employees are tasked with being vigilant in spotting potential UAUCs that can lead to OHS incidents if left unchecked. Since the inception of the UAUC programme in 2020, a total of 749 UAUCs have been identified and rectified.

HEALTH AND SAFETY RELATED TRAINING

All relevant subsidiaries continue to provide paid training related to OHS. These include training to ensure employees are equipped to deal with higher risks situations such as working at height, training to handle equipment or machinery such as forklifts and also various other training such as usage of Personal Protection Equipment (“PPE”). First aid and first responder training as well as firefighting training strengthen the workforce’s capability to effectively provide emergency assistance in the event of an incident.

TOTAL SPENT FOR HEALTH AND SAFETY RELATED TRAINING IN MALAYSIA

	FY2020	FY2021	FY2022
Ranhill SAJ (RM)	11,855.0	156,794.5	977,930.96
RWS (RM)	39,347.0	13,032.4	82,784.00
RWT (RM)	530.0	212.0	0
RPI and RPII (RM)	24,472.2	29,710	38,804.13

NUMBER OF EMPLOYEES TRAINED TO OHS STANDARDS

	FY2020	FY2021	FY2022
Ranhill SAJ	62	741	1,348
RWS	26	336	83
RWT	1	0	0
RPI and RPII	0	0	92

ENHANCING GOVERNANCE ACROSS THE GROUP

HEALTH AND SAFETY PERFORMANCE

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

Performance is also benchmarked against industry standards as set by the regulator based on a HSE Performance Index. Based on these, internal targets have been set for OHS performance.

RANHILL OHS DATA

Occupational Incident Cases	FY2020	FY2021	FY2022
Manhours	6,847,824	7,375,209	8,040,468
Fatality	0	0	0
LTI	0	0	0
Incidence Rate	13.6	6.3	2.24
Frequency Rate	5.5	3.3	1.12
Severity Rate	0	0	0
Number of workers undergoing health surveillance (long convalescence)	0	0	0
*Unsafe Act Unsafe Conditions (“UAUC”)	46	889	1,487
**Absenteeism rate - days	3.08	7.69	6.15
**Absenteeism rate - headcount	0.1	0.1	0.06

Note:  
 \* (“UAUC”): “Unsafe Acts, Unsafe Conditions” are related to the way people handle their tasks. Unsafe conditions are majorly attributed to owners of the workplaces.  
 \*\* Absenteeism rate: “Measure of actual absentee days lost, expressed as a percentage of total days scheduled to be worked by workers for the same period”.

INCIDENT INVESTIGATION

In the event of OHS incidents, investigations are conducted in accordance to the Quality Management System QSPEHS01 - Incident Reporting system. Incident investigation is performed for both major and minor OHS incidents and the findings of the report are presented to the respective OHS Committees, which is then escalated to the respective Boards and Senior Management of the subsidiary. The incident may also be escalated to the full board of Ranhill if the attention and decision of the Group’s highest decision making body is warranted.

ENHANCING GOVERNANCE ACROSS THE GROUP

**PUBLIC HEALTH AND SAFETY**

The topic of public health and safety is most material to Ranhill SAJ as a provider of potable water, RBSB which is involved in construction projects and the Energy sector comprising RPI and RPII who operate the Teluk Salut and Rugading power plants respectively.

Ranhill SAJ ensures that water quality and services comply to the KPIs set by industry water regulator, SPAN. Specific information on Ranhill SAJ's performance in relation to SPAN's KPIs is provided in Appendix Two of this report.

All operational sites such as WTPs, reservoirs and dams have been secured and where necessary, guarded by security personnel. This is to prevent members of the public from accessing these locations which can affect operations and to also prevent any untoward incidents such as drowning or sabotage.

Training is also provided to all security personnel towards ensuring they are able to effectively discharge their duties and they have a basic understanding of human rights. This is to ensure that any enforcement action taken on intruders is within the ambit of the law.

At all sites, various signs informing and reminding the public on unauthorised entry are displayed. When undertaking pipe rehabilitation, replacement or repair works, construction works are undertaken in accordance to SOPs set by the authorities. This includes ample placements of warning signs so that the public is aware of such works and can take precautionary measures if required.

Likewise, RWT has also continued to achieve full regulatory compliance for its water operations in terms of water quality and the operations of its WTPs and WWTPs in Thailand.

Ranhill's two power plants' potential health and safety risks are fires or explosions that may spread to the surrounding vicinity. The company has developed prevention plans for this as well as SOP in the event of such incidents. As such, the risk of this remains minuscule.

RBSB, which is principally involved in infrastructure projects continues to ensure all safety precautions have been taken as prescribed by the DOSH. Particularly when construction works are being undertaken close or within locations that have high population density, urban traffic and other higher risk conditions.

Public health and safety is further enforced through rigorous monitoring of environmental compliance – ensuring that air emissions, effluents and noise levels are within the permitted levels set out by the DOE. There have been zero major incidents health and safety incidents involving the public.

**CUSTOMER SATISFACTION & TRUST**

Customer satisfaction is a prerequisite for customer retention, credible brand reputation and to be invited to participate in tender bids.

Pertaining to Ranhill SAJ, continuing to provide uninterrupted, clean water supply at the appropriate pressure levels together with professional customer service at all customer engagements is essential towards retaining high customer satisfaction levels and with that, prompt bill payment and positive brand perception. Presently, Ranhill SAJ has a high bill collection rate of 100.7%.

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

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

ENHANCING GOVERNANCE ACROSS THE GROUP

**FY2022 CUSTOMER SURVEY**

In FY2022, Ranhill SAJ, implemented a state-wide customer survey. The survey aimed to solicit customer feedback on the following five aspects:

 <p><b>Section A:</b> Water supply quality services</p>	 <p><b>Section D:</b> Consumer awareness</p>
 <p><b>Section B:</b> Quality of water supply services according to significance</p>	 <p><b>Section E:</b> Demographics</p>
 <p><b>Section C:</b> Current issues encountered by consumers</p>	

Following are the findings and results from the aforementioned survey:

Customer Services Data	FY2020	FY2021	FY2022
Customer satisfaction scores (%)	Nil	Nil	89
Customer complaints received	163,116	153,721	169,673
Customer complaints resolved	163,116	153,721	169,673
Resolution Rate (%)	100	100	100
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0
Total number of identified leaks, thefts, or losses of customer data	0	0	0
Number of complaints from regulatory bodies	81	55	77

The survey also indicated that a majority of the public (54%) are not in favour combined billing for water and sewerage charges.

**CUSTOMER SATISFACTION AT RPI and RPII**

Both of Ranhill's power plants are ISO 9001: 2015 certified and in compliance to the standard, have established clear management protocols and KPIs for quality of services and customer satisfaction comply with statutory and regulatory requirements, in line with the Company Quality Policy.

RPI is also ISO 27001:2013 while certification of the same is in progress for RPII. Both plants are in process of undertaking ISO 45001:2018 certification.

Strict adherence to the management protocols has enabled excellent customer satisfaction performance. The Lead Auditor and Management Representative at RPI and RPII are responsible for ensuring compliance for customer satisfaction and service quality.

ENHANCING GOVERNANCE ACROSS THE GROUP

Performance is assessed based on the compliance achieved against KPIs set out in the respective PPA for RPI and RPII. In addition, customer surveys are also conducted annually to elicit feedback on other aspects of operations. The following are the results achieved in FY2022 by RPI and RPII:

Customer Services Data	FY2020	FY2021	FY2022
Customer satisfaction scores (%)	RPI : 100% RPII : 100%	RPI : 100% RPII : 100%	RPI : 100% RPII : 94%
Customer complaints received	RPI : 0 RPII : 0	RPI : 1 RPII : 0	RPI : 0 RPII : 0
Customer complaints resolved	RPI : 0 RPII : 0	RPI : 1 RPII : 0	RPI : 0 RPII : 0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	0
Total number of identified leaks, thefts, or losses of customer data	0	0	0
Number of complaints from regulatory bodies	0	0	0

**TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES**

FY2022 sees Ranhill align its disclosures with the Task Force on Climate-Related Financial Disclosures (“TCFD”).

The inclusion of the TCFD disclosures is in line with Ranhill’s continued strategic approach of embedding material ESG matters within its strategy. This includes considering how climate change affects financial and non-financial value creation strategies as well as emerging risks and opportunities that Ranhill should be cognisant of.

**GOVERNANCE**

SPECIFIC RECOMMENDATIONS	ORGANISATION’S ADOPTION OF RECOMMENDATIONS
Describe the board’s oversight of climate-related risks and opportunities.	<p>All ESG topics deemed material including climate change come under direct oversight of the Board of Directors and Senior Management of Ranhill. The same approach is also practiced in all subsidiary companies with the leadership of these subsidiaries tasked with providing the necessary oversight on climate change and all material topics.</p> <p>The role of oversight comprises ensuring sufficient awareness and understanding of climate change, being cognisant of the inherent and emerging risks associated with climate change, monitoring Group performance as well as KPIs that are directly or indirectly linked to climate change related developments and impacts. In addition, oversight includes recommending strategies and corrective measures towards reducing carbon footprint.</p> <p>In essence, the role of the Board is to provide the necessary impetus towards enabling Ranhill to progressively achieve its Net Zero Carbon 2050 long-term goal.</p> <p>The Board is also tasked with continuous updating of their knowledge on climate change by attending trainings, courses and other learning programmes on a regular basis.</p>

ENHANCING GOVERNANCE ACROSS THE GROUP

SPECIFIC RECOMMENDATIONS	ORGANISATION’S ADOPTION OF RECOMMENDATIONS
Describe management’s role in assessing and managing climate-related risks and opportunities.	<p>Within the sustainability governance structure, the role of management is to develop and implement effective strategies towards enabling a progressive reduction in carbon footprint that ultimately enables the achievement of the Ranhill Net Zero Carbon 2050 aspiration.</p> <p>Management is tasked with allocating sufficient resources towards ensuring effective implementation of the aforementioned strategies, to develop internal capacity and the necessary human talent to propel the Group’s climate and larger ESG agenda.</p> <p>This includes developing tangible KPIs and targets to gauge present performance, monitoring day-to-day performance and promoting energy efficiency, carbon reduction and waste reduction.</p> <p>Management is also tasked at ensuring there are robust mitigation strategies and systems in place for addressing emerging and existing risks arising from climate change.</p>

**STRATEGY**

SPECIFIC RECOMMENDATIONS	ORGANISATION’S ADOPTION OF RECOMMENDATIONS
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	<p>Ranhill has identified the following climate change risks segmented based on physical, transitional and reputational risks. The implications arising from these risks could impact business operations or existing operations, physical assets, access to financing, or access to markets as well as the availability and costs of inputs required for the business model.</p> <p><b>CLIMATE CHANGE: PHYSICAL RISKS</b></p> <ul style="list-style-type: none"> <li>As mentioned in SR2022, climate change can cause irregular weather patterns, leading to drought or heavy rainfall. This could affect the availability of water in several locations, especially in existing water stressed locations.</li> <li>Heavy rainfall can lead to flash flooding, which would disrupt WTP operations, possibly necessitating temporary or prolonged shutdown of the facilities.</li> <li>Rising seawater levels could push seawater into rivers, thus inundating several water sources. WTPs in such affected areas may need to be shutdown to prevent saltwater from entering the water system. This would impact water supply as well as lead to revenue loss.</li> <li>Flash floods may see infrastructure such as roads being damaged. This would affect the movement of personnel and also affect ongoing NRW loss management activities. Bad weather may cause delays in activities.</li> <li>Frequent incidents of flooding may necessitate WTPs being relocated to avoid further damage. This would incur significant CAPEX. Damages cost by flooding to WTPs and other water assets would ultimately require additional OPEX for repair works and to source replacements for equipment and machinery.</li> <li>As mentioned, infrastructure development works i.e. WTPs, WWTPs, works on construction sites and offshore oil and gas assets may also be disrupted for prolonged periods due to adverse weather conditions brought on with increasing severity and frequency by climate change. This would lead to delays in completion and revenue recognition of projects and additional precautionary measures required may increase project costs.</li> <li>Wetter and more slippery conditions can lead to increased OHS risks thereby affecting OHS incidents.</li> <li>Increasing ambient temperatures may lead to heatwaves which can affect workers’ health, both in the short and long-term.</li> </ul>

ENHANCING GOVERNANCE ACROSS THE GROUP

SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term. (Con't)	<p><b>CLIMATE CHANGE: TRANSITIONAL RISKS</b></p> <ul style="list-style-type: none"> <li>Ranhill has established a tangible target of Net Zero Carbon by 2050. This requires a tangible transitional roadmap with clear interim goals or milestones as well as a comprehensive decarbonisation strategy comprising energy efficiency initiatives, waste reduction and recycling as well as increased use of RE sources to power operations.</li> <li>However, these decarbonisation measures would require careful planning as well budgeting with sufficient financial resources allocated over the short, medium and long term to drive the necessary changes required. Allocation of resources to decarbonisation may necessitate a trade-off with more immediate business strategies' requirements that would deliver a faster return on investment.</li> <li>Decarbonisation is likely to require some level of external financing i.e. borrowings through bank loans or via green bonds. Such financing is typically tied to the achievement of specific ESG criteria, i.e. reduction in interest rates for the achievement of time-based emissions reduction targets. Non-achievement of these targets within the stipulated time period may lead to penalties that increase the cost of borrowings.</li> </ul> <p><b>CLIMATE CHANGE LEGAL RISKS:</b></p> <ul style="list-style-type: none"> <li>As investors, regulators and reporting frameworks increase their scrutiny on companies' climate change disclosures and performance, lack of transparency as well as non-achievement of targets could lead to reduced ESG ratings or even being excluded in specific ESG indices. This would impact brand credibility and awareness, especially on the international stage. It may also impact ability to tender for contracts.</li> <li>Increasing requirements by regulators, investors and financiers may affect market access and ability to participate in tenders.</li> </ul> <p><b>CLIMATE CHANGE OPPORTUNITIES:</b></p> <ul style="list-style-type: none"> <li>Climate change promotes greater acceptance among regulators and industry players to accept reclaimed water as a suitable alternative to potable water for non-potable, commercial and industrial applications. Ranhill, through RWT is well positioned to tap this still nascent but growing niche segment.</li> <li>Aside from reclaimed water, the increased pressure by regulators and governments have compelled companies, especially in the oil and gas sector to adopt carbon capture solutions as opposed to conventional flaring of gas. RW is well positioned to offer such solutions as well as other services including end of life solutions i.e. capping and decommissioning for legacy and ageing assets.</li> <li>Climate change has contributed to an increased impetus by all stakeholders to address NRW loss. This provides opportunities for Ranhill SAJ and RWS to bid for tenders as well as propose NRW management solutions to private and public sector clients locally and abroad.</li> <li>There is also a shift in the momentum towards adopting sustainable solutions that ensure water security over the long-term. These include ORS, raw water transfer and others.</li> <li>The establishment of the Voluntary Carbon Market ("VCM") in Malaysia in FY2022, provides opportunities for Ranhill to participate which will enable the Group to effectively reduce any fugitive carbon emissions or emissions that it cannot completely reduce. The purchase of carbon credits will be useful in reducing any outstanding emissions towards achieving its Net Zero Carbon by 2050 goal.</li> <li>The increased focus on RE, especially through the CGPP programme enables Ranhill to not just increase the nation's installed RE capacity, but also expand the business of its energy sector and subsequently revenue. Locally as well as abroad, there is an increasing momentum for RE adoption and Ranhill's Energy sector is well positioned to capitalise on this development.</li> <li>RBSB is also well positioned to bid and propose "green" based infrastructure development i.e. thermal energy storage, district cooling system and others.</li> </ul>

ENHANCING GOVERNANCE ACROSS THE GROUP

SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	<p>Impacts to Ranhill's business model, operations as well that to subsidiary companies are provided above.</p> <p>The Group is moving towards strengthening its existing oversight on climate change by developing a Climate Change Policy, undertaking climate change scenario planning in relation to likely scenarios based on increases in temperature and to also establish an internal carbon price post the development of its GHG inventory and carbon emissions baseline, which is being undertaken by MGTC.</p>

 RISK

SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS
Describe the organisation's processes for identifying and assessing climate-related risks.	<p>In identifying climate change risks, Ranhill has considered the severity of risks based on the following considerations:</p> <ul style="list-style-type: none"> <li>The probability of the risk event occurring.</li> <li>The extent of impact in terms of financial and non-financial impacts should the risk event occur.</li> <li>Apart from Ranhill, who would be the affected parties.</li> <li>What extent of resources are required to mitigate the risk event if mitigation is possible.</li> </ul>
Describe the organisation's processes for managing climate-related risks.	<p>The Group is looking to further establish its risk management approach for climate change and to further integrate climate change into the Group Risk register.</p> <p>Identification of climate risks is at preliminary stage and will be improved going forward.</p>

 METRICS AND TARGETS

SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	<p>Where possible, risks factors are quantified, that is the usage of revenue, costs, time lost, injuries and fatalities to assess risk impacts. Other indicators used include stakeholder perceptions, brand equity, access to financing, employee morale and satisfaction.</p>
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.	<p>Scope One and Scope Two emissions are provided in SR2022 on section Environmental Awareness and Preservation page 43.</p>
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	<p>Ranhill's KPIs and targets in relation to carbon change shall be set upon completion of the development of its GHG inventory and carbon baseline which is presently being undertaken by MGTC.</p>

# GRI STANDARDS CONTENT INDEX

This report has been prepared in accordance with the GRI Standards. Unless stated, all references are made to SR2022.

<b>Statement of use</b>	Ranhill Utilities Berhad has reported in accordance with the GRI Standards for the period 1 January 2022 until 31 December 2022.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>General Disclosures</b>					
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details	Business Overview, Page 2-5	<i>A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.</i>		
	2-2 Entities included in the organization's sustainability reporting	Reporting Scope and Boundary, Page 10			
	2-3 Reporting period, frequency and contact point	About This Report, Page 10-11			
	2-4 Restatements of information	Stakeholder Engagement, Page 22-27			
	2-5 External assurance	Report Quality and Data Assurance, Page 11			
	2-6 Activities, value chain and other business relationships	Business Overview, Page 2-5			
	2-7 Employees	Inspirational Workplace & Culture, Page 52-61			
	2-8 Workers who are not employees				
	2-9 Governance structure and composition	Sustainability Governance Structure, Page 16-17			
	2-10 Nomination and selection of the highest governance body	Activities of Nomination and Remuneration Committee, Page 111, Ranhill Annual Report 2022			
	2-11 Chair of the highest governance body	Sustainability Governance Structure, Page 16-17			
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Structure, Page 16-17			
	2-13 Delegation of responsibility for managing impacts				
	2-14 Role of the highest governance body in sustainability reporting				
	2-15 Conflicts of interest	Board Charter, Page 107, Ranhill Annual Report 2022			
	2-16 Communication of critical concerns	Assessing and Prioritising Material Topics, Page 28, Task Force on Climate-Related Financial Disclosures, Page 68			
	2-17 Collective knowledge of the highest governance body	Corporate Governance Overview Statement, Page 108, Ranhill Annual Report 2022			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>General Disclosures</b>					
<b>GRI 2: General Disclosures 2021</b>	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement, Page 111-112, Ranhill Annual Report 2022			
	2-19 Remuneration policies	Corporate Governance Overview Statement, Page 116-117, Ranhill Annual Report 2022			
	2-20 Process to determine remuneration				
	2-21 Annual total compensation ratio				
	2-22 Statement on sustainable development strategy	Message from the Chairman and Chief Executive, Page 8-9, Sustainability at Ranhill, Page 15			
	2-23 Policy commitments	Sustainability at Ranhill, Page 12-15			
	2-24 Embedding policy commitments				
	2-25 Processes to remediate negative impacts	Environmental Awareness & Preservation, Page 33-49			
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing Channel, Page 20-21			
	2-27 Compliance with laws and regulations	Governance Through Stringent Regulatory Compliance, Page 18, Regulatory Compliance, Page 19			
	2-28 Membership associations	Membership in Associations, Page 11			
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, Page 22-27			
	2-30 Collective bargaining agreements	Collective Bargaining and Freedom of Association, Page 58			
<b>Material topics</b>					
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Assessing and Prioritising Material Topics, Page 28	<i>A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.</i>		
	3-2 List of material topics				
<b>Economic performance</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Economic Performance, Page 29-31			
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed				
	201-2 Financial implications and other risks and opportunities due to climate change	Task Force on Climate-Related Financial Disclosures, Page 69-71			
	201-3 Defined benefit plan obligations and other retirement plans	Inspirational Workplace & Culture, Page 56-58			
	201-4 Financial assistance received from government	N / A	Omitted	N / A	Ranhill does not receive financial assistance from the government

GRI STANDARDS CONTENT INDEX

GRI STANDARDS CONTENT INDEX

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Material topics</b>					
<b>Market presence</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Presence, Page 4-5			
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Board Composition, Page 107-109, Ranhill Annual Report 2022			
<b>Indirect economic impacts</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Indirect Economic Values Created, Page 30-31			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Contribution Towards Social WellBeing & Capacity Building, Page 50-51			
	203-2 Significant indirect economic impacts	Indirect Economic Values Created, Page 30-31			
<b>Procurement practices</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Supporting Local Procurement, Page 30-31			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers				
<b>Anti-corruption</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Governance Structure, Page 19-21			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption				
	205-2 Communication and training about anti-corruption policies and procedures				
	205-3 Confirmed incidents of corruption and actions taken				

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Material topics</b>					
<b>Energy</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Energy Consumption and Management, Page 42-47			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation				
	302-2 Energy consumption outside of the organisation	Carbon Emissions, Page 43-45			
	302-3 Energy intensity	Energy Consumption and Management, Page 42-47			
	302-4 Reduction of energy consumption				
	302-5 Reductions in energy requirements of products and services				
<b>Water and effluents</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Preserving Water Resources, Page 37			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Consumption, Page 40-41			
	303-2 Management of water discharge-related impacts	RPI and RPII, Offsite Water Treatment Total Discharge, Page 41; Waste Management, Page 48			
	303-3 Water withdrawal	Water Consumption, Page 39-40			
	303-4 Water discharge	RPI and RPII, Offsite Water Treatment Total Discharge, Page 41; Waste Management, Page 48			
	303-5 Water consumption	Water Consumption, Page 39-41			
<b>Biodiversity</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	Biodiversity, Page 48-49			
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas				
	304-2 Significant impacts of activities, products and services on biodiversity				
	304-3 Habitats protected or restored				
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations				



GRI STANDARDS CONTENT INDEX

GRI STANDARDS CONTENT INDEX

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Material topics</b>					
<b>Emissions</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Carbon Emissions, Page 43-45			
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions				
	305-2 Energy indirect (Scope 2) GHG emissions				
	305-3 Other indirect (Scope 3) GHG emissions				
	305-4 GHG emissions intensity				
	305-5 Reduction of GHG emissions				
	305-6 Emissions of ozone-depleting substances (ODS)				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions				
<b>Waste</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Waste Management, Page 48			
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts				
	306-2 Management of significant waste-related impacts				
	306-3 Waste generated				
	306-4 Waste diverted from disposal	N / A	Omitted	Not applicable	Ranhill does not generate typical construction and manufacturing based waste (physical waste). Waste is mostly limited to sludge, and effluents, which have fully complied with regulatory requirements
	306-5 Waste directed to disposal	N / A	Omitted	Not applicable	
<b>Supplier environmental assessment</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Governance of the Supply Chain, Page 31			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Material topics</b>					
<b>Supplier environmental assessment</b>					
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	N / A		Information unavailable/incomplete	
	308-2 Negative environmental impacts in the supply chain and actions taken	Governance of the Supply Chain, Page 31			
<b>Employment</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Inspirational Workplace & Culture, Page 52-53			
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Recruitment & Selection, Page 55			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Inspirational Workplace & Culture, Page 56-58			
	401-3 Parental leave	Parental Leave, Page 57			
<b>Labor/management relations</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Inspirational Workplace & Culture, Page 53, 58			
<b>GRI 402: Labor/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	Minimum Notice Period for Operational Changes, Page 58			
<b>Occupational health and safety</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Occupational Health and Safety, Page 62-64			
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Occupational Health and Safety, Page 62			
	403-2 Hazard identification, risk assessment, and incident investigation	Continual Identification and Assessment of High Risk Locations & Mitigation Measures, Page 62-63			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Worker Representation on Joint Health and Safety Committees, Page 63			
	403-5 Worker training on occupational health and safety	Health and Safety Related Training, Page 64			
	403-6 Promotion of worker health	Worklife Balance, Page 61			

GRI STANDARDS CONTENT INDEX

GRI STANDARDS CONTENT INDEX

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Material topics</b>					
<b>Occupational health and safety</b>					
<b>GRI 403: Occupational Health and Safety 2018</b>	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Governance of the Supply Chain, Page 31			
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety, Page 62-64			
	403-9 Work-related injuries	Health and Safety Performance, Page 65			
	403-10 Work-related ill health				
<b>Training and education</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Employee Training & Development, Page 59			
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Employee Training Data, Page 59-60			
	404-2 Programs for upgrading employee skills and transition assistance programs	Ranhill (Group) List of Training Course, Page 87-88; Ranhill SAJ Training Courses, Page 89-95, RPI and RPII OHS Training Courses, Page 96			
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Training & Development, Page 59			
<b>Diversity and equal opportunity</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Equal Opportunity Workplace, Page 54			
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Sustainability Governance Structure, Page 19-21			
	405-2 Ratio of basic salary and remuneration of women to men	N / A	Omitted	Information unavailable/incomplete	The calculation of salary ratios will be included in subsequent sustainability reporting
<b>Non-discrimination</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Equal Opportunity Workplace, Page 54-55			
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Equal Opportunity Workplace, Page 54			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Material topics</b>					
<b>Freedom of association and collective bargaining</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Collective Bargaining and Freedom of Association, Page 58			
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Adherence to Local Labour Laws and International Conventions, Page 53			
<b>Child labor</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Adherence to Local Labour Laws and International Conventions, Page 53			
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor				
<b>Forced or compulsory labor</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Adherence to Local Labour Laws and International Conventions, Page 53			
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor				
<b>Security practices</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Public Health and Safety, Page 66			
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures				
<b>Rights of indigenous peoples</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Adherence to Local Labour Laws and International Conventions, Page 53			
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples				

GRI STANDARDS CONTENT INDEX

GRI STANDARDS CONTENT INDEX

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Material topics</b>					
<b>Local communities</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Contribution Towards Social WellBeing & Capacity Building, Page 50-51			
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs				
	413-2 Operations with significant actual and potential negative impacts on local communities				
<b>Supplier social assessment</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Governance of the Supply Chain, Page 31			
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	N / A			
	414-2 Negative social impacts in the supply chain and actions taken	Governance of the Supply Chain, Page 31			
<b>Public policy</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Political Views and Contributions, Page 21			
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions				
<b>Customer health and safety</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Public Health and Safety, Page 66			
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services				
<b>Customer privacy</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Data Privacy and Security, Page 21			
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data				

SASB DISCLOSURES (UTILITIES)

TOPIC	ACCOUNTING METRIC	REFERENCED INFORMATION	CODE
GHG and Energy Resource Planning	(1) Gross global Scope 1 emissions, percentage covered under (2) emissions-limiting regulations, and (3) emissions-reporting regulations	(1) Please refer to Economic Impact Vs Environmental Footprint, Page 29 (2) No emissions limiting regulations related to location of operations or economic sector (3) Emissions reported in accordance to GRI, Bursa Malaysia Sustainability Reporting Guide 3 <sup>rd</sup> Edition and F4GBM	IF-EU-110a.1
	Greenhouse gas (GHG) emissions associated with power deliveries	Please refer to RPI And RPII Air Emissions, Page 46	IF-EU-110a.2
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Please refer to Energy Consumption and Carbon Emissions, Page 46	IF-EU-110a.3
Air Quality	Air emissions of the following pollutants: (1) CO, (2) NOx (excluding N2O), (3) SOx, (4) particulate matter (PM10), (5) mercury (Hg), (6) percentage of each near areas of dense population	Please refer to RPI And RPII Air Emissions, Page 46	IF-EU-120a.1
Water Management	(1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Please refer to Water Consumption, Page 39-41	IF-EU-140a.1
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Please refer to Regulatory Compliance (Malaysia Water Operations), Page 39	IF-EU-140a.1
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Please refer to Addressing Non-Revenue Water Challenges In Malaysia, Page 35; Climate Change, Page 36; Preserving Water Resources, Page 37-38	IF-EU-140a.1
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Please refer to Ranhill OHS Data, Page 65	IF-EU-320a.1
Grid Resiliency	Number of incidents of non-compliance with physical and / or cybersecurity standards or regulations	Please refer to Data Privacy and Security, Page 21	IF-EU-550a.1

SASB DISCLOSURES: UTILITIES – ACTIVITY METRICS

ACTIVITY METRIC	UNIT OF MEASURE	CODE
Total electricity generated, percentage by major energy source, percentage in regulated markets	Please refer to page 3, 2,392 GWh of electricity generated for Sabah, equivalent to approximately 40% of installed energy capacity in Sabah.	IF-EU-000.D
Total wholesale electricity purchased	Please refer to Economic Impact Vs Environmental Footprint, Page 29; 374,292,054.9 kWh of purchased electricity.	IF-EU-000.E

## APPENDIX TWO: RANHILL SAJ COMPLIANCE TO SPAN KPIS

## APPENDIX TWO: RANHILL SAJ COMPLIANCE TO SPAN KPIS

### KEY PERFORMANCE INDICATOR (KPI)

#### SPAN KPI Achievement (2022)

Performance Measures	Key Performance Indicator (KPI)	Target 2022	Achievement
<b>1. WATER SERVICES PERFORMANCE</b>			
1.1 Supply Coverage - % of water supply coverage	% coverage Urban Areas % coverage Rural Areas	100% 99.5%	100% 99.79%
1.2 Treated Water Quality Compliance Rate	% of water quality tests that meet the NDWQ Standards Unit: % compliance a) Residual chlorine b) E Coli c) Res. Chlorine & E Coli d) Turbidity e) Aluminium	99.0% 99.9% 99.95% 99.7% 95.0%	99.97% 100.00% 100.00% 100.00% 98.35%
1.3 Continuity of Water Supply	a) Comm. pipe failures to be repaired within 24 hours; (for cases where services are affected) b) Pipe repair and restoration of supply for pipe below 200mm dia. to be within 24 hours c) Pipe repair and restoration of supply for pipes size 200mm up to 600mm dia. to be within 36 hours d) Pipe repair and restoration of supply for mains exceeding 600mm dia. to be within 48 hours	95% 95% 95% 95%	100% 100% 100% 91%
1.4 Water Pressure	Minimum pressure of 10m at meter point to be maintained for all premise types. (Unit : % compliance)	99%	99.87%
1.5 Security of Supply	a) Comparison based on Plant Production Capacity with demand. 15% minimum reserve margin should remain all time. • Johor State • Johor Bahru • Batu Pahat • Muar • Kluang • Kota Tinggi • Segamat • Pontian • Mersing b) Plant Connection through Distribution System not less than 80% • Johor State • Johor Bahru • Batu Pahat • Muar • Kluang • Kota Tinggi • Segamat • Pontian • Mersing	10.00% 5.00% 8.00% 15.00% 15.00% 15.00% 15.00% 5.00% 15.00% 93% 100% 100% 100% 80% 80% 80% 80% -	11.47% 6.58% 12.23% 19.17% 9.76% 33.78% 11.74% 6.84% 24.80% 93.62% 100% 100% 100% 80% 89% 89% -

Performance Measures	Key Performance Indicator (KPI)	Target 2022	Achievement
<b>1. WATER SERVICES PERFORMANCE (CON'T)</b>			
1.5 Security of Supply (Con't)	c) Percentage of storage capacity in order to suit demand more than 24 hours • Johor State • Johor Bahru • Batu Pahat • Muar • Kluang • Kota Tinggi • Segamat • Pontian • Mersing	100% 100% 65% 55% 65% 65% 65% 65% 55%	100% 100% 100% 92% 100% 100% 100% 100% 96%
<b>2. CUSTOMER SERVICE</b>			
2.1 Water supply Complaints	Response time to complaints a) Percentage responded within 24 hours b) Response and resolution of Complaints - % complaints responded and resolved according to Customer Charter schedule c) Telephone Complaints - % responded within 10 seconds (excluding crisis period beyond our control and include abandoned calls)	99.5% 99.3% 92.0%	100% 99.72% 92.89%
<b>3. OPERATIONAL AND ECONOMIC PERFORMANCE</b>			
3.1 NRW	a) % Total of NRW • Johor State • Johor Bahru • Batu Pahat • Muar • Kluang • Kota Tinggi • Segamat • Pontian • Mersing b) Physical losses volume: Liter / connection / day (l/con/day) c) Commercial loss: number of meters not functioning or stop d) Infrastructure Leakage Index (ILI)	26% 23.8% 37.2% 31.2% 28.7% 28.3% 33.8% 26% 23% 306	26.26% 22.57% 34.81% 29.55% 30.49% 25.15% 36.01% 30.10% 21.50% 319.40
3.2 Operating Cost	a) Operating cost per (RM/1000 accounts) b) Operating cost per cubic meter produced: RM / m <sup>3</sup>	616,348 1.073	531,881 0.963
3.3 Collection Efficiency	a) Billing efficiency b) Average Collection Period c) Percentage of total debts for active account more than 120 days	99.5% <45 days <34 %	99.57% 32.30 15.65%
3.4 Operating Ratio	Operating Cost / Revenue (Based on tariff increasing 1 <sup>st</sup> April 2021)	0.59	0.58

APPENDIX TWO: RANHILL SAJ COMPLIANCE TO SPAN KPIS

Performance Measures	Key Performance Indicator (KPI)	Target 2022	Achievement
<b>4. ENVIRONMENTAL PERFORMANCE</b>			
4.1 Residue Management	a) % of water treatment plants with sludge treatment facilities compared to total no. of water treatment plants	80%	90.90%
	b) % of total volume of treatment residue treated compared to total volume of treatment residue generated	85%	92.40%
<b>5. COMPETENCY</b>			
5.1 Requirement of competent staff to operate water treatment plant and distribution system	a) Water Treatment		
	- Percentage of staff obtained Sijil Kemahiran Malaysia (SKM) Level 2	90%	97.79%
	- Percentage of staff obtained Sijil Kemahiran Malaysia (SKM) Level 3	85%	94.92%
	b) Water Distribution		
- Percentage of staff obtained Sijil Kemahiran Malaysia (SKM) Level 2	75%	79.75%	
- Percentage of staff obtained Sijil Kemahiran Malaysia (SKM) Level 3	75%	81.14%	

Mitigation Plan For Below Target KPI -

Continuity of Water Supply

	Reasons for Not Achieving KPI	Mitigation Plan
Johor Bahru	<ul style="list-style-type: none"> <li>1200mm pipe burst at Seri Alam in October 2022 due to third party activity</li> </ul>	<ul style="list-style-type: none"> <li>To conduct Utility Digital Mapping (UDM) to identify the existing pipe depth and alignment</li> </ul>

Security of Supply

	Reasons for Not Achieving KPI	Mitigation Plan
Kluang	<ul style="list-style-type: none"> <li>Delay in completion of Kahang WTP due to TNB power supply and interconnection works</li> </ul>	<ul style="list-style-type: none"> <li>Close monitoring with consultant regarding interconnection works</li> </ul>
Segamat	<ul style="list-style-type: none"> <li>Construction work of Air Panas C WTP extension in progress (Current physical progress up to Dec 2022 - 82%)</li> </ul>	<ul style="list-style-type: none"> <li>Close monitoring and expected completion of Air Panas C WTP extension by Q1 2023 (5/3/2023)</li> </ul>

NRW

	Reasons for Not Achieving KPI	Mitigation Plan
Kluang Segamat Pontian	<ul style="list-style-type: none"> <li>Delay in Rehab 2018/2019/2020 progress</li> <li>Rehab 2021 is under tendering process</li> <li>Under performance of RWS Leakage Reduction Contract</li> <li>Increase in burst pipes and leakage cases</li> <li>Unplanned/emergency situations (TNB breakdown)</li> </ul>	<ul style="list-style-type: none"> <li>To speed up completion of rehab 2018/2019/2020 rehab works</li> <li>To monitor Rehab 2021 progress closely</li> <li>NRW Reduction Task Force Meeting at district level</li> <li>Increase ALC team in leakage reduction contract</li> <li>WSS assessment for trunk main survey</li> </ul>

APPENDIX THREE: RWT COMPLIANCE TO REGULATORS' KPIS

REGULATORY COMPLIANCE (THAILAND WATER OPERATIONS)

As in previous years, RWT's WTP and WWTP operations in Thailand have continued to meet or exceed standards set out by the Thai regulatory authorities.

LIST OF CONCESSION/O&M

THAILAND	TARGET	ACTUAL	
		YTD JANUARY 2023	YTD DECEMBER 2022
<b>Amata City Chonburi Industrial Estate WTP-2CB Stage 1 &amp; Stage 2 (Concession)</b>			
Color	15	10	5
Turbidity	4	0.66	0.94
pH range	6.5 - 8.5	7.50	7.20
Total Solids	600	392	296
Influent Compliance	100	100	100
<b>Amata City Chonburi Industrial Estate WWTP-1CB (Concession)</b>			
Color	300	N / A	N / A
pH at 25°C	5.5 - 9	6.80	7.10
Total Dissolved Solids	3,000	1,222	1,236
Suspended Solids	50	6.0	6.0
BOD (5 days, at 20°C)	20	<2	10.0
COD	120	37	52
Total Kjeldahl Nitrogen as N	100	2.10	4.00
Oil & Grease & Fat	5	<3	<3.0
Effluent Compliance	100	100	100
<b>Amata City Chonburi Industrial Estate WRTP-1CB (Concession)</b>			
Color	15	5	5
Turbidity	4	0.50	0.50
pH range	6.5 - 8.5	7.00	7.10
Dissolved Solids	600	500	432
Influent Compliance	100	100	100
<b>Amata City Rayong Industrial Estate WTP-2RY (Concession)</b>			
Color	≤ 15	5	5
Turbidity	4	0.75	0.50
pH range	6.5 - 8.5	7.40	7.60
Total Solids	≤ 600	128	152
Influent Compliance	100	100	100

APPENDIX THREE: RWT COMPLIANCE TO REGULATORS' KPIS

THAILAND	TARGET	ACTUAL	
		YTD JANUARY 2023	YTD DECEMBER 2022
<b>Amata City Rayong Industrial Estate WWTP-2RY (Concession)</b>			
pH at 25°C	5.5 - 9.0	7.40	7.50
Total Dissolved Solids	<3000	600	832
Suspended Solids	<50	2.0	8.0
BOD (5 days, at 20°C)	<20	14.0	10.0
COD	<120	35	82
Total Kjeldahl Nitrogen as N	<100	7.70	6.60
Oil & Grease & Fat	<5	<3.0	<3
Effluent Compliance	100	100	100
<b>Amata City Rayong Industrial Estate WTP1/2-RY (Concession)</b>			
pH at 25°C	6.5 - 8.5	7.00	7.10
Turbidity	4	0.88	0.79
Colour	≤ 15	5	5
Total Dissolved Solids (TDS)	≤ 600	156	138
Total Hardness (as CaCO3)	≤ 300	49	44
Chloride (Cl)	≤ 250	22	22
Influent Compliance	100	100	100
<b>Amata City Rayong Industrial Estate WWTP-4RY (Concession)</b>			
Color	300	N / A	N / A
pH at 25°C	5.5 - 9.0	7.00	7.20
Total Dissolved Solids	<3000	1760	1862
Suspended Solids	<50	20	35
BOD (5 days, at 20°C)	<20	12.0	10.0
COD	<120	44	51
Total Kjeldahl Nitrogen as N	<100	18.20	20.30
Oil & Grease & Fat	< 5	2.0	<3
Effluent Compliance	100	100	100
<b>Amata City Rayong Industrial Estate WWTP-4RY (Concession)</b>			
pH	5.0 - 9.0	7.30	7.30
BOD	<20	4.0	18
Total Suspended Solids	<30	18.0	5
Total Dissolved Solids	<500***	400	316
Oil & Grease	<5.0	<3	<3
Total Kjeldahl Nitrogen	<35	21.00	9.80
Effluent Compliance	100	-	100
<b>Amata City Rayong Industrial Estate WRTP2-RY (Concession)</b>			
Color	15	5	5
Turbidity	4	0.50	0.50
pH range	6.5 - 8.5	6.70	7.20
Dissolved Solids	600	292	304
Influent Compliance	100	100	100

RANHILL (GROUP) LIST OF TRAINING COURSES

NO.	TITLE	TRAINING TYPE (GENERIC / TECHNICAL)	ORGANISER	PUBLIC / IN-HOUSE	DATE
1	WEBINAR SERIES : BOARD SUCCESSION, EVALUATION AND RECRUITMENT	GENERIC	MAICSA	PUBLIC	21.01.2022
2	KEY AMENDMENTS TO LISTING REQUIREMENTS	GENERIC	CKM ADVISORY SDN BHD	PUBLIC	10-11.02.2022
3	MIA WEBINAR SERIES : SHARE BUY BACK : A REGULATORY PERSPECTIVE	GENERIC	MIA	PUBLIC	25.02.2022
4	PROVISION OF FINANCIAL ASSISTANCE & RPT	GENERIC	CKM ADVISORY SDN BHD	PUBLIC	09-10.03.2022
5	MIA WEBINAR SERIES : ESG OVERSIGHT FOR BOARD	GENERIC	MALAYSIAN INSTITUTE OF ACCOUNTANTS	PUBLIC	18.03.2022
6	MIA WEBINAR SERIES : BOARD ASSESSMENT - A KEY COG IN AN EFFECTIVE GOVERNANCE STRUCTURE	GENERIC	MALAYSIAN INSTITUTE OF ACCOUNTANTS	PUBLIC	29.03.2022
7	GLOBAL REPORTING INITIATIVE (GRI) STANDARDS CERTIFIED TRAINING COURSE	GENERIC	SHEMSI SDN BHD	PUBLIC	29-30.03.2022
8	ULTIMATE GUIDE TO RPT ANALYSIS, PROBABLY (VOLUME 1)	GENERIC	CKM ADVISORY SDN BHD	PUBLIC	06-07.04.2022
9	DEALING WITH WORKPLACE HARRASSMENT & ANTI-SOSIAL HARRASSMENT BILL 2021 (Gazettement due 2022)	GENERIC	MEF	PUBLIC	25.05.2022
10	VIRTUAL MIA INTERNATIONAL ACCOUNTANTS CONFERENCE 2022	GENERIC	MALAYSIAN INSTITUTE ACCOUNTANTS	PUBLIC	08-09.06.2022
11	MIA WEBINAR SERIES : VALUATION ON MERGERS AND ACQUISITIONS	GENERIC	MALAYSIAN INSTITUTE ACCOUNTANTS	PUBLIC	22.06.2022
12	BURSA MALAYSIA MANDATORY ACCREDITATION PROGRAMME (MAP)	GENERIC	INSTITUTE OF CORPORATE DIRECTORS MALAYSIA	PUBLIC	21-23.06.2022
13	BUILDING SUSTAINABLE FUTURE	GENERIC	MALAYSIAN EMPLOYERS FEDERATION	PUBLIC	22.06.2022
14	MIA WEBINAR SERIES : GRASP THE KILLER IDEAS	GENERIC	MALAYSIAN INSTITUTE OF ACCOUNTANTS	PUBLIC	22-23.06.2022
15	WEBINAR ON ISO 37002 WHISTLEBLOWING	GENERIC	MALAYSIAN INSTITUTE OF CORPORATE GOVERNANCE	PUBLIC	05.07.2022
16	WEBINAR ON CORRUPTION RISK ASSESSMENT	GENERIC	MALAYSIAN INSTITUTE OF CORPORATE GOVERNANCE	PUBLIC	06.07.2022
17	MIA WEBINAR SERIES : ASSESSMENT OF THE BOARD, BOARD COMMITTEES, AND INDIVIDUAL DIRECTORS	GENERIC	MALAYSIAN INSTITUTE OF ACCOUNTANTS	PUBLIC	08.07.2022
18	OCCUPATIONAL SAFETY AND HEALTH COORDINATOR TRAINED PERSON	GENERIC	MEF ACADEMY SDN BHD	PUBLIC	16-19.07.2022
19	PROJECT DATA MANAGEMENT COMPETENCY WITH DASHBOARD USING MICROSOFT EXCEL 2016 TRAINING	GENERIC	ARENA SIBU SDN BHD	IN-HOUSE	08-10.08.2022
20	EMPLOYMENT (AMENDMENT) ACT 2022	GENERIC	MEF ACADEMY SDN BHD	PUBLIC	16-17.08.2022
21	COMPUTATION OF PERCENTAGE RATIOS	GENERIC	CKM ADVISORY SDN BHD	PUBLIC	13.09.2022
22	TAXATION TRAINING	GENERIC	TAX ADVISOR OF RANHILL CAPITAL	IN-HOUSE	13.09.2022
23	ESG AND SUSTAINABILITY REPORTING : A REVIEW OF RECENT CASE LAW INVOLVING ON THE INTERPRETATION OF VARIOUS PROVISIONS OF COMPANIES ACT, 2016	GENERIC	MALAYSIAN ASSOCIATION OF COMPANY SECRETARIES	PUBLIC	24.09.2022

## RANHILL (GROUP) LIST OF TRAINING COURSES

NO.	TITLE	TRAINING TYPE (GENERIC / TECHNICAL)		PUBLIC / IN-HOUSE	DATE
		ORGANISER			
24	CERTIFIED KNOWLEDGE MANAGER	GENERIC	SHARMA MANAGEMENT INTERNATIONAL	PUBLIC	26-30.09.2022
25	MAICSA ANNUAL CONFERENCE : CHALLENGING THE CHALLENGES IN GOVERNANCE	GENERIC	MAICSA	PUBLIC	05-06.10.2022
26	CIA PART 2 REVISION COURSE	GENERIC	THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA	PUBLIC	08,15,22 & 29.10.2022
27	SHARE BUY-BACK : A REGULATORY PERSPECTIVE	GENERIC	CKM ADVISORY SDN BHD	PUBLIC	13.10.2022
28	KEY AMENDMENTS TO LISTING REQUIREMENTS 2022	GENERIC	MALAYSIAN INSTITUTE OF ACCOUNTANTS	PUBLIC	18.10.2022
29	NATIONAL CONFERENCE 2022	GENERIC	THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA	PUBLIC	19-20.10.2022
30	CHAPTER 10-TRANSACTION WITH 3RD PARTY AND RELATED PARTY	GENERIC	MALAYSIAN INSTITUTE OF ACCOUNTANTS	PUBLIC	31.10.2022
31	TAXATION TRAINING	GENERIC	TAX ADVISOR OF RANHILL CAPITAL	IN-HOUSE	31.10.2022
32	MASTER & ACQUISITIONS MASTERCLASS (VILT)	GENERIC	KEXXEL GROUP SDN BHD	PUBLIC	29-30.11.2022 & 1-2.12.2022

## RANHILL SAJ TRAINING COURSES

NO	COURSE TITLE	TYPE	CAT
1	PRA INDUKSI ANGGOTA LANTIKAN BARU	I	IN
2	AVK REPAIR CLAMP	I	OJ
3	INTEGRATED CUSTOMER MANAGEMENT SYSTEM: USER REQUIREMENT SYSTEM (URS)	I	IN
4	AUTHORISED ENTRANT & STANDBY PERSON FOR CONFINED SPACE REFRESHER (AESP)	I	TR
5	POST MORTEM & PERLAKSANAAN SLDN 2022	I	IN
6	GENERAL QA/QC PROCEDURES FOR TESTING LABORATORIES	E	ET
7	KURSUS KESEDARAN ERGONOMIK DI PEJABAT	I	TR
8	KURSUS PENGENDALIAN MESIN UJI METER	I	IN
9	KURSUS KESEDARAN ERGONOMIK & MANUAL HANDLING	I	TR
10	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) UNTUK SIJIL KEMAHIRAN MALAYSIA (SKM):SESI PENILAIAN PORTFOLIO BERSAMA PEGAWAI PENILAI DALAMAN	I	IN
11	DYNAMICS OF NEGOTIATION FOR PURCHASING & PROCUREMENT	I	TR
12	BENGKEL PEMBANGUNAN WIM : WATER DISTRIBUTION OPERATION LEVEL 2	I	MD
13	MANAGEMENT RETREAT: 42ND STRATEGIC BUSINESS PLANNING SESSION	I	IN
14	CLIMATE CHANGE IS HAPPENING: HOW DO WE ADAPT	E	ES
15	JOB DESCRIPTION REVIEW WORKSHOP: HUMAN RESOURCES	I	TR
16	PROGRAM BICARA LESTARI BERSAMA DATO' SERI IR. DR ZAINI B.UJANG	E	ES
17	AUTHORISED GAS TESTER & ENTRY SUPERVISOR FOR CONFINED SPACE (AGTES NEW)	I	TR
18	BENGKEL EMERGENCY RESPONSE PLAN (ERP) REVISION 5.0	I	IN
19	LATIHAN PENGGUNAAN PERALATAN 'TURBIDITY METER'	I	IN
20	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) UNTUK SIJIL KEMAHIRAN MALAYSIA (SKM):TAKLIMAT PENILAIAN PORTFOLIO BERSAMA PEGAWAI PENILAI DALAMAN	I	IN
21	TOWARDS ZERO DISRUPTION	I	IN
22	BENGKEL - PROJEK M&E BAGI OP6	I	IN
23	BENGKEL PEMBANGUNAN MODUL: SESI PEMBANGUNAN HALUAN PEMBELAJARAN	I	MD
24	LATIHAN PENGENDALIAN ASAS 4 WHEEL	E	ET
25	TAKLIMAT PENILAIAN PRESTASI TUKANG PAIP (A2)	I	IN
26	BENGKEL PELAN LATIHAN TAHUNAN 2022	I	IN
27	LESEN MEMANDU GDL KELAS E FULL KEJUT	E	ET
28	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : PRODUCTION DEPARTMENT	I	IN
29	INNOVATION PROJECT IDENTIFICATION WORKSHOP	I	IN
30	MS ISO 9001: 2015 INTERNAL AUDITING	I	TR
31	TRAFFIC MANAGEMENT OFFICER	I	TR
32	PEMBENTANGAN LAPORAN NOISE RISK ASSESSMENT	I	IN
33	KURSUS QC INSPECTOR	E	ET
34	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : HEALTH, SAFETY & ENVIRONMENT DEPARTMENT	I	IN
35	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) UNTUK SIJIL KEMAHIRAN MALAYSIA (SKM):SESI VERIFIKASI PPL-PPT	I	IN
36	R- CARE PROGRAMME 2022 : HEALTH TALK	I	IN
37	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : HUMAN RESOURCES DEPARTMENT	I	IN
38	BASIC LABORATORY SKILLS & TECHNIQUES	E	ET
39	KWPSM WORKSHOP	E	ET
40	KAEDAH PENGGUNAAN LOGGER PRESSURE	I	OJ
41	LATIHAN PENGENDALIAN SCBA (SIRI 1)	I	OJ
42	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : DISTRIBUTION DEPARTMENT	I	IN
43	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : MECHANICAL & ELECTRICAL DEPARTMENT	I	IN
44	BENGKEL PENGURUSAN ERP DAERAH TAHUN 2022	I	IN
45	LATIHAN KEBAKARAN 1	I	OJ
46	LATIHAN KEBOCORAN KLORIN (1)	I	OJ
47	PENGENDALIAN SCBA	I	OJ
48	AUTHORISED ENTRANT & STANDBY PERSON FOR CONFINED SPACE (NEW) AESP	E	ET
49	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) UNTUK SIJIL KEMAHIRAN MALAYSIA (SKM): SESI PENILAIAN PORTFOLIO BERSAMA PEGAWAI PENILAI DALAMAN	I	IN

## RANHILL SAJ TRAINING COURSES

NO	COURSE TITLE	TYPE	CAT
50	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : ASSET MANAGEMENT DEPARTMENT	I	IN
51	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : WATER QUALITY DEPARTMENT	I	IN
52	MOCKDRILL KEBOCORAN KLOORIN	I	OJ
53	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : NRW CONTROL DEPARTMENT	I	IN
54	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : PLANNING DEPARTMENT	I	IN
55	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : QUALITY ASSURANCE DEPARTMENT	I	IN
56	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : PROJECT DEPARTMENTAL	I	IN
57	PENGIKTIRAFAN PENCAPAIAN TERDAHULU(PPT) UNTUK SIJIL KEMAHIRAN MALAYSIA(SKM):SESI VERIFIKASI PPL-PPT	I	IN
58	CONFERENCE ON INNOVATION & INTERVENTION FOR QHS2E CONTINUAL IMPROVEMENT	E	ES
59	RETREAT BADAN KEBAJIKAN & SUKAN RANHILL SAJ	I	IN
60	LATIHAN KECEMASAN KEBOCORAN KLOORIN	I	OJ
61	MOCKDRILL KEBAKARAN (SIRI 1)	I	OJ
62	KEBAKARAN DAN KEBOCORAN KLOORIN	I	OJ
63	SCBA 1	I	OJ
64	SISTEM KESELAMATAN MAKANAN	I	OJ
65	LATIHAN KEBAKARN (FIRE DRILL)	I	OJ
66	LATIHAN KEBOCORAN KLOORIN (CHLORINE DRILL)	I	OJ
67	PENGENDALIAN KES KEBAKARAN (SIRI 1)	I	OJ
68	PENGENDALIAN KES KEBOCORAN KLOORIN (SIRI 1)	I	OJ
69	PENGENDALIAN SCBA (SELF-CONTAINED BREATHING APPARATUS)	I	OJ
70	PENGENDALIAN SCBA (SIRI 1)	I	OJ
71	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP : ACCOUNTS & FINANCE DEPARTMENT	I	IN
72	KURSUS INDUKSI SLDN	E	ET
73	LESEN MEMANDU KELAS E (TEORI DAN AMALI)	E	ET
74	MOCKDRILL 1: KEBOCORAN KLOORIN	I	OJ
75	PENGENDALIAN SCBA	I	OJ
76	YOUNG WATER PROFESSIONALS (YWP) SELAI EXPEDITION 2.0	I	DE
77	LATIHAN KECEMASAN KEBOCORAN KLOORIN, KEBAKARAN & PEMAKAIAN SCBA	I	OJ
78	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) UNTUK SIJIL KEMAHIRAN MALAYSIA (SKM): SESI VERIFIKASI PPL-PPT	I	IN
79	R-CARE HEALTH TALK: COLORECTAL CANCER: BECAUSE IT MATTERS	I	IN
80	SEMINAR AUDITOR GENERAL DASHBOARD 3.0: PEMANTAUAN TERHADAP TINDAKAN SUSULAN DAN ANALISIS LAPORAN KETUA AUDIT NEGERA	E	ES
81	MOCK DRILL 1- KEBOCORAN KLOORIN	I	OJ
82	MOCK DRILL 1- LATIHAN KEBAKARAN	I	OJ
83	PENGENALAN MS 1480 SISTEM KESELAMATAN MAKANAN	I	OJ
84	PENGENDALIAN SCBA 1	I	OJ
85	SYMPOSIUM ON BEST PRACTICES & INNOVATIONS IN LABORATORY MANAGEMENT	E	ET
86	MOCKDRILL 1: LATIHAN KEBAKARAN	I	OJ
87	LATIHAN KEBOCORAN KLOORIN DAN KEBAKARAN & SCBA (SIRI 1)	I	OJ
88	MS 1480: 2019 HACCP: DOCUMENT REVIEW WORKSHOP	I	TR
89	LATIHAN PENGENDALIAN KES KEBAKARAN	I	OJ
90	LATIHAN PENGENDALIAN KES KEBOCORAN KLOORIN	I	OJ
91	BENKEL PENGENDALIAN MECHANICAL & ELECTROMAGNETIC FLOW METER TESTING	I	IN
92	NDTS COACH TRAINING PROGRAMME WILAYAH SELATAN (COACH_SLDN)	E	ET
93	HEARING CONSERVATION AWARENESS	I	TR
94	SALAH LAKU PROFESIONAL (PERUNDING) BERDASARKAN UNDANG-UNDNG	E	ES
95	KURSUS KEMAHIRAN HDPE	I	TR
96	KURSUS PNEUMATIC, ACTUATOR, CYLINDER ACTUATOR & SOLENOID VALVE	I	IN
97	SAFE OPERATING OF GENERATOR TRAINING	I	TR
98	LESEN MEMANDU KELAS GDL	E	ET
99	MOCKDRILL DAN FIREDRILL (SIRI 1)	I	OJ

## RANHILL SAJ TRAINING COURSES

NO	COURSE TITLE	TYPE	CAT
100	MS 1480 : 2019 HACCP - DOCUMENT REVIEW WORKSHOP	I	TR
101	TRAINING ON IFS - BUDGET MANAGEMENT	I	IN
102	MAXIMISE SAVINGS VIA PROCESS-DRIVEN INDUSTRIAL ENERGY AUDIT	E	ES
103	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) UNTUK SIJIL KEMAHIRAN(SKM) SESI PENILAIAN PORTFOLIO BERSAMA PEGAWAI PENILAIAN DALAMAN	I	IN
104	TRAINING ON IFS - TAX & AUDIT	I	IN
105	LESEN MEMANDU KELAS E FULL	E	ET
106	TRAINING ON IFS - DEPOSIT MANAGEMENT	I	IN
107	CASH FLOW MANAGEMENT MASTERCLASS: MANAGING THE LIFEBLOOD OF A BUSINESS IN A VOLATILE WORLD	E	ES
108	PENGENALAN MS 1480-SISTEM KESELAMATAN MAKANAN	I	OJ
109	STRATEGIC PERFORMANCE MANAGEMENT SYSTEM	E	ET
110	MS 1480: 2019 AWARENESS	I	TR
111	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT): BENKEL PENERANGAN SKM DAN PENYEDIAAN PORTFOLIO	I	IN
112	TRAINING ON IFS - MONITORING & ANALYSIS TOOLS	I	IN
113	COMPETENCY- BASED TRAINING NEEDS ANALYSIS	E	ET
114	UAT & TRAINING DOCUMENT MANAGEMENT - DOCUMENT MANAGEMENT	I	IN
115	MS 1514: 2009 GMP UNDERSTANDING & IMPLEMENTATION	I	TR
116	BENKEL SEMAKAN PIAGAM PELANGGAN	I	IN
117	PEMANTAPAN PERSONEL PUSAT BERTAULIAH SLDN SIRI 1	E	ET
118	NRW REDUCTION CONTRACT WORKSHOP	I	IN
119	BENKEL PEMBANGUNAN WIM BERSAMA RUANG GURU BERHAD	I	MD
120	UJIAN KUALITI AIR (BAKI KLOORIN)	I	OJ
121	UJIAN KUALITI AIR (KEKERUHAN)	I	OJ
122	LATIHAN INTEGRATED FINANCIAL (IFS) SYSTEM - PETTY CASH MANAGEMENT	I	IN
123	UJIAN KUALITI AIR BAKI KLOORIN	I	OJ
124	UJIAN KUALITI AIR KEKERUHAN	I	OJ
125	TRAINING IN CONTRACT MANAGEMENT	I	TR
126	COURSE FOR CERTIFIED ENVIRONMENTAL PROFESSIONAL IN SCRUBBER OPERATION (CePSO)	E	ET
127	LATIHAN INTEGRATED FINANCIAL (IFS) SYSTEM - NON-WATER BILLING	I	IN
128	SCAFFOLDING PRODUCTS COMPLIANCE & STANDARD AWARENESS	E	ES
129	KURSUS INTERNAL AUDIT ISO 37001: 2016 (ABMS)	I	TR
130	2022 ON BOARDING PROGRAMME	I	IN
131	LATIHAN MAIN SWITCH BOARD MCC PANEL & PUMP CONTROL PANEL	I	IN
132	BENKEL PERSEDIAAN HACCP DAN PEMBENTANGAN BSC (Q2)	I	IN
133	INTEGRATED FINANCIAL SYSTEM: MONITORING & ANALYSIS TOOLS MODULE	I	IN
134	KURSUS DAN LATIHAN PENGGUNAAN 'CLAMPS' DALAM KERJA PENYELENGGARAAN PAIP	I	IN
135	WATER PIPING INSTALLATION AND CONNECTION	I	IN
136	HALF YEARLY TAX UPDATES	E	ES
137	PROFESSIONAL GREEN TECHNOLOGY AND ENERGY EFFICIENCY	E	ET
138	STATISTICAL METHODS FOR CHEMISTS	E	ET
139	BALANCING ETHICS & INTEGRITY IN CONSTRUCTION	E	ES
140	INTEGRATED FINANCIAL SYSTEM: INVENTORY MANAGEMENT MODULE	I	IN
141	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT): BENKEL PENYEDIAAN PORTFOLIO	I	IN
142	SAFE HANDLING OF CHEMICALS	I	TR
143	TAKLIMAT KESEDARAN DAN PROSEDUR KERJA DI DALAM RIZAB TALIAN PENGHANTARAN TNB	I	IN
144	METHOD VALIDATION & QUALIFICATION OF MEASUREMENT UNCERTAINTY IN MICROBIOLOGICAL TESTING	E	ET
145	INTEGRATED FINANCIAL SYSTEM: DEPOSIT MANAGEMENT MODULE	I	IN
146	REVIEW CUSTOMER SERVICES EFFICIENCY MODULE	I	IN
147	TOWARDS MANAGEMENT EXCELLENCE IN WATER & WASTEWATER INDUSTRIES 1: WRITING STRATEGIC BOARD PAPER FOR WATER & WASTEWATER INDUSTRIES	E	ET
148	BANK RECONCILIATION SOP & CASH FLOW REPORT WORKSHOP	I	IN
149	KESEDARAN KESELAMATAN AWAM & LATIHAN KECEMASAN	I	IN



## RANHILL SAJ TRAINING COURSES

NO	COURSE TITLE	TYPE	CAT
150	INTEGRATED FINANCIAL SYSTEM: CONTRACT MANAGEMENT MODULE	I	IN
151	INTEGRATED JOB MANAGEMENT SYSTEM (IJMS)	I	TR
152	TRAINING 1/2022- WATERGEMS MODEL CALIBRATION: PILOT MODEL	I	IN
153	R-CARE HEALTH TALK: SUFFERING FROM BACK PAIN	I	IN
154	BENGKEL ISO 9001: 2015 JABATAN PERKHIDMATAN PELANGGAN	I	IN
155	TRAINING OF CHLORINE SYSTEM	I	IN
156	MS 1480:2019 HACCP AWARENESS	I	OJ
157	QUERYING DATA WITH TRANSACTION SQL, SSIS & SSRS	I	TR
158	PENGENDALIAN MS 1480 SISTEM KESELAMATAN MAKANAN	I	OJ
159	WAYS TO STRENGTHEN INTEGRITY IN CONSTRUCTION	E	ES
160	CUSTOMER SERVICE EFFICIENCY	I	TR
161	SKIM PEMBIAYAAN PAAB UNTUK NRW: PENGURANGAN AIR TIDAK TERHASIL	E	ES
162	R-CARE HEALTH TALK : DIGITAL EYE STRAIN (SYMPTOMS & EYE CARE SOLUTIONS)	I	IN
163	FOCUS GROUP DISCUSSION FOR ORGANISATIONAL CULTURE HEALTH INDEX (OCH) SURVEY	I	IN
164	R-CARE: HEALTH TALK	I	IN
165	TRANSFORMASI BUDAYA KERJA DI TAPAK	I	DE
166	BENGKEL PERISIAN GIS (Q-GIS)	I	IN
167	INTEGRATED FINANCIAL SYSTEM: NON-WATER BILLING	I	IN
168	BENGKEL PENERANGAN PENGENDALIAN MOTORSIKAL ELEKTRIK	I	IN
169	SEMINAR NEW ME: BINA PERIBADI UNGGUL	E	ES
170	INTEGRATED FINANCIAL SYSTEM: PAYMENT BASELINE DATE REGULATION	I	IN
171	BENGKEL PEMBANGUNAN WIM BERSAMA KONSULTAN	I	MD
172	DOCUMENT CONTROL PERSON	I	IN
173	INTEGRATED FINANCIAL SYSTEM : PAYMENT & PURCHASING MODULES	I	IN
174	WORKSHOP K-PRODUCT REVISIT	I	IN
175	ISO/IEC 27001 : 2013- INFORMATION SECURITY MANAGEMENT SYSTEM (ISMS): AWARENESS	I	TR
176	SAFE RIDING OF MOTORCYCLE	I	TR
177	TAKLIMAT PENGURUSAN RISIKO KEWANGAN	I	IN
178	KESEDARAN KESELAMATAN AWAM & LATIHAN KECEMASAN OLEH JABATAN BOMBA	I	IN
179	CERAMAH DAN PAMERAN UNDANG-UNDANG KESELAMATAN JALAN RAYA	I	IN
180	INTEGRATED FINANCIAL SYSTEM : INVENTORY PAYMENT PROCESS & PROCEDURE STANDARDISATION	I	IN
181	WATER PIPING INSTALLATION AND CONNECTION	I	IN
182	PENYIASATAN DAN KEJURUTERAAN CERUN	I	TR
183	ISO/IEC 17025: 2017 LABORATORY MANAGEMENT SYSTEM (AWARENESS)	I	TR
184	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) : SESI PEMBANGUNAN PORTFOLIO BERSAMA PEGAWAI PENILAI (PP)	I	IN
185	BENGKEL PEMBANGUNAN SOALAN KAPA DAN SOALAN PENILAIAN AKHIR	I	MD
186	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) UNTUK SIJIL KEMAHIRAN MALAYSIA (SKM): SESI PEMBANGUNAN PORTFOLIO BERSAMA PEGAWAI PENILAI	I	IN
187	SAFE OPERATING OF GENERATOR TRAINING	I	TR
188	ELECTRICAL ENGINEERING FOR NON-ELECTRICAL ENGINEER	E	ET
189	NILAI LIMPAHAN AIR HUJAN MENURUT AL-QURAN & AS-SUNNAH	I	IN
190	PRODUCT KNOWLEDGE: LATIHAN PERALATAN MAKMAL (XYLEM) REFRESHER	I	IN
191	JOB ANALYSIS WORKSHOP WITH UTM	I	IN
192	PROJECT DATA MANAGEMENT COMPETENCY WITH DASHBOARD USING MICROSOFT EXCEL 2016 TRAINING	I	TR
193	43 <sup>RD</sup> STRATEGIC BUSINESS PLANNING SESSION: 2022 MID YEAR REVIEW COMPANY BALANCED SCORECARD	I	IN
194	SEMINAR GUIDELINES ON MANAGEMENT OF OCCUPATIONAL NOISE-RELATED HEARING DISORDER	E	ES
195	CERAMAH KESELAMATAN DAN PERATURAN JALAN RAYA	I	IN
196	EMERGENCY RESPONSE TEAM	I	IN
197	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) UNTUK SIJIL KEMAHIRAN MALAYSIA(SKM) TAKLIMAT PEMBANGUNAN PORTFOLIO BERSAMA PEGAWAI PENILAI (PP)	I	IN
198	WATER TREATMENT OPERATION (CU 1 - CU 7): REFRESHER	I	TR
199	BENGKEL PEMBANGUNAN HALUAN PEMBELAJARAN K PRODUK 2022	I	MD

## RANHILL SAJ TRAINING COURSES

NO	COURSE TITLE	TYPE	CAT
200	BENGKEL PERUNDINGAN SEMAKAN BUSINESS IMPACT ANALYSIS (BCMS)	I	TR
201	INTEGRATED FINANCIAL SYSTEM: PAYMENT PROCESS & PROCEDURE STANDARDISATION	I	IN
202	AIR BAWAH TANAH SEBAGAI SUMBER ALTERNATIF – TEKNOLOGI & CABARAN	I	IN
203	BIMB E-BANKER PRO TRAINING	I	IN
204	BENGKEL PENGENALAN HAZARD: PENILAIAN RISIKO DAN PENENTUAN KAWALAN (HIRARC)	I	IN
205	SEMINAR AWAM TERAPI MINDA: TRANSFORMASI MINDA DAN BUDAYA KERJA BERPASUKAN	I	IN
206	MS 1480 : 2019 HAZARD ANALYSIS CRITICAL CONTROL POINT (HACCP) AWARENESS	I	TR
207	PRO LEARNING DAY S19 PHOTOTHERAPY: THE MAGIC OF PHOTOS	E	ET
208	MS 1480: 2019 HAZARD CRITICAL CONTROL POINT (HACCP) AWARENESS	I	TR
209	COMPLAINTS MANAGEMENT- CUSTOMER FEEDBACK & COMPLAINT HANDLING	I	TR
210	BENGKEL PEMBANGUNAN PROSEDUR GANGGUAN BEKALAN AIR TERANCANG DAN TIDAK TERANCANG	I	IN
211	PELANCARAN “KITA KAN RANHILL” - RESET MINDA	I	IN
212	INDUKSI PP-PPT	E	ET
213	MS ISO/IEC 17025: 2017 MANAGEMENT SYSTEMS INTERNAL AUDIT	I	TR
214	23RD CONFERENCE AND EXHIBITION ON OCCUPATIONAL SAFETY AND HEALTH (COSH 2022)	E	ES
215	BENGKEL SEMAKAN SEMULA DOKUMEN STATEMENT OF APPLICABILITY (SOA) - ISO/IEC 27001: 2013	I	IN
216	HUMAN CAPITAL DEVELOPMENT (HCD) PLAN AND PROGRESS OF INNOVATION PROJECT WORKSHOP	I	IN
217	LATIHAN PERTOLONGAN CEMAS DAN ASAS CPR	I	TR
218	PRODUCT KNOWLEDGE: TECHNICAL TRAINING FOR PLC SYSTEM	I	IN
219	PRODUCT KNOWLEDGE: MAVIC 2 ENTERPRISE ADVANCE COURSE	I	IN
220	COMPETENCY COURSE FOR A2 PLUMBER STAFF ON RANHILL SAJ SPECIFICATIONS	I	TR
221	TRAINING ON PRACTICAL IMPLEMENTATIONS OF THE AMENDED EMPLOYMENT ACT 1955	E	ET
222	HR MASTERMIND: SUCCESSION PLANNING CHALLENGES & BEST PRACTICES	E	ES
223	COLORS BRAIN PSYCHOLOGY	I	TR
224	SLUDGE OPERATION (CU7) : REFRESHER	I	TR
225	TAX COMPLIANCE, TAX KNOWLEDGE AND TAX COMPLEXITY	E	ES
226	TEMPAT KERJA BEBAS DADAH	E	ES
227	COMPLAINTS MANAGEMENT - CUSTOMER FEEDBACK & COMPLAINT HANDLING	I	TR
228	KURSUS AWARENESS HAZARD ANALYSIS & CRITICAL CONTROL POINT (HACCP) & AMALAN PENGILANGAN BAGI MAKANAN (GMP)	I	TR
229	PRODUCT KNOWLEDGE: TRAINING & PRACTICAL FOR PORTABLE DATA LOGGER & ELECTROMAGNETIC LOCATER	I	IN
230	TAX ADVISOR OF RANHILL CAPITAL	I	TR
231	BENGKEL PERUNDINGAN SEMAKAN RISK ASSESSMENT (BCMS)	I	IN
232	DISRUPTIVE TECHNOLOGY: ARTIFICIAL INTELLIGENCE WORKSHOP	E	ET
233	MEASUREMENT UNCERTAINTY FOR CHEMICAL ANALYSIS	E	ET
234	KURSUS REFRESHER KOSPEN	E	ET
235	FINANCIAL INVESTMENT TALK	I	IN
236	MS 1480: 2019 HAZARD ANALYSIS CRITICAL CONTROL POINT (HACCP): AWARENESS	I	TR
237	R- CARE HEALTH TALK	I	IN
238	BENGKEL PEMBANGUNAN KERANGKA PEKERJAAN (OCCUPATIONAL FRAMEWORK (OF) UNTUK SEKTOR (E36) - WATER COLLECTION, TREATMENT AND SUPPLY	E	ET
239	BENGKEL PEMBANGUNAN STANDARD KEMAHIRAN PEKERJAAN KEBANGSAAN (NOSS) BAGI BIDANG CONSUMER/CUSTOMER SERVICE (METER READING & BILING) LEVEL 123 DAN WATER INFRASTRUCTURE DEVELOPMENT (ASSET MANAGEMENT) L123	E	ET
240	MS 1480:2018 SISTEM KESELAMATAN MAKANAN	I	OJ
241	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) UNTUK SIJIL KEMAHIRAN MALAYSIA (SKM) : TAKLIMAT PORTFOLIO BERSAMA PEGAWAI PENILAI (PP)	I	IN
242	BENGKEL PERUNDINGAN SEMAKAN CONTINUITY PLAN (BCMS)	I	IN
243	WORKPLACE FIRST AID INSTRUCTION DEVELOPMENT PROGRAM	E	ET
244	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT) UNTUK SIJIL KEMAHIRAN MALAYSIA (SKM) : TAKLIMAT PEMBANGUNAN PORTFOLIO BERSAMA PEGAWAI PENILAI (PP)	I	IN
245	IDEATION WORKSHOP FOR INNOVATION PROJECT IDENTIFICATION VOL 2	I	IN
246	KURSUS KOMPETENSI PENYELARAS KESELAMATAN DAN KESIHATAN PEKERJAAN (OHS COORDINATOR)	E	ET
247	ARE YOU READY FOR A CAPITAL STATEMENT REVIEW	E	ES

## RANHILL SAJ TRAINING COURSES

NO	COURSE TITLE	TYPE	CAT
248	KURSUS PENGENDALIAN EMAIL (OUTLOOK & ZIMBRA)	I	IN
249	NRW AWARENESS	I	TR
250	R-CARE HEALTH TALK	I	IN
251	BENGKEL PEMBANGUNAN STANDARD KEMAHIRAN PEKERJAAN BAGI BIDANG WATER INFRASTRUCTURE DEVELOPMENT (PLANNING & DESIGN) L123	E	ET
252	PRODUCTION CONTROL SYSTEM (PCS): AWARENESS	I	IN
253	MS 1480: 2019 HAZARD ANALYSIS CRITICAL CONTROL POINT (HACCP): REFRESHER	I	TR
254	CERTIFIED KNOWLEDGE MANAGER	I	TR
255	INTEGRATED FINANCIAL SYSTEM: NON-WATER BILLING MODULE USER TRAINING	I	IN
256	TAKLIMAT PENGURUSAN KENDERAAN	I	IN
257	PENULISAN SURAT & MINIT MESYUARAT	I	TR
258	PRODUCT KNOWLEDGE: CATHODIC PROTECTION SYSTEM TRAINING PROGRAM	I	IN
259	BENGKEL PENAMBAHAN KANDUNGAN STANDARD KEMAHIRAN PEKERJAAN (NOSS) BAGI BIDANG CONSUMER/CUSTOMER SERVICE (METER READING & BILLING) LEVEL 123	E	ET
260	STATEMENT OF CASH FLOWS: PREPARATION AND PRESENTATION USING MS EXCEL SPREADSHEET	E	ET
261	KURSUS PEMBUKAAN TENDER/SEBUTHARGA	I	IN
262	MANAGEMENT OF PERSONAL PROTECTIVE EQUIPMENT (PPE)	I	TR
263	MS 1480: 2019 HAZARD ANALYSIS CRITICAL CONTROL POINT (HACCP): AWARENESS	I	TR
264	YEARLY REFRESHER TRAINING FOR TECHNICAL INSTRUMENTS	I	TR
265	BENGKEL PEMBANGUNAN STANDARD KEMAHIRAN PEKERJAAN KEBANGSAAN (NOSS) BAGI BIDANG WATER INFRASTRUCTURE DEVELOPMENT (ASSET MANAGEMENT) L123	E	ET
266	11 RANHILL'S RULES OF LIFE & SAFE WORK METHOD STATEMENT (SWMS) GUIDELINES	I	IN
267	TRAIN THE TRAINER CERTIFICATION PROGRAMME	I	TR
268	INTEGRATED FINANCIAL SYSTEM: NON-WATER BILLING MODULE USER TRAINING	I	IN
269	ERGONOMICS AWARENESS TRAINING	I	TR
270	BENGKEL SEMAKAN SEMULA PROSIDUR	I	IN
271	INTERNATIONAL GREETECH & ECO PRODUCTS EXHIBITION & CONFERENCE MALAYSIA 2022 (IGEM)	E	ES
272	PENGIKTIRAFAN PENCAPAIAN TERDAHULU (PPT)- UNTUK SIJIL KEMAHIRAN MALAYSIA (SKM): SESI VERIFIKASI PPL-PPT	I	IN
273	MS 1480: 2019 HAZARD ANALYSIS AND CRITICAL CONTROL POINT (HACCP) : AWARENESS	I	TR
274	BUSINESS INTELLIGENCE USING EXCEL	I	TR
275	MAJLIS PELANCARAN PENGENALAN KONTRAK PANEL MEKANIKAL & ELEKTRIKAL	I	IN
276	BORNEO INTERNATIONAL WATER & WASTEWATER EXHIBITION & CONFERENCE 2022	E	ES
277	KURSUS KEMAHIRAN HDPE	I	TR
278	PRODUCT KNOWLEDGE: LATIHAN TEKNIKAL BAGI SISTEM PLC	I	IN
279	PERSONAL RETREAT FOR INSPIRING STRATEGIC MANAGER (PRISMA)	I	DE
280	R-CARE HEALTH TALK : MENTAL HEALTH IN THE WORKPLACE	I	IN
281	JOB DESCRIPTION WORKSHOP	I	TR
282	INTERNATIONAL CONFERENCE ON SUSTAINABILITY (7TH SUSTAINABILITY PRACTITIONER CONFERENCE)	E	ET
283	R-CARE HEALTH TALK : BACK TO NATURE	I	IN
284	ONLINE PERFORMANCE MANAGEMENT SYSTEM (OPMS) - USER ACCEPTANCE TEST (UAT) SESSION	I	IN
285	TRANSFORMASI BUDAYA KERJA	I	DE
286	KURSUS PRA PERSARAAN	I	DE
287	R-CARE HEALTH TALK: BACK TO NATURE	I	IN
288	INTEGRATED FINANCIAL SYSTEM - INVENTORY MODULE	I	IN
289	CASE STUDY APPROACH TO LEASE TRANSACTION	E	ES
290	THE 9 <sup>TH</sup> WATER LOSS ASIA 2022 VIRTUAL EVENT	E	ES
291	ASEAN M&E SHOW	E	ES
292	HIGH IMPACT PRESENTATION SKILLS	I	DE
293	INTEGRATED COMMAND CENTER MANAGEMENT SYSTEM: USER REQUIREMENT STUDY	I	IN
294	JOB COMPETENCIES REVIEW - ONBOARDING	I	IN
295	JOB COMPETENCIES REVIEW - KICK OFF	I	IN
296	SESI PEMBANGUNAN WIM WATER TREATMENT QUALITY CONTROL L2	I	MD

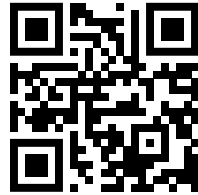
## RANHILL SAJ TRAINING COURSES

NO	COURSE TITLE	TYPE	CAT
297	JOB COMPETENCIES REVIEW- FOCUS GROUP DISCUSSION	I	IN
298	GRI STANDARD CERTIFIED TRAINING COURSE	E	ET
299	USER REQUIREMENT SYSTEM: E-SUBMISSION SYSTEM	I	IN
300	SPESIFIKASI KEPERLUAN PENGGUNA: USER REQUIREMENT SPECIFICATIONS	I	IN
301	INTEGRATED COMMAND CENTER MANAGEMENT SYSTEM: USER REQUIREMENT SYSTEM	I	IN
302	FORKLIFT SAFETY	I	TR
303	KNOWLEDGE MANAGEMENT: K-PRODUK REVISIT CHALLENGE 2022	I	IN
304	BENGKEL PEMBANGUNAN PROSEDUR RAYUAN KERJA-KERJA SISTEM BEKALAN AIR	I	IN
305	BENGKEL PENGENALAN PUSAT INFORMASI PELANGGAN (SAJIC)	I	IN
306	DO AND DON'TS IN SCHEDULED WASTE PACKAGING & LABELLING	E	ET
307	BENGKEL SEMAKAN SLIDE PRESENTATION UNTUK PROGRAM SLDN	I	IN
308	KURSUS KESEDARAN DALAM BERKESATUAN DAN PENGURUSAN STRES SEMASA PANDEMIK	I	IN
309	BENGKEL PEMBANGUNAN STANDARD KEMAHIRAN PEKERJAAN KEBANGSAAN (NOSS) BAGI BIDANG WATER INFRASTRUCTURE DEVELOPMENT (PLANNING & DESIGN) L2 & L3	E	ET
310	KURSUS PENJENAMAAN KORPORAT	E	ET
311	NATIONAL HUMAN CAPITAL CONFERENCE & EXHIBITION 2022 - HR 5.0: THE NEXT EVOLUTION IN HUMAN RESOURCE DEVELOPMENT	E	ES
312	WATER MALAYSIA 2022: SPECIALISED CONFERENCE AND EXHIBITION ON WATER QUALITY & TREATMENT	E	ES
313	BASICS OF CORPORATE BRANDING	E	ET
314	WEBINAR EKSKLUSIF PENGURUSAN BUANGAN TERJADUAL SELARAS DENGAN EKONOMI KITARAN	E	ES
315	2022 ONBOARDING PROGRAMME	I	IN
316	BENGKEL PEMBANGUNAN STANDARD KEMAHIRAN PEKERJAAN KEBANGSAAN (NOSS) BAGI BIDANG CONSUMER/CUSTOMER SERVICE (METER READING & BILLING) L1- L3	E	ET
317	BENGKEL PEMBANGUNAN STANDARD KEMAHIRAN PEKERJAAN KEBANGSAAN (NOSS) BAGI BIDANG WATER INFRASTRUCTURE DEVELOPMENT (PLANNING & DESIGN) L2 & L3	E	ET
318	BENGKEL KERANGKA PEKERJAAN (OCCUPATIONAL FRAMEWORK (OF) UNTUK SEKTOR (E36) - WATER COLLECTION, TREATMENT & SUPPLY	E	ET
319	TAKLIMAT KEPUTUSAN UJIAN AUDIOMETRIK & KESEDARAN PERLINDUNGAN PENDENGARAN	I	IN
320	DRIVING CATALYTIC CHANGE FOR BUSINESS SUSTAINABILITY	E	ET
321	QLASSIC IN CONSTRUCTION CONTRACT	E	ES
322	ASIAWATER – EMBRACING ESG TOWARDS WATER SUSTAINABILITY TRAINING WORKSHOP 1	E	ET
323	ASIAWATER – EMBRACING ESG TOWARDS WATER SUSTAINABILITY CONFERENCE	E	ES
324	ASIAWATER – EMBRACING ESG TOWARDS WATER SUSTAINABILITY TRAINING WORKSHOP 2	E	ET
325	ASIAWATER – EMBRACING ESG TOWARDS WATER SUSTAINABILITY (EXHIBITION)	E	ES
326	ASIAWATER – EMBRACING ESG TOWARDS WATER SUSTAINABILITY TRAINING WORKSHOP 3	E	ET
327	2022 DEPARTMENTAL BALANCED SCORECARD WORKSHOP: CUSTOMER SERVICE DEPARTMENT	I	IN
328	HRDCORP WORKSHOP	E	ET
329	SEMINAR UNDANG - UNDANG KECIL (UBBL) PINDAAN 2001	E	ET
330	JOB COMPETENCIES REVIEW: FOCUS GROUP DISCUSSION	I	IN
331	PRODUCT KNOWLEDGE: TRAINING PROGRAM FOR SPARE PARTS FOR MOTORISED ACTUATOR, JOINED VALVE AND PENSTOCK	I	IN
332	30 PRINCIPLES TO BECOME A HIGH-PERFORMANCE WORKPLACE	E	ES
333	BENGKEL PENGURUSAN FASILITI	I	IN
334	WORKING AT HEIGHT AWARENESS	I	TR
335	INTEGRATED FINANCIAL SYSTEM	I	IN
336	BENGKEL PENILAIAN RISIKO	I	IN
337	PRODUCT KNOWLEDGE: TECHNICAL TRAINING MAIN CONTROL CIRCUIT (MCC) & MAIN SWITCH BOARD (MSB)	I	IN
338	PRODUCT KNOWLEDGE: TECHNICAL TRAINING ON ELECTRICAL WORKS (INCOMER TO STARTER)	I	IN
339	PRODUCT KNOWLEDGE: TRAINING MULTISTAGE PUMP	I	IN
340	BASIC FIRST AID & CARDIO PULMONARY RESUSCITATION (CPR)	I	TR

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## RPI AND RPII OHS TRAINING COURSES

1. Occupational Health & Safety Management System, ISO 45001:2018 Awareness Course (Committee)
2. Occupational Health & Safety Management System, ISO 45001:2018 Awareness Course
3. Knowledge Sharing Session No.1 - Noise Exposure in Ranhill Power Plant by Mohd Mustaffa Kamal Bin Mundur Fahn
4. Occupational Safety & Health Conference 2022 (“OSHCON 2022”)
5. Heart Attack & Its Complications
6. Ergonomic Awareness
7. Living With Covid-19: Guide for Employers Safe Operation
8. OHSMS Context of The Organisation, Risk and Opportunity Workshop
9. Authorised Entrant and Standby Person for Confined Space Refreshers
10. HIRARC & Documentation Session
11. Seminar Keselamatan dan Kesihatan Pekerjaan Sempena Sambutan OHSWEEK 2022 Peringkat Negeri Melaka
12. Hearing Conservation Administration (HCA) Compliance to OHS (Noise Exposure) Regulations 2019
13. Seminar Sasaran Penting Peringkat Kebangsaan Tahun 2022
14. Authorised Gas Tester Entry Supervisor for Confined Space Refresher
15. Authorised Entrant and Standby Person for Confined Space
16. Safety Handling of Forklift (Refresher)
17. Safety Handling of Forklift
18. NIOSH Tenaga Safety Passport
19. Occupational Health & Safety Management System, ISO 45001:2018: Legal & Other Requirements and Documentation Review
20. Seminar AKAS 1974: Kawalan Pencemaran Air & Pengurusan Buangan
21. Authorised Entrant & Standby Person for Confined Space
22. Kursus Awam Pasukan Keselamatan Kebakaran (ERT)



[www.ranhill.com.my](http://www.ranhill.com.my)

**RANHILL UTILITIES BERHAD**

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