

SUSTAINABILITY STATEMENT



Residensi SIGC – Aerial View

SUSTAINABILITY STATEMENT

ABOUT THIS SUSTAINABILITY STATEMENT

Matrix's tagline, "*Nurturing Environment, Enriching Lives*", demonstrates the Group's determination in inculcating sustainability into the heart of its DNA. Sustainable business practices continued to be the norm and were integrated into day-to-day operations throughout this fiscal year. The impact of Matrix's community development initiatives was also maximised.

REPORTING COVERAGE	Matrix Concepts Holdings Berhad ("Matrix") and its principal business activities in Property Development, Construction, Education and Hospitality.
REPORTING PERIOD	1 April 2018 to 31 March 2019
REPORTING CYCLE	Annually
REFERENCES AND GUIDELINES	<p>Principal Guideline</p> <ul style="list-style-type: none">• Global Reporting Initiative ("GRI") Standards <p>Additional Guidelines</p> <ul style="list-style-type: none">• Bursa Malaysia's Sustainability Reporting Guideline• ISO 26000:2010 Guidance on Social Responsibility• Local and international sustainability rating criteria• Judges feedback from various sustainability awards
REPORTING CONTENT	The content of this report is based on a multi-stakeholder approach, the materiality assessment, the GRI Standards requirements and other sustainability ratings. The transparent structure and information disclosed in this statement share Matrix's initiatives with stakeholders. FY2019 achievements have been compared against those of previous years and this year's performance forms the benchmark for future targets.
FEEDBACK	<p>For further enquiries, please contact:</p> <p>Carmen Loo Kah Boon, Head, Group Corporate Secretarial, Governance and Sustainability, Wisma Matrix, No. 57, Jalan Tun Dr. Ismail, 70200 Seremban, Negeri Sembilan Darul Khusus, Malaysia.</p>

SUSTAINABILITY STATEMENT

SUSTAINABILITY IN ACTION

During a recent survey, 81.9% of Matrix’s stakeholders believe being a sustainable business is a minimum accountability requirement for every business.

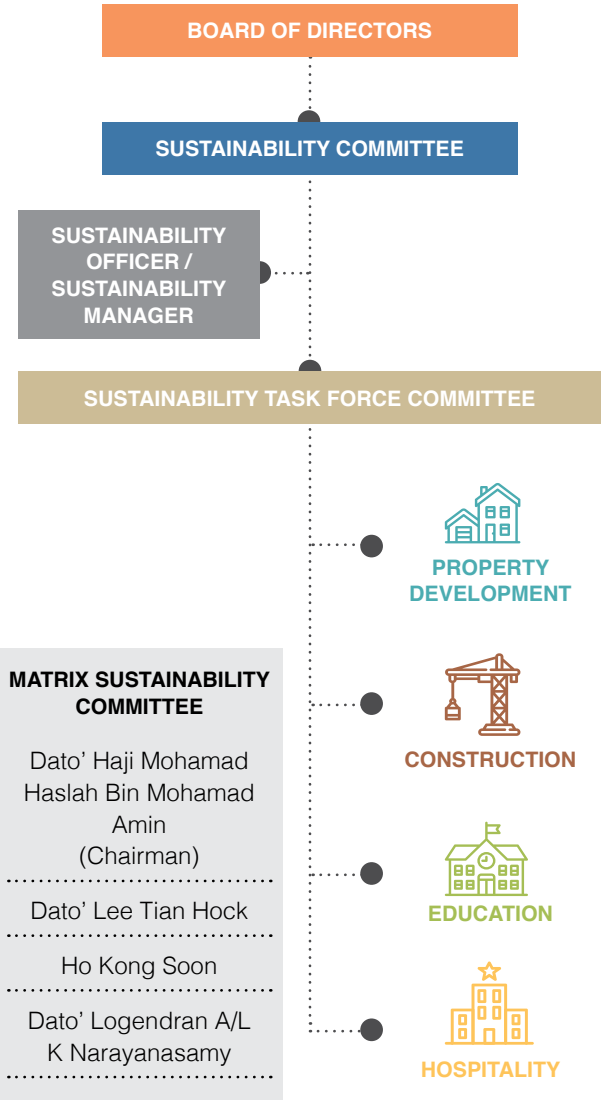
Matrix’s vision is to create a benchmark in nurturing the environment and enriching lives. As a caring community developer, Matrix continues its efforts in creating vibrant spaces, quality homes and self-contained townships in which everyone can thrive.

Our Sustainability Leadership Agenda



SUSTAINABILITY GOVERNANCE

The Board established its Sustainability Committee in November 2016. The Committee is responsible for overseeing the implementation of sustainability-related policies, measures and appropriate actions to achieve Matrix’s sustainability milestones and goals. Supported by the Sustainability Task Force Committee, the Sustainability Committee assists in monitoring and managing the policies and periodically taking action.



SUSTAINABILITY STATEMENT

SUSTAINABILITY POLICY

Matrix aims to inculcate the principles of sustainability into business operations. As far as possible, we embed these principles into the various stages of our operations life-cycle. Our sustainability policy is communicated to all employees and also displayed on the Company's website.

OUR SUSTAINABILITY GOAL



To provide solutions which reduce the environmental impact of buildings, and provide better spaces for the people who inhabit them. We will do so while providing safe, comfortable and healthy workplaces for our employees and believe that all employees play a key role in achieving our social and environmental goals.

Continuous progress in the following six focus areas is monitored and implemented by the Sustainability Task Force to ensure that Matrix is on track in its journey towards achieving its environmental sustainability goals.



PROJECTS

- Develop and encourage solutions to improve the environmental performance of every project we work on by considering practical ways to reduce greenhouse gas emissions, accident/hazard occurrence, energy and water consumption, natural resource depletion, waste to landfill and pollution.
- Develop and encourage solutions that provide better spaces for people by considering daylight, comfort, glare, internal air quality, noise and connectivity to nature.



PEOPLE

- Provide our staff with the skills, knowledge and enthusiasm to deliver practical environmental solutions through a strong commitment to training and knowledge sharing and performance-based rewards.



LEADERSHIP

- Provide environmental leadership to the building industry through an active contribution to research and development as well as compliance with key industry bodies and requirements.



OUR BUSINESS

- Reduce the environmental impact of operations by managing our energy and water consumption, encouraging the use of cycling and public transport, recycling waste, implementing an eco-friendly purchasing policy and ensuring our new office fit-outs are a practical demonstration of environmental sustainability.



MANAGEMENT

- Implement and maintain an Environmental Management System and seek to continually improve our environmental performance, comply with applicable legal requirements and prevent pollution.



REPORT

- Disclose our environmental and social performance in a transparent manner and make this information available on our websites.

During a recent survey, 77.3% of stakeholders believe Matrix represents ethics, honesty and responsibility.

SUSTAINABILITY STATEMENT

PRIORITISING WHAT IS MATERIAL

We are committed to performing an annual comprehensive assessment of our material issues to ensure that our sustainability disclosure focuses on the key impacts of our business and the most significant matters to our stakeholders.

THE METHODOLOGY

The Matrix Stakeholders' Materiality Survey 2019 was conducted in the fourth quarter of FY2019. Respondents were asked to indicate the level of importance they placed on 37 sustainability topics.

Stakeholder Groups Consulted During Materiality Study



A total of 216 complete responses were obtained and analysed to ascertain the views of our stakeholders. The same survey was also completed by five members of the Board whose responses were used to represent the views of Matrix.

In FY2019, we expanded the scope of our materiality assessment as the Group moves towards adopting the Integrated Reporting Framework. Several economic and governance aspects have been included.

SUSTAINABILITY STATEMENT

Sustainability Areas Assessed in the Materiality Study

Pillar	Topic
GOVERNANCE	<ul style="list-style-type: none"> • Effective leadership and good organisational structure • Transparent disclosure (Transparency) • Active engagement with stakeholders (Stakeholder engagement) • Risk management • Compliance
ECONOMIC PERFORMANCE	<ul style="list-style-type: none"> • Economic and business performance • Fair procurement • Supporting employment of the local community (Local hiring) • Development of the local economy through our projects (Community development) • Matrix's role in advancing the sustainable property investment landscape (Advancing industry) • Financial stability • Short and long-term strategy including balancing investment and opportunities (Short and long-term strategy) • Ethical business conduct such as preventing corruption, bribery and fair competition in the industry (Anti-corruption) • Establishing a competitive advantage to outperform competitors (Competitive advantage) • Benchmarking and positioning Matrix's performance within the industry (Matrix's performance)
ENVIRONMENT	<ul style="list-style-type: none"> • Use of green materials in our development (Green materials) • Emissions and initiatives to tackle climate change (Emissions and climate change) • Energy conservation such as electricity savings and renewable energy (Energy conservation) • Responsible use of water at our sites and offices (Water) • Green buildings and other environmental initiatives (Green buildings) • Waste management (Waste) • Minimising environmental impact from transportation, including transportation of materials and business purposes (Environmental impact from transportation)
SOCIAL: LABOUR PRACTICES AND DECENT WORK	<ul style="list-style-type: none"> • Protecting the safety and health of workers (Safety and health) • Diverse workforce in terms of gender, skills and background (Diversity) • Training, education and career development (Career development) • Strong unity among the workforce through employee engagement activities such as team building, festive celebrations and family day (Employee engagement) • Employees' satisfaction at work (Employee satisfaction)
SOCIAL: HUMAN RIGHTS	<ul style="list-style-type: none"> • Eliminating child and compulsory labour (Child and compulsory labour) • Preventing workplace discrimination across all factors including age, gender, ethnicity and other background (Discrimination) • Allowing employees to voice out and exercise their rights such as whistleblowing channels (Whistleblowing)
SOCIAL: SOCIETY	<ul style="list-style-type: none"> • Regular engagement with the local community (Community engagement) • Contributions to the society through community programmes (Community programmes) • Employee volunteerism in our social programmes (Employee volunteerism)

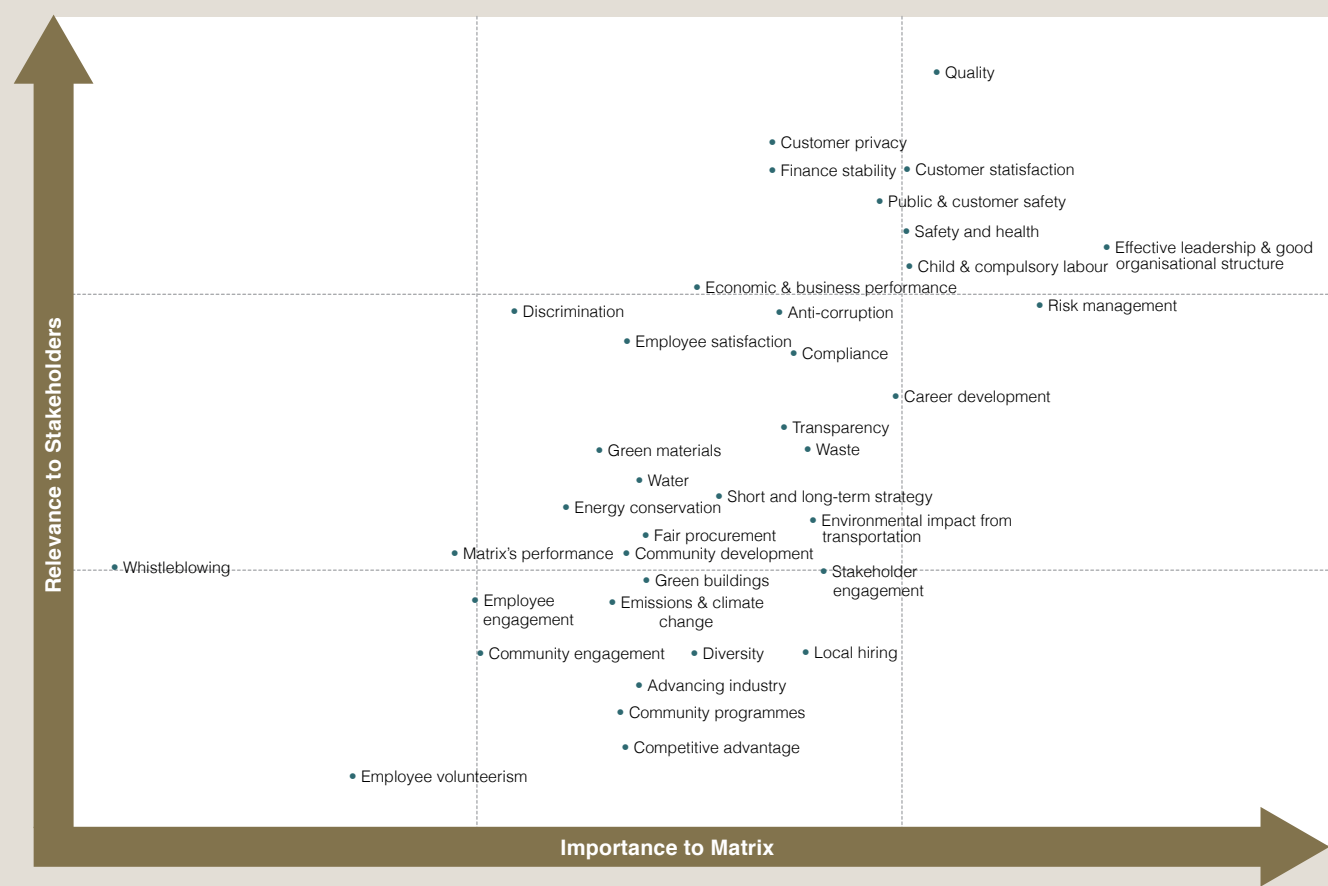
SUSTAINABILITY STATEMENT

Sustainability Areas Assessed in the Materiality Study

Pillar	Topic
SOCIAL: PRODUCT RESPONSIBILITY	<ul style="list-style-type: none"> Ensuring customer satisfaction (Customer satisfaction) Protecting the privacy of customers and adhering to the Personal Data Protection Act (Customer privacy) Protecting public and customer safety (Public and customer safety) Quality assurance and management (Quality)

RESULTS

The data was analysed and the results used to develop the following materiality matrix. The level of importance to Matrix was plotted along the X axis and the relevance to stakeholders on the Y axis.



The results of the materiality survey serve as a reference for this sustainability statement. Topics that appear to be material for both stakeholders and the Group have been reported in greater depth than those deemed less significant.

SUSTAINABILITY STATEMENT

STAKEHOLDERS AT THE CENTRE OF OUR STRATEGY

We are developing a responsible and sustainable business model that focuses on enriching the well-being of people as well as protecting environmental, economic and social progress in the communities we build.

Stakeholders are central to this strategy due to:

- Their involvement in our projects through regular dialogue
- The creation of sustainable value for all stakeholders

AWARDS AND RECOGNITION

Sustainability Awards and Recognition Received During FY2019

	Gold Awards in The Asset Corporate Awards 2018 Criteria evaluated for this award include corporate governance, social responsibility, environmental responsibility and investor relations.
	Joining the FTSE4Good Bursa Malaysia (F4GBM) Index Criteria evaluated for this award include strong environmental, social and governance ("ESG") practices regulated by F4GBM.

ECONOMIC

Economic sustainability concerns Matrix's impacts on the economic conditions of its stakeholders and economic systems at local, national, regional and global levels. We remain resilient and focused on delivering growth and long-term shareholder value.

Our projects reflect cutting-edge innovation in the area of property development. We continue to set new benchmarks of performance excellence in this industry.

Established in 1996, Matrix is one of the top 15 developers in Malaysia, ranking 13th in The Edge Malaysia Top Property Developers' Awards ("TPDA") 2018. The TPDA is the anchor award of The Edge Malaysia Property Excellence Awards 2018.

On 15 November 2018, Matrix received six awards at iProperty Development Excellence Awards 2018. Organised by Malaysia's No.1 Property Site - iProperty.com - Matrix is one of the top property developers and developments recognised for ideas and innovation introduced to Malaysia's property market.

In FY2019, Matrix has also won five category awards by PropertyGuru Asia Property Malaysia Award 2019:

1. Special recognition in CSR
2. Special recognition in Sustainable Development
3. Special recognition for Building Communities
4. Special recognition for Industrial/Logistics Development
5. Best township development



DURING A RECENT SURVEY,

79.6%

OF STAKEHOLDERS

BELIEVE MATRIX NOT ONLY

CONSTRUCTS HOMES

BUT

BUILDS COMMUNITIES

SUSTAINABILITY STATEMENT

RE-DISCOVER KUALA LUMPUR – A CITY ESCAPE

During the financial year, Matrix made its debut in the Klang Valley with the launch of a serviced apartment project, Chambers. The serviced apartments are located close to Putra World Trade Centre ("PWTC"). The 33-storey Chambers Kuala Lumpur serviced apartment has a gross development value of approximately RM310.80 million.

Chambers Kuala Lumpur is a hideaway where you can relax but still engage. It is a neighbourhood with exceptional accessibility. There are five available unit types suitable for business travellers or those looking for an urban staycation.

Chambers Kuala Lumpur Highlights



**Close to the
PWTC Light
Rail Transit
Station**



**509
freehold
units are
available**



**Five available
unit types
ranging from
450 to 908
square feet**



**Strategically
located
in KL
city centre**

All units are partially furnished with a fully-fitted kitchen. Security and accessibility are built into the building's multi-tier access system including a guardhouse and security patrol, access card to enter the lifts and closed-circuit television surveillance.

M.CARNEGIE – MADE FOR LIVING

M.Carnegie is the first ever project by Matrix in Melbourne. Our boutique apartments are comfortably practical, a short train or tram ride away from the city. The completion of M.Carnegie has laid a substantial foundation for Matrix's future development in Melbourne. All 52 exquisitely designed and meticulously constructed apartments have been fully sold, completed and handed over to purchasers. All rental-guaranteed units were seamlessly leased out within 60 days.

Matrix further strengthened its foothold in the Australian market by acquiring new lands in Greenvale and St. Kilda. Future launches for these two developments are currently being planned.



Greenvale prides itself on its ample greenery and vale of nature. Matrix has recently acquired a 9.67-acre development site adjacent to Greenvale Reservoir Park. Travelling to and from Melbourne CBD is quick and convenient. A mere 25-minute drive can transport residents to their workplace and the vibrancy of the city. This land will be divided into 70 landed residential lots. Different houses and land packages will be offered as an option. The whole project is scheduled for launch in the second quarter of 2019 and the completion date is estimated to be in early 2021. The GDV of this project (land sales only) is estimated to be approximately AUD24,000,000 (RM72 million).

St. Kilda is located in South East Melbourne, approximately 6km from the CBD. Situated in a prominent highly-visible location, the 2,543 square metre site has good development potential. We conducted a study to determine the best strategy and utilisation of the site as well as the most suitable development type and combination. The GDV of this project is estimated to be more than AUD80,000,000 (RM240 million).

Key Selling Features of Our Projects in Australia



**Strategic
location**



**Close proximity
to the CBD**



**Sophisticated connection
with nearby suburbs**



Impeccable quality



**Ample options and a convenient
public transport network**

SUSTAINABILITY STATEMENT

WELCOMING MORE WELL-KNOWN BRANDS INTO OUR TOWNSHIP

A Memorandum of Association (“MoA”) was signed by KFC and Matrix in the second quarter of FY2019. The construction of the 700th KFC restaurant has been completed and the establishment is now operational. Developed on the build-to-rent concept, the restaurant is located near the commercial development that is supported by local residential units. The restaurant has a drive-through facility and incorporates green features. The presence of KFC helps boost the social needs of the community by providing a place to meet, dine and mingle.



We are also proud to announce the recent opening of Affin Islamic Bank in Metropark, Bandar Sri Sendayan. As one of the first bank to enter the township, it serves the financial and community needs of Bandar Sri Sendayan.

IBS IN OUR DEVELOPMENTS

The Industrialised Building System (“IBS”) covers all aspects of construction including beams, walls, slabs, columns and stairs manufactured under strict quality. IBS components are constructed off-site and can potentially promote sustainability in construction. Responsibly maintaining a healthy built environment is an efficient use of resources.

Implementing IBS in Matrix's housing development projects would shorten the construction period and improve quality control. The new manufacturing plant has been completed and the plant capacity could be expanded to cater to our growing scale of developments and other housing developers in Negeri Sembilan, Klang Valley and Johor. Tiara Sendayan will be the first project to adopt IBS.

Fast-tracking the adoption of IBS in our projects will also boost the sector's productivity in line with the Construction Industry Transformation Plan 2016-2020.



SUSTAINABILITY STATEMENT

JOINT VENTURE WITH INDONESIA CONSORTIUM FOR ISLAMIC FINANCIAL DISTRICT DEVELOPMENT

On 2 October 2018, Matrix signed a Joint Venture Agreement ("JVA") with PT Bangun Kosambi Sukses ("BKS") and PT Nikko Sekuritas Indonesia ("NSI"). This JVA represents our first step in establishing our presence in Indonesia, which is one of ASEAN's largest, growing markets.

Expected positive sustainable economic outcomes from both overseas projects include:

- Expanding our reach into the international market.
- Promoting Matrix's brand awareness in Australia and Indonesia, being part of the largest, growing markets in the region.

BKS is jointly owned by Agung Sedayu Group and Salim Group, a diversified conglomerate, which is also involved in the development of Pantai Indah Kapuk 2 ("PIK 2") Sedayu Indo City, Indonesia. NSI is an investment banking firm in Indonesia.

The Joint Venture ("JV") company, PT Fin Centerindo Satu ("FCS"), was formed to develop 3.6-hectare of land in West Kosambi Village, Kosambi District. BKS will hold a 40% equity interest in FCS with Matrix and NSI holding 30% each.

The proposed project was initiated by the Indonesian government to establish an Islamic financial district in view of its large Muslim population. This JVA is a remarkable opportunity for Matrix to work with one of Indonesia's largest property developers and major conglomerate to establish a world-class Islamic Financial District in PIK 2 while initiating its maiden venture into Indonesia.



MATRIX GLOBAL SCHOOLS ("MGS") GAINING MOMENTUM IN ACADEMIC ACHIEVEMENTS

On 16 January 2019, Matrix Global Education Sdn Bhd entered into a strategic collaboration with Bonanza Educare Sdn Bhd, a subsidiary of Bonanza Venture Holdings Sdn Bhd, the founding company of Tenby International schools. Transforming MGS's ability to offer the best educational experience to its current and future students, this collaboration is true to its vision of being 'second to none'. With this collaboration, MGS is able to enhance its operational efficiency by upgrading the quality of the school.



IN THE

2018 UPSR

RESULTS, THE SCHOOL ONCE AGAIN MAINTAINED

A 99% OVERALL PASS RATE

WITH AN IMPROVED SCHOOL AVERAGE

GRADE (GPS) OF 2.1.

BASED ON IGCSE RESULTS,
FOUR STUDENTS ACHIEVED STRAIGHT

A and A* results

SUSTAINABILITY STATEMENT

BEING A GOOD CORPORATE CITIZEN

Matrix contributed RM5 million to Tabung Harapan Malaysia, which was established for Malaysians wishing to help alleviate the country's debt as part of its contribution to the nation.

The donation was Matrix's way of working together towards a better nation. This amount included RM2 million that was collected during a fundraising week from employees, contractors, suppliers and business associates.

The mock cheque presentation was witnessed by the Minister of Finance, Minister of Transport cum Seremban Member of Parliament, Secretary Investment Division of Ministry of Finance, Founder and Group Managing Director of Matrix.



SUSTAINABLE SUPPLY CHAIN

Matrix endeavours to work with suppliers and subcontractors who support our business in a safe and efficient manner. We expect our supply chain partners to practise high ethical standards to ensure quality products.

Currently, we are revamping our supply chain processes which govern our selection of approved suppliers and contractors. Social and environmental expectations are gradually being integrated into supplier and contractor screening criteria. Social, environmental and business ethics will also be included in Matrix's risk assessment for existing and potential projects.

We work only with local suppliers in Malaysia preferably from the same state. Almost 100% of our suppliers and contractors are locally-based. Partnering with local businesses allows us to invest in the communities in which we operate while reducing associated environmental and social impacts and reducing transport costs.

We are pleased to report that there were no cases of negative socio-economic impact recorded in our supply chain process throughout the year.

ETHICS AND ANTI-CORRUPTION

Matrix firmly opposes all forms of corruption including bribery and fraud. The Group adheres to the highest ethical standards when doing business. Its firm position is communicated to all employees through the Employee Handbook which is handed to employees joining Matrix. Every employee is responsible for preventing and reporting instances of non-compliance. Employees found to have been involved in bribery are subject to disciplinary action that can lead to termination.

A keen understanding of corruption risk exposure is the cornerstone of an effective anti-corruption compliance programme. Corruption risks, including bribery, are an important element in Matrix's risk register. This helps Matrix to properly design mitigation strategies and strategically deploy resources to combat potential instances of bribery, corruption and fraud. This is especially important for operations deemed to be of 'high risk'.

Considering the No Gifts Policy which came into effect in 2019, Matrix also understands that certain gifts, especially those presented during festive seasons, are perceived as acceptable courtesy and given in good faith. Matrix's policy on No Gifts, Gratuities, Favours or Invitation clearly states the guidelines for receiving "allowable" gifts. They are generally consumable or perishable which can be shared with associates and do not grow in value over time.

Matrix's Policy on No Gifts, Gratuities, Favours or Invitation is also communicated to suppliers, contractors, subcontractors, agents, joint venture companies and third parties whom Matrix works with. Vendors and suppliers are being made aware of the Policy through our Annual Integrity Pledge which states that all gifts and hampers received by the Company or individuals will be shared among associates except gifts of a personalised nature such as plaques or pewter and framed pictures. Suppliers and vendors are being made aware that all forms of gifts received are appreciated and taken in good faith. They are not in any way in exchange for favours or future favourable returns. Associates must fully disclose and obtain


SUSTAINABILITY STATEMENT

approval from the senior management prior to accepting any gifts, gratuities, favours, benefits or excessive entertainment that are beyond common courtesies.

Every contractor, subcontractor and third party is subject to corruption and bribery risk assessments and must declare that they are not involved in any corrupt, unethical, misconduct and illegal behaviour. The screening of new and existing business partners on corruption and bribery is part of our due diligence in the context of Matrix’s compliance requirements.

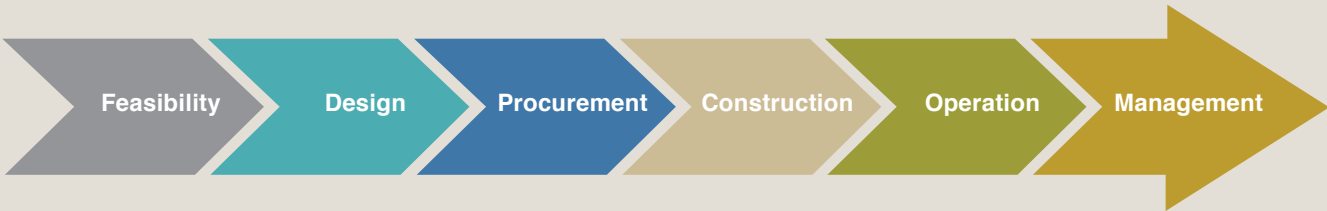
There have been no major disciplinary cases reported on corruption practices thus far that resulted in the dismissal of employees.

ENVIRONMENTAL RESPONSIBILITY



During a recent survey, 70.4% of stakeholders consider Matrix an environmentally responsible and green company.

Matrix is committed to minimising its environmental impact as a property developer and manager. Stakeholder value is created by lowering the environmental footprint of our developments through innovation. Environmental sustainability is incorporated into our lifecycle management throughout all stages of a project.



Monitoring environmental impacts is integral to our business operations. The smart use of environmental resources such as energy and water contribute to the operational efficiency and long-term sustainability of Matrix.

Several initiatives have been introduced to encourage the smarter use of utilities. Matrix is improving its data management and formalising its water and electricity data recording and monitoring. The recording of utilities is now enforced in all business units.

Environmental Goals To Be Achieved Over Time



ZERO CARBON

- Reducing our carbon footprint
- Adopting renewable energy technologies in our developments whenever possible
- Encouraging low carbon modes of transport to reduce emissions



ZERO WASTE

- Reducing waste, reusing where possible and ultimately sending zero waste to landfill



SUSTAINABLE MATERIALS

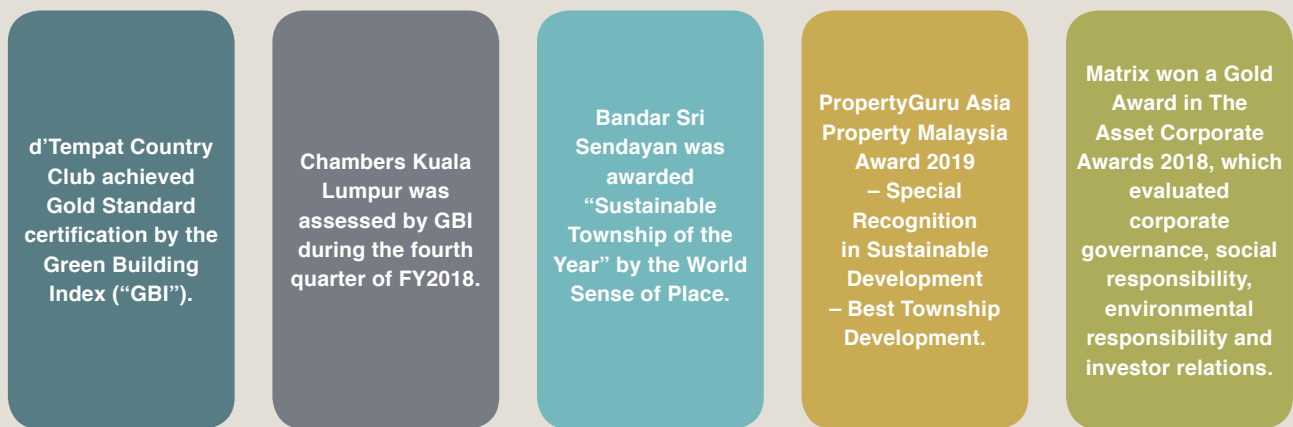
- Procuring sustainable materials whenever possible and applicable

SUSTAINABILITY STATEMENT

GREEN BUILDING, ECOLOGICAL CONSTRUCTION

The sustainable design of Matrix's developments and landscapes adopt the basic principles of resource effectiveness, life cycle assessment, health, safety and environmental performance. Our green buildings are constructed with full respect for environmental aspects while extending the maximum comfort levels to occupants.

Recognition for Our Green Buildings



Sustainable Areas Examined in Our Green Developments









SUSTAINABILITY STATEMENT

ENERGY MANAGEMENT

Saving energy is an important goal for Matrix as:

- It reduces the operational costs of the business through reduced electricity bills.
- A large proportion of the electricity in Malaysia is generated using non-renewable resources.

Matrix practised many energy-saving habits and initiatives throughout FY2019.









	Installing energy-efficient LED and T5 fluorescent lamps with timer controls and occupancy or daylight sensors
	Switching off all electronics at the end of the day and during weekends and holidays
	Replacing light bulbs with energy-efficient LED equivalents
	Replacing old chillers with more efficient alternatives
	Purchasing energy-saving equipment with lower running costs
	Investing in timers, movement detectors and light level sensors for MGS

There are proven business benefits for monitoring energy consumption. Typically, a large amount of a business's annual energy cost is wasted through using inefficient equipment. Matrix aims to keep this wastage to a minimum by monitoring and recording energy consumption at each of its offices.

Energy consumption, carbon footprint, environmental management and recycling continue to be the main factors evaluated. We intend to keep this wastage to a minimum by monitoring and recording energy consumption at each office and site. This is in line with the Government's initiatives to improve energy efficiency in Malaysia.

MGS engaged a consultant to implement the following energy savings initiatives. The total savings recorded as at 31 March 2019, after just six months of embarking on this journey, was 202,961kWh.

Matrix Global Schools' Energy Conservation Efforts

	INVERTEK Drives are installed on all water pumps and motors. This technology is expected to deliver 25% electricity savings.
	The entire campus, except the boarding houses, has a building management system that controls the timing and temperature of the air-conditioning.
	ENISCOPE Energy Management System ("EMS") has been installed. This technology is regarded as the most effective EMS with European and International certification.
	Solar energy powers, the hot water systems has been installed at the boarding house.
	Air Conditioning Energy Savers were installed on all air-conditioning units of 10,000 BTUs and above. An estimated 75 at MGIS and 10 in gathering halls will deliver 20% savings.
	A minimal wastage policy is practised to reduce all excess bulbs by installing special LED lighting to conserve energy.
	An automated shut-off has been installed for lights and air-conditioning that are not in use.
	A key card system has been introduced to minimise electricity wastage.

SUSTAINABILITY STATEMENT

ELECTRICITY AND WATER (GROUP)

Consumption	FY2018	FY2019
Electricity (kWh)	6,812,265*	6,840,008
Water (m ³)	207,977*	324,205







* Restated due to improved data monitoring processes

The energy and water saving initiatives are still being monitored. However, the usage remains relatively consistent with the expansion of office spaces and employees.

RENEWABLE ENERGY

d'Tempat Country Club is fitted with a solar power system that requires little maintenance. The electricity generated is free and the system should last for over 20 years.

Benefits of Solar Electricity

	Does not produce greenhouse gases or pollute the water. Positive effect on the environment
	Using less electricity from the utility supplier will be immediately reflected on our energy bill. Reduced energy bills
	The physical barrier reduces the building's solar gain through the roof. Reduced solar gain
	Electricity consumed immediately as d'Tempat Country Club uses a lot in the day. Energy produced as it is needed
	Some national grid energy is lost during transportation but much less when produced on site. Minimal energy lost from transportation
	Reduced reliance on the grid reduces the risk of complete power loss in case of overload, natural or human-caused disasters. Improved grid security

Solar water heaters also produce the hot water at d'Tempat Country Club and MGS's boarding houses. Currently, the existing solar panels are able to generate electricity for water heaters only. d'Tempat Country club is currently in the midst of exploring the expansion of the existing solar panels on its rooftop for generating more electricity to power the entire premises.

WASTE MANAGEMENT

Matrix's site solid waste continues to be disposed of in legal dumpsites approved by the Perbadanan Pengurusan Sisa Pepejal dan Pembersihan Awam Negeri Sembilan ("PPSPANS"). Recyclable site waste such as hoardings, glass, aluminium and plastic is collected, recycled and reused whenever possible.

The primary reason for proper waste management is to protect the environment and health and safety of the population. Matrix remains steadfast in its commitment to reducing waste across its entire portfolio from the design and construction to the daily management of buildings.

Waste management concerns being efficient with raw materials and making the most of each stage of the production process. Currently, Matrix is developing a database that records and monitors waste generated at each project site and our corporate offices.

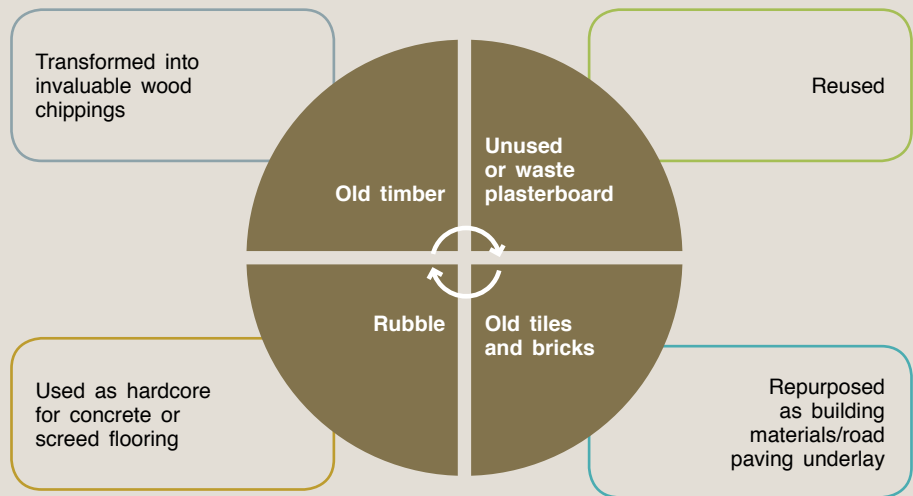
Types of Solid Waste Produced by Matrix

			
Concrete	Rocks	Metal	Wood
			
Glass	Sand	Dust	Rubbish from workers' quarters

Open burning is prohibited on all sites to prevent soot and dust from affecting the air quality of the surrounding areas. A recycling centre is established at each project site for the recovery of reusable municipal waste such as glass, aluminium and plastic. Recycling waste helps minimise the volume of waste generated which reduces the burden on the local landfill.

SUSTAINABILITY STATEMENT

How Materials are Reused to Reduce Waste



During FY2019, 2,615 wooden pallets and 5,083 kg of mosaic boxes were collected and recycled from various project sites including Suriaman 2A, Ara Sendayan 1A and Suriaman Biz.

Our Commitment to Sustainable Materials



MGS continued its waste separation initiative by signing a collaboration agreement with the Embassy of Japan for the proper disposal of waste. Waste is separated and collected by a contractor from the Embassy of Japan for disposal and recycling. Chemical waste from the science laboratory is discharged directly into its drainage which is equipped with a centralised neutraliser device.

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



SUSTAINABILITY STATEMENT

Composting bins operating on two different methods, water-based vegetation and chemical-based, are placed at d'Tempat Country Club to manage food waste. d'Tempat Country Club has initiated the composting of kitchen and garden waste to generate compost for its landscaping use which is self-sustainable.



“NO PLASTICS” INITIATIVE

Matrix has implemented “Say No to Plastics” as part of the sustainability initiatives undertaken to reduce its environmental impact.

Plastic water bottles and straws are discouraged or discontinued in Matrix. Water jugs and cups are provided during meetings instead of water bottles. Food and beverage outlets in d'Tempat Country Club and d'Sora Boutique Business Hotel also take part in this movement.



d'Tempat Country Club collaborates with SWM Environment Sdn Bhd (“SWM”) in managing its plastic bottle waste. A large number of plastic bottles are collected periodically by SWM for recycling. The quantity of each collection and record of recyclables are submitted to the Negeri Sembilan Executive Committee. A total of 807 kg of plastic bottles and other recyclables have been collected by SWM to date.

NO STYROFOAM

Styrofoam is expanded polystyrene. It is non-biodegradable and appears to last forever. It is resistant to photolysis, or the breaking down of materials by photons originating from light. As styrofoam also floats, large amounts of polystyrene have accumulated along coastlines and waterways around the world. It is considered a main component of marine debris.

Styrofoam packets have been banned from use from the beginning of d'Tempat Country Club's operations.

PAPER SAVING AND EFFICIENCY

Photocopiers with paper usage calculators have been installed to monitor paper usage. We have started recording and monitoring paper consumption for future saving plans. Used paper is reused for draft copies to reduce consumption.

This paper saving initiative managed to save paper from being excessively used.

SCHEDULED WASTE

According to Malaysia's Environmental Quality Act 1974, scheduled wastes are hazardous wastes from industrial activities that pollute if emitted, discharged or deposited directly into the environment.

Scheduled wastes are any waste prescribed by the Minister categorised in the First Schedule of the Environmental Quality (Scheduled Wastes) Regulations 2005.

All scheduled wastes generated from our operations are handled by licensed third-party waste handlers who are appointed by our contractors to dispose of these wastes according to the Department of Environment (“DOE”) regulations.

SUSTAINABILITY STATEMENT

WATER CONSERVATION THROUGH RAIN HARVESTING

Water is our most precious natural resource and something that most of us take for granted. Rainwater harvesting involves collecting this resource.

Rainwater harvesting systems have been installed at a number of our developments including the Elymus, our semi-detached Resort Homes, MGS and d'Tempat Country Club. Rainwater is collected through pipelines or drains and stored in tanks before being used for landscaping and flushing toilets.

ENVIRONMENTAL NOISE AND VIBRATION

Construction sites present unique problems that do not occur in other work situations in general industry. The activities and job functions at a construction site are constantly changing as the job progresses.

Construction Equipment That Produces Noise



Jackhammers



Dump trucks



Cement mixers



Cement cutters



Electric saws



Tamping machines



Welding machines



Sledgehammers



Drills

Noise Minimisation Strategies Employed by Matrix



Landscaping



Screens



Slope management



Careful site arrangement



Machinery and heavy vehicles are maintained properly to keep noise within equipment manufacturers' specifications



Hoardings are installed along the site boundary and other noise-generating works are performed during the day



Construction activities, especially blasting works, are limited to between 10.00 am and 5.00 pm. However, blasting has ceased due to the current land condition.

EROSION AND SEDIMENTATION CONTROL

Wash Trough	A wheel washing bay is placed at project sites and is maintained regularly.
Sediment Tank	A portable sedimentation tank is installed at every project site. All water runoff from the site is channelled into this tank and filtered before being discharged into the public drain. Matrix also constructs sandbags and silt fences along the hoarding area as a preventive measure.
Wastewater Channeling System	An earth drain is provided at every project to prevent surface runoff from the project site to a public area. Water ponding on site is accumulated before being pumped into the sedimentation tank.

SUSTAINABILITY STATEMENT

CLIMATE CHANGE AND GREENHOUSE GAS (GHG) EMISSIONS

Matrix emissions accounting is based on the internationally-recognised GHG Protocol established by the World Business Council for Sustainable Development ("WBCSD") and World Research Institute ("WRI"). Emissions accounting is based on the GHG Protocol classification of direct and indirect emissions.

SCOPE 1

- Direct GHG emissions
- Diesel gensets

SCOPE 2

- Indirect GHG emissions
- Electricity

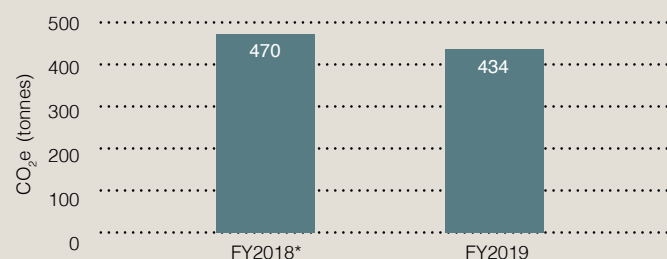
SCOPE 3

- Other indirect GHG emissions
- Air Travel

SCOPE 1

Fuel purchases are monitored and recorded to calculate GHG emissions from diesel used by our generators. CO₂ emissions from the consumption of fuel were derived from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories. There is slight reduction in usage compared with last year due to better control management through the formation of a diesel budget covering consumption during project commencement.

Co₂ emissions (tonnes) from diesel usage

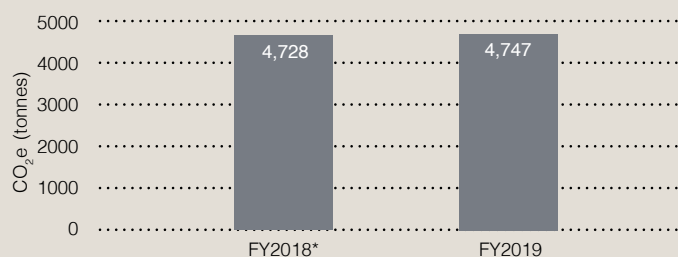


* Restated due to improved data monitoring processes

SCOPE 2

Matrix calculated emissions resulting from electricity consumption at various buildings and sites owned by the Group and the fluctuations were also reported. In particular, the d'Tempat Country Club and MGS reported lower consumption due to closer monitoring and better control management by raising awareness of energy conservation. The slight overall increase in the Group's consumption was partly due to an increase in workforce and guests patronage to the hotel as well as enlarged work spaces and office renovation.

Co₂ emissions (tonnes) from electricity usage



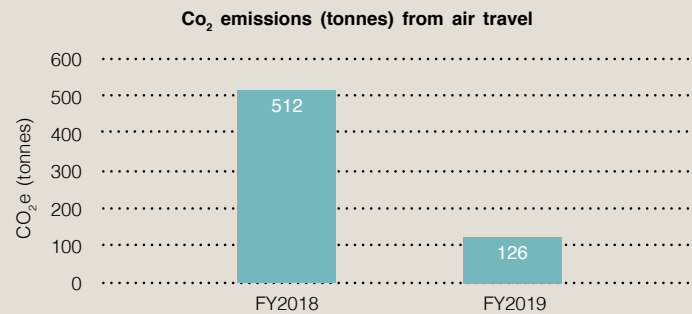
* Restated due to improved data monitoring processes

The volume of CO₂ emissions from the use of electricity was derived using the emission factor published by the Malaysian Green Technology Corporation for the Peninsular Grid.

SUSTAINABILITY STATEMENT

SCOPE 3

GHG emissions resulting from air travel were measured from point-to-point including the number of employees on board and distance. All short and long-haul flights were included in the GHG calculations. Online tools derived from the World Resource Institute (“WRI”) Greenhouse Gas Protocol have been used to estimate the CO₂ emissions from air travel. The significant reduction compared with last year was due to fewer incentive trips being allocated for employees in FY2019 as these trips are considered on an alternate year basis.



ENVIRONMENTAL IMPACT

There were no major cases of non-compliance of environmental performance during this period. Matrix remains within the safe limits set by the Department of Environment (“DOE”) in terms of air quality, water quality and noise.

During the financial year, there was one incident where Ara Sendayan’s noise monitoring results exceeded DOE limits during blasting work. These works has since been completed and blasting works have ceased as a result. The results from this development’s Environmental Management Plan are summarised below.

	ARA SENDAYAN	TIARA SENDAYAN	SENDAYAN TECH PARK
AIR QUALITY	Within permissible limits	Within permissible limits	Within permissible limits
WATER QUALITY: STREAM	Within permissible limits except for Ammoniacal Nitrogen, Biological Oxygen Demand, Iron and Manganese	Within permissible limits; showed no signs of deterioration compared to baseline data	Within permissible limits except for Ammoniacal Nitrogen
WATER QUALITY: SEDIMENT BASIN	N/A	Did not contain high total suspended solids	N/A
NOISE LEVELS	Exceeded for both day time and night time	Within permissible limits	Within permissible limits

SUSTAINABILITY STATEMENT

OUR SOCIETY



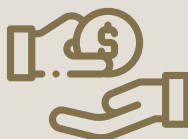
To provide solutions which reduce the environmental impact of buildings, and provide better spaces for the people who inhabit them. We will do so while providing safe, comfortable and healthy workplaces for our employees and believe that all employees play a key role in achieving our social and environmental goals.

Main Objectives of Matrix Concepts Foundation

Matrix Concepts Foundation ("MCF") was incorporated on 3 December 2013 as a non-profit corporation or charitable trust. The trust fund is led by Y.Bhg Dato' Logendran A/L K Narayanasamy, the Chairman of the MCF Committee.



Promote earth conservation



Relieve poverty within underprivileged communities irrespective of race, creed and religion



Advance education for needy students



DURING A RECENT SURVEY,

78.7%

OF STAKEHOLDERS BELIEVE
MATRIX GIVES BACK TO

SOCIETY

AND

HELPS PEOPLE

AT LARGE

MCF ANNUAL GRANT TO PERTUBUHAN HOSPICE SEREMBAN

Since its founding in 2014, Matrix has supported the community in need, focusing on better health in particular. Currently, MCF's approach is to provide life-changing care with a purpose. Our commitment to Pertubuhan Hospice reflects our dedication to making the world a better place for cancer patients.

Matrix continues to support Pertubuhan Hospice Seremban by contributing RM30,000 each year to fund medical support for cancer patients. Our volunteers also extend welfare services to these patients and their family members.



SUSTAINABILITY STATEMENT

PHILANTHROPY AND SOCIETY CARE

MATRIX CONTRIBUTED LAND FOR THE DEVELOPMENT OF MOSQUES



Clearly, mosques are a valuable resource as both a visitor attraction and supporting the nation's spiritual well-being. During the financial year under review, Matrix donated 4.08 acres of land for the development of Masjid Sheikh Haji Ahmad in Bandar Sri Sendayan. The Group built and handed over this mosque for the benefit of the community of Negeri Sembilan. The total build-up size of the mosque is 2,937 square metres and it is able to accommodate 1,556 worshippers. The mosque is well equipped with open-space solat (prayer) rooms. There is ample parking for cars, motorcycles and also dedicated bays for the disabled.

Similarly, Matrix contributed 10 acres of land for the construction of an iconic mosque in Bandar Sri Sendayan. This iconic mosque, Masjid Rashid Hussein, is nearing completion. This mosque will enhance societal well-being and the beauty of this Seremban township while serving as a tourist attraction.



SUSTAINABILITY STATEMENT

MATRIX SHARES RAMADHAN SPIRIT WITH PERTUBUHAN DARUL ASNAF

Matrix hosted a *Majlis Berbuka Puasa* with orphans from Pertubuhan Darul Asnaf Sri Sendayan and Pertubuhan Darul Asnaf Sri Tanjung Kuala Pilah. The event was held at d'Tempat Country Club, Bandar Sri Sendayan on 7 June 2018 in conjunction with the Holy Month of Ramadhan. These children were treated to a scrumptious poolside buffet. *Duit raya* was also given to all children.

Pertubuhan Darul Asnaf Sri Sendayan and Sri Tanjung Kuala Pilah are home to 57 children aged between 13 and 15 years from poor backgrounds and orphanages. The home provides the youths with religious education and self improvement modules. Matrix does its part in spreading a little cheer in the lives of others.



EMBRACING RAMADHAN WITH YAYASAN KASIH SAYANG NEGERI SEMBILAN



On 30 May 2019, d'Tempat Country Club and SWM Environment Sdn Bhd, through SWM Kasih, hosted a Majlis Iftar. The event was held with 30 residents and their caretakers from Negeri Sembilan Kasih Sayang Foundation.

Single mothers, orphans and underprivileged children aged 5 to 30 years attended this event. Children and residents of Negeri Sembilan Kasih Sayang were treated to new *Hari Raya* outfit shopping at MyDin Mall Seremban 2. d'Tempat Country Club sponsored the *buka puasa* meal and *duit raya*.

BUBUR LAMBUK GIVEAWAY

In conjunction with Ramadhan, d'Tempat Country Club distributed 1,000 packs of *bubur lambuk* to the public at Masjid Hussain in Seremban 2 and Masjid At-Taqwa, Paroi on 16 May 2018. The *bubur lambuk* was specially prepared by d'Tempat Country Club's chefs using their special recipe with a unique blend of herbs and spices that were well enjoyed by the residents.

Matrix employees also distributed packs of this self-fulfilling dish to the surrounding community as it is a Muslim tradition to share it during Ramadhan. *Bubur lambuk* became a staple food during Ramadhan as it is easy to prepare while containing all the major food groups.



SUSTAINABILITY STATEMENT

THE EDGE KUALA LUMPUR RAT RACE

Since its launch in 2000, The Edge Kuala Lumpur Rat Race®, inspired by the Carey Wall St Rat Race in New York, has been regarded as one of the highlights of Corporate Malaysia's annual calendar. Matrix continues to take part and contribute to the Rat Race funds which help the poor, disadvantaged and disabled, regardless of colour, creed or gender.

The funds raised by the Edge Kuala Lumpur Rat Race were disbursed via The Edge Education Foundation ("Foundation"), the philanthropic arm of The Edge. Since 2014, Rat Race funds have supported education, training and skills development programmes in line with the Foundation's educational focus. A portion of the funds is also used to support programmes that enhance English proficiency and financial literacy run by the Foundation as well as a scholarship programme.

Once again, Matrix was a Platinum sponsor of the 18th The Edge Kuala Lumpur Rat Race held on 31 July 2018. Matrix won three titles for the first time in the Company's history: Champion for Best Dressed Supporters, Champion for Best Dressed CEOs and first runner-up for Best Dressed Runners.



SUSTAINABILITY STATEMENT



HARMONY RUN 2018 @ BANDAR SRI SENDAYAN

The Harmony Charity Run was held on 29 April 2018 at Bandar Sri Sendayan. It was organised by the Malaysian Fo Guang Buddhist Association in collaboration with Matrix.

Harmony Run promoted national harmony by encouraging health awareness and interaction among participants of all ages and races to foster a peaceful society. More than 5,500 runners took part in the charity run. Several categories included a 5-km fun run, 10-km run Open and Veteran categories for both men and women.

Each runner received cash prizes and medals. RM400,000 raised from entry fees was donated to Fo Guang Shan Malaysia (Education Building Fund).

PATRIOTIC SPIRIT SOARS DURING 61ST INDEPENDENCE DAY

Sixty employees from Matrix Headquarters, d'Tempat Country Club and MGS took part in the state level 61st National Day parade at Padang MPS.

5,789 participants from 94 contingents took part. They represented various organisations from the government, private sector, schools and higher learning institutions and non-governmental organisations. The parade marched past the Seremban City Council building to commemorate the country's independence.

By taking part in this event, we hope to instil the spirit of patriotism among our people and celebrated the unity of our nation.



SUSTAINABILITY STATEMENT

SAVE THE OCEAN, BEACH CLEANING AT PORT DICKSON

Matrix partnered with SMK Raja Jumaat Lukut and the Malaysia Fo-Guang Buddhist Association Seremban Branch on 'Save the Ocean' in Port Dickson. Held on 11 August 2018, the event improved coastal and ocean ecosystems by raising awareness of the importance of keeping our beaches clean and pollution free.

Communities and students learned about the importance of stopping ocean pollution by removing litter from the beach. Waste dumping is one of the world's leading causes of global warming. A large number of volunteers from Matrix Headquarters, MGS and the Fo Guang Buddhist Association Seremban Branch supported this event.



NURTURING A BRIGHTER TOMORROW BY ENABLING SMART EDUCATION

Matrix donated six new desktop computers to students of SK Gadong Jaya to provide a better teaching and learning environment for teachers and students.

Technology will play a greater role in transforming educational systems in the future. Education is closely related to technological change and hopefully, our contributions will improve learning in this school.



“ In today's era, it is quite difficult to imagine studying without proper computer equipment, and our school needed these computers in order to improve the students' studying conditions. The present education system requires more computer skills, thus the equipment that improves students' literacy and critical thinking skills will take precedence. I would like to take this opportunity to thank Matrix for this donation, which will ease and enhance our students' learning progress. It will also be an important technological tool in teaching, which is equally essential. ”

~ Principal of SK Gadong Jaya

SUSTAINABILITY STATEMENT

DEEPAVALI JOY WITH SHELTER HOME SEREMBAN

Shelter Home Seremban is an NGO centre of development that protects, counsels and works to end domestic abuse against women and children.

In celebration of Deepavali, Matrix contributed sewing machines, an edging machine and an embroidery machine to Shelter Home Seremban on 1 November 2018.

Matrix continues to support the Shelter Home Seremban in curbing violence against women and children by providing moral support to these victims.

“ I am very grateful for the contribution we received today as it will help and support the Shelter Home Seremban’s sewing class for the women to learn and make a living for themselves in the future. In fact, this free sewing class will be conducted as part of the Shelter Home Seremban’s activity for single mothers and poor women. ”

~ Vasanthi, Chairperson Shelter Home Seremban



SUSTAINABILITY STATEMENT

THREE-PEAT FOR NS MATRIX AT THE 60TH MABA/MATRIX AGONG CUP NATIONAL BASKETBALL CHAMPIONSHIPS 2018

The Malaysian Basketball Association MABA – Matrix 60th Agong Cup National Basketball Championship 2018 – is designed to unite Malaysians through sports. The championships also develop the sportsmanship of our athletes as it is one of the most important parts of any athletic endeavour.

Negeri Sembilan Basketball Association (“NSBA”) has defended the title for three consecutive years in the Agong Cup Men’s Champion, defeating Polis Diraja Malaysia (“PDRM”) in 2018.

The NSBA women’s team also won after defeating Segamat Basketball Association. This victory brought the Women’s Championship home to Negeri Sembilan for the 11th time and for the first time since 1967.

Matrix has sponsored RM3.3 million to NSBA.



SEREMBAN HALF MARATHON

This year marked the first time in history for the oldest marathon event, the Seremban Half Marathon held at d’Tempat Country Club, Bandar Sri Sendayan. Matrix was the Platinum venue sponsor and organiser of the Seremban Half Marathon 2018. We are proud to provide better, safer and wider running routes with lush greenery.



More than 7,000 runners assembled for the flag-off by the Royal Patron of SHM, YAM Tunku Naquiyuddin ibni Tuanku Ja’afar, Tunku Laxamana Negeri Sembilan Darul Khusus.

The Seremban Half Marathon Committee introduced a special disabled (OKU) category this year. Two hundred and thirty disabled athletes took part in the marathon.

MGS REPRESENTS MALAYSIA IN THE HENGSHUI HIGH SCHOOL 6TH INTERNATIONAL CULTURE, EDUCATION AND ARTS FESTIVAL

Matrix sponsored 21 students and teachers from MGS to represent Malaysia in the Hengshui High School 6th International Culture, Education and Arts Festival.

Held in Hebei province, China, the festival provides a platform for cultural exchange and educational cooperation among countries. More than 200 students and teachers from over 20 countries took part in this memorable event.



SUSTAINABILITY STATEMENT

OUR PEOPLE



During a recent survey, 72.2% of stakeholders believe Matrix adopts fair employment practices.

Matrix is committed to respecting the individuality of all employees and offering a rewarding working environment.

A Fair and Rewarding Workplace

- Matrix seeks to create a fair and rewarding workplace, develop a strong and cohesive corporate culture, and foster an open atmosphere between the people and the Company

Work Safety and Well-being

- Matrix has initiated a Group-wide occupational health and safety management system to protect all employees

Talent Development

- Matrix supports a systematic and structured talent development programme and encourages all employees to proactively advance their own careers

Diversity and Equal Opportunity

- Matrix is committed to driving growth and innovation, by cultivating a culture that respects diversity and allows the contribution of each and every employee

A WORKFORCE THAT REFLECTS OUR DIVERSE SOCIETY

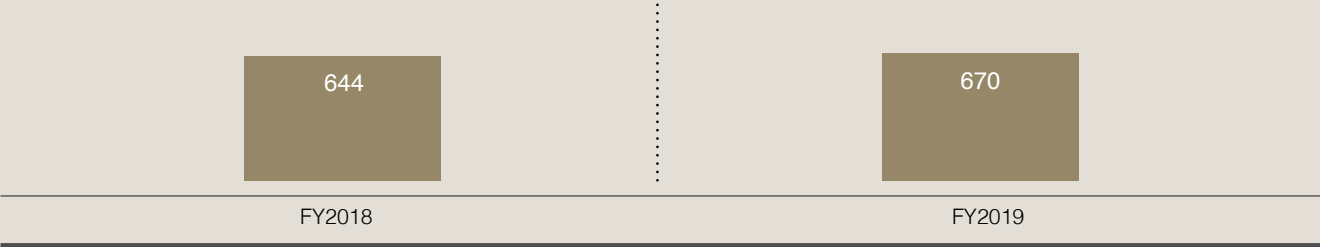
Matrix embraces diversity and inclusivity regardless of gender, race, culture, nationality and background. We practise a localisation strategy where reasonable and practical. Matrix recorded a total workforce strength of 670 in FY2019 with 100% being Malaysian, except for site workers. Matrix's workforce has an almost equal ratio of men and women. Women are also well represented in both middle and senior management.

The average turnover rate for FY2019 was 3.3% which is good compared to the industry. Currently, the Human Resource Department is formulating a three-year manpower plan. This exercise commenced in the first quarter of FY2019 in line with Matrix's business plan.

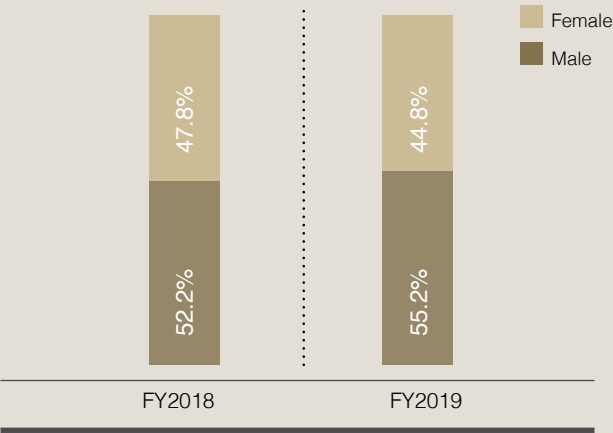


SUSTAINABILITY STATEMENT

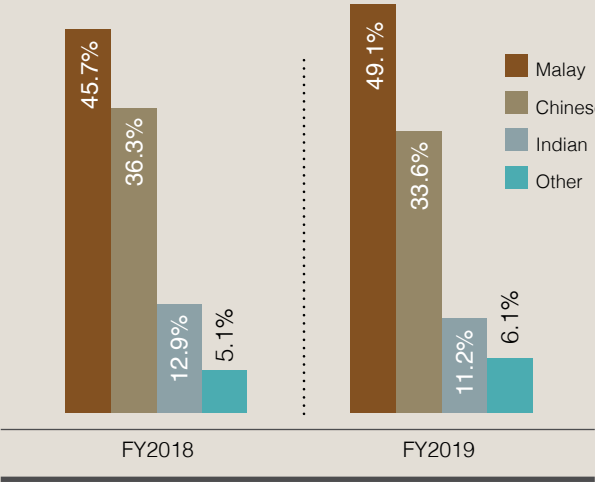
Total Workforce Strength



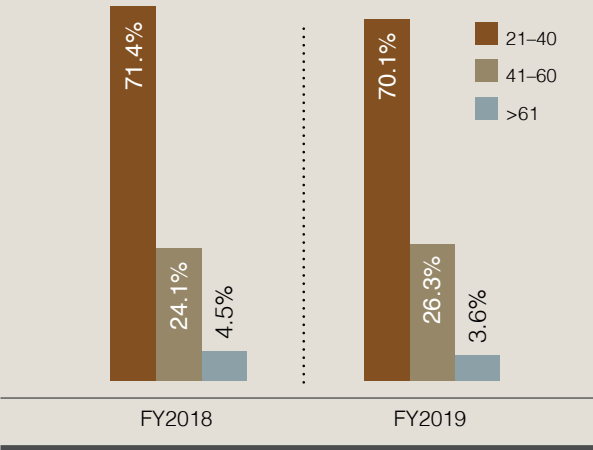
Workforce Breakdown by Gender



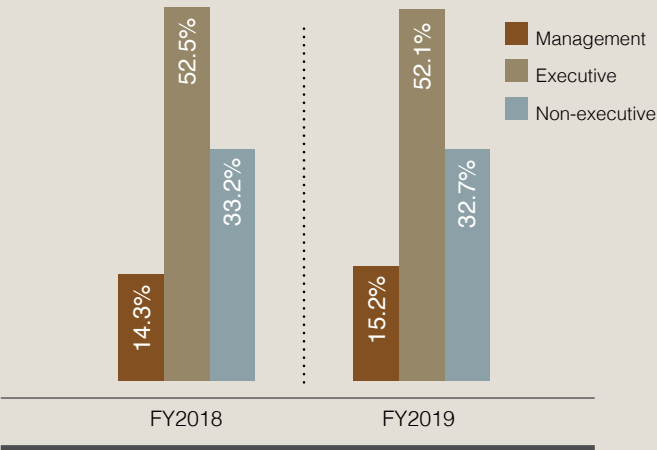
Workforce Breakdown by Ethnicity



Workforce Breakdown by Age Group



Workforce Breakdown by Category

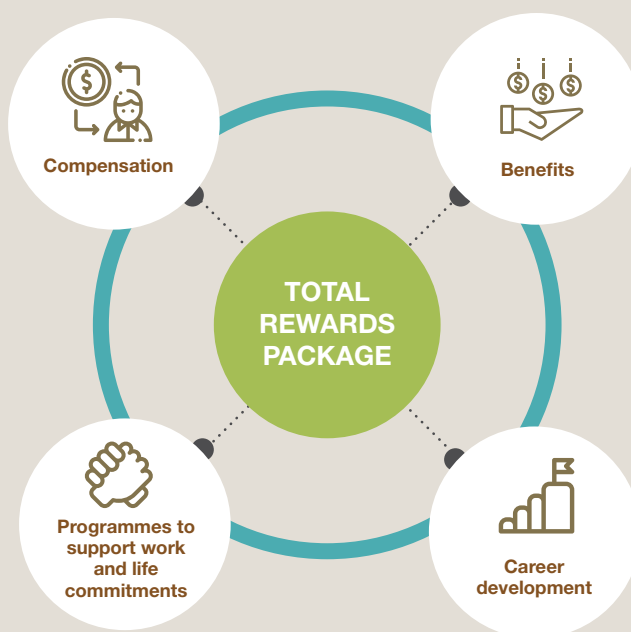


SUSTAINABILITY STATEMENT

BENEFITS AND REWARDS

Rewarding employees helps us to retain, motivate and attain them. It encourages staff to behave positively with a good attitude which increases productivity, motivation and loyalty.

Employees who contribute to the Company should share in our success. Rewards are both monetary and non-monetary. Our fair remuneration system ensures an equal ratio of 1:1 between male and female employee.



Matrix complies with all applicable laws, agreements and industry standards on working hours and compensation. Other customary benefits are usually included in our employees' benefits package in addition to fixed salaries and variable remuneration. According to comparative analysis, Matrix offers some of the most attractive benefits in the industry. Our pay scale is at the 75th percentile, which exceeds the market rate.

In FY2019, we conducted an HR benefit policy revision which took effect during the financial year. Benefits affected included revising the:

- Medical outpatient treatment,
- Phone allowances for the Sales and Marketing Department,
- Insurance policy that covers inpatient treatment, and
- Car ownership benefits.

Matrix aspires to be the Employer of Choice by providing a conducive working environment for our people. The completion of our annexed office building, Wisma Matrix 2, provides employees with additional working space which is a more comfortable and spacious work area.

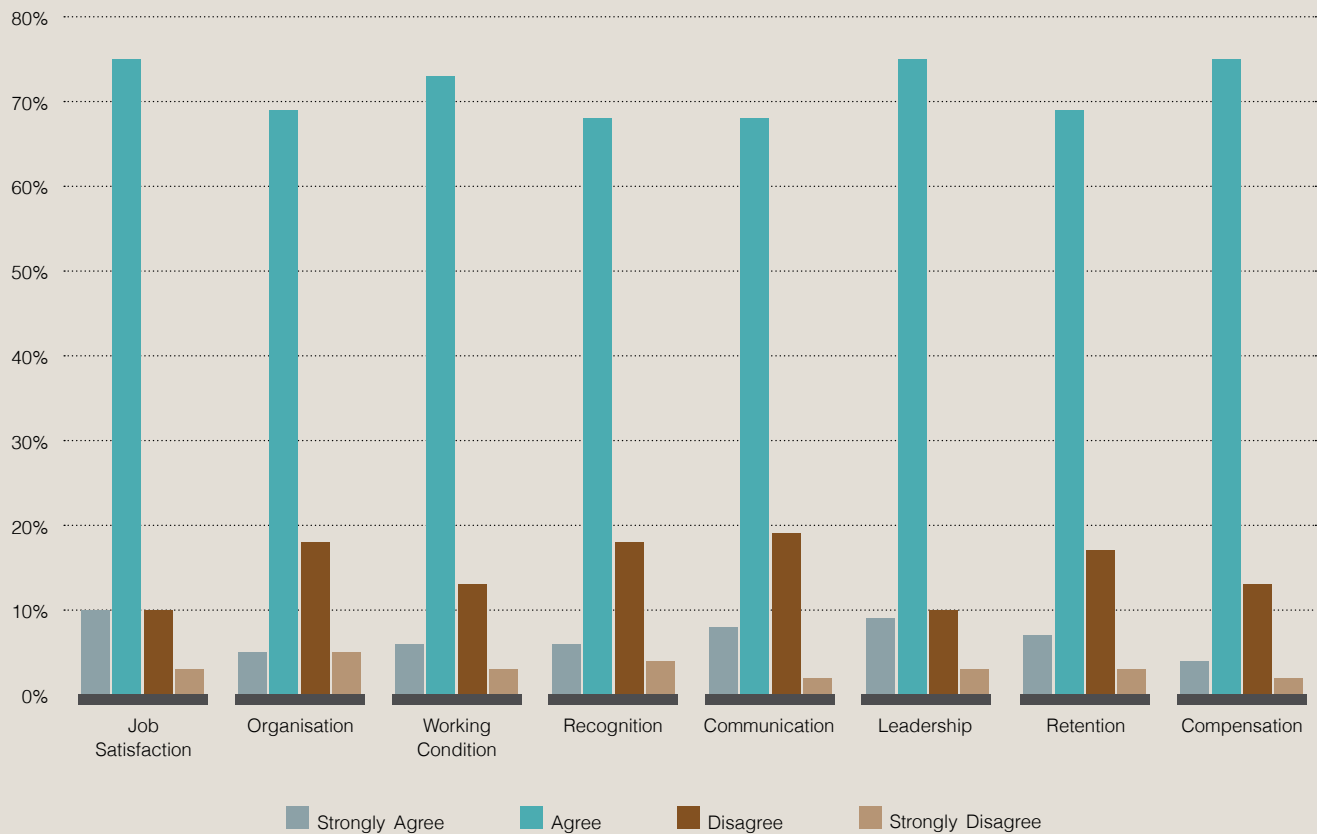
SUSTAINABILITY STATEMENT

EMPLOYEE ENGAGEMENT

An Employee Engagement Survey was conducted in November 2018 to gauge employees' work satisfaction and hopefully identify possible initiatives to facilitate continuous improvement. The exercise recorded a 61.6% response rate. Matrix's performance in the eight evaluated categories is presented in the chart below.

In summary, 87% of employees are happy and satisfied with their jobs. At least 76% of our people believe that Matrix is an exemplary organisation to work for with great leadership. We are proud that our employees agree that they are being treated well and fairly. This is reflected in the survey results which show 76% of employees feel they are being recognised for their dedication; 77% of employees agree that the Group encourages two-way communication and 82% of employees agree that the Group provides good benefits packages.

Employee Satisfaction Results FY2019



* Excluding MGS, d'Tempat Country Club and construction

SUSTAINABILITY STATEMENT

LEARNING AND DEVELOPMENT

We believe in the holistic development of talents. We offer quality training opportunities and in-house courses that allow employees to upgrade their skill-sets and perform optimally. Employees are also encouraged to enrol themselves on external training courses that are relevant to their scope of work.

In FY2019, a total of RM268,292.87 was invested in training, an 89.83% increase from the previous year. The average number of training hours spent per employee has also increased significantly to 9.48 compared with 5.32 in FY2018. Personal development training such as grooming, improving self-esteem and other essential life skills are currently being developed for employees.

Summary of Training Hours and Budget

Indicator	FY2017	FY2018	FY2019
Average hours of training per year per employee	4.0	5.32	9.48
Total invested in training (RM)	114,693.40	141,329.69	268,292.87

Examples of Training Programmes Conducted in FY2019

Division	Training Programme Subject
AT GROUP LEVEL	<ul style="list-style-type: none">• <i>Orang Asli</i> land and territorial rights• Wages and Employment Insurance System ("EIS")• 11th Malaysia Property Summit• Challenges in Hillside Development: Compliance with State Hillside Development and Seismic Code• Seminar Perubahan Dasar LPPSA Dan Hak-Hak Pembeli Unit Kediaman 2018• Certified job analysis specialist• Strata management masterclass• Labour Law• Sustainability Foundation Programme
HOSPITALITY	<ul style="list-style-type: none">• Managing disciplinary action in the workplace• Pool safety• Fire safety• Food handling• IFCA HSP365• Electrical safety awareness
EDUCATION	<ul style="list-style-type: none">• MGS Teacher Training• Continuing Professional Development ("CPD") Programme

NOTICE PERIOD

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

SUSTAINABILITY STATEMENT

SAFETY FIRST

Matrix has introduced a Health and Safety Policy that guides our Health and Safety Team in the protection of employees, tenants, contractors and communities on our premises. We oversee and monitor health and safety performance across our supply chain. We have made provisions, planned and reviewed all health and safety precautions that are required by the Department of Safety and Health (“DOSH”) and other legal requirements. Matrix continues to oversee and monitor its health and safety performance across all levels.

Regulations Against Which Matrix has Aligned its Safety Practices

- Occupational Safety and Health Act (“OSHA”) 1994 with Regulations
- Factory and Machinery Act 1967 with Regulations
- OHSAS 18001: Occupational Safety and Health (“OSH”) Management System

- MS 1722: Occupational Safety and Health (“OSH”) Management System
- Occupational Safety Health and Environment (“OSHE”) Management System

MATRIX SAFETY AND HEALTH GOVERNANCE

Each operations site has its own safety committee with a chairman, two secretaries and both employer and employee representatives. The committee is a useful way of establishing a permanent forum for communication between workers and management on a range of health and safety issues. Each committee meets quarterly as required by law.

Responsibilities of Matrix’s Safety and Health Committee

- Developing safe work practices
- Writing safety programmes
- Facilitating safety training
- Workplace self-inspections
- Accident investigations

Representation on Each Safety and Health Committee

Site	Chairman	Secretary	Employer Representatives	Employee Representatives
Residensi SIGC	1	2	2	3
Ara Sendayan Precinct 1A	1	2	3	3
Ara Sendayan Precinct 2A	1	2	3	2
Ara Sendayan Precinct 3	1	2	3	3
SD2 Resort Homes	1	2	2	2
SL1 Resort Homes	1	2	3	3
SL2 and 3 Resort Homes	1	2	3	3
SL Resort Homes	1	2	3	3
Sek. Ren. Kebangsaan	1	2	2	2
Nusari Mosque	1	2	2	3
Ara Precinct 1B	1	2	3	3
Ara Precinct 2B	1	2	2	2
Suriaman Biz	1	2	2	3
Suriaman 2	1	2	2	3
Tiara Sendayan Biz	1	2	3	4
Tiara Sendayan Precinct 1	1	2	2	2
Tiara Sendayan Precinct 2	1	2	2	2
Tiara Sendayan Precinct 4	1	2	2	2
SMP2B	1	2	2	2
Hijayu Aman	1	2	3	3
Sendayan Tech Park	1	2	2	2

SUSTAINABILITY STATEMENT

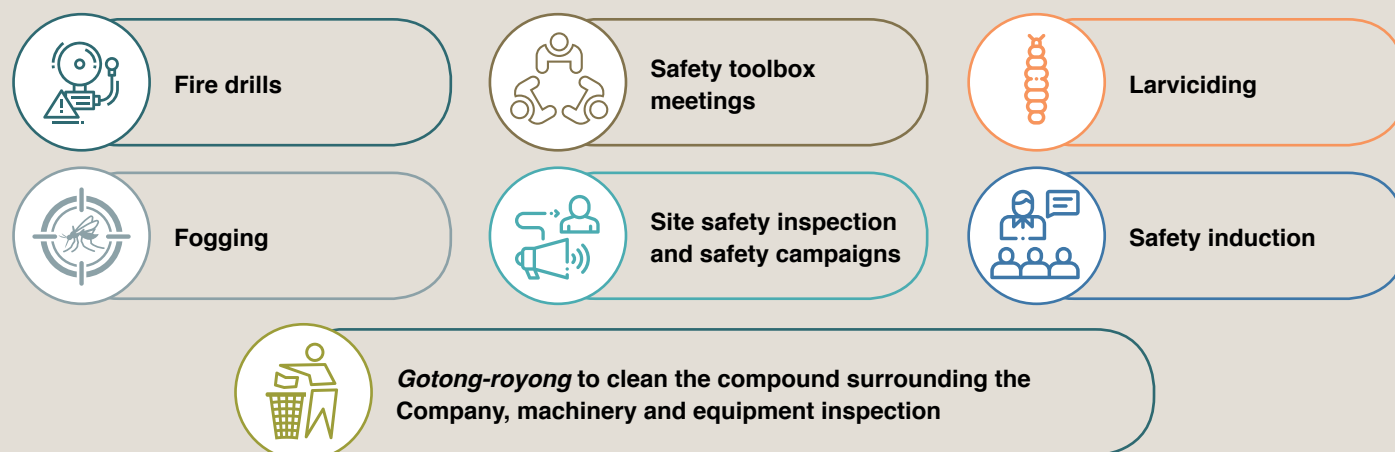
SAFETY TRAINING AND AWARENESS PROGRAMMES

Matrix operates in a diverse nature of business. The risks and most effective ways of mitigating them vary depending on the type of activity. Each business area manages health and safety in a manner that is appropriate to the type of work and risks faced. However, safety induction training is compulsory for all new employees. Nine major safety training programmes were conducted during this financial year.

Safety and Health Training Programmes Conducted/Attended in FY2019

Training Programme	Date	No. of Employees	No. of Site workers	Organiser
Site Supervisor Accreditation Training	24 April 2018	6	0	Construction Industry Development Board ("CIDB")
Accreditation for brick layers, drain layers, roof truss installers, plasterers, electricians, tilers and landscape workers	23 November 2018	0	75	CIDB
Cultivating a Safe and Health Work Environment for a Business Success	9 May 2018	1	0	Department of Occupational Safety and Health ("DOSH")
Centralised Information System Management on Project Declaration and Levy payment	15 May 2018	1	0	CIDB
21 st Conference and Exhibition on Occupational Safety and Health	24 September 2018	1	0	DOSH
OSHCIM Principal Designer and Designer Competency Seminar	17 October 2018	3	0	Universiti Teknologi Malaysia ("UTM")
Latest Legislation on OSH (Building Construction and Engineering Works)	11 January 2019	4	3	DOSH
CIDB Green Card Training for Construction Workers	3 October 2019	0	40	CIDB
OSH Legislation in Construction Industry	15 March 2019	36	0	Matrix Excelcon Sdn Bhd

Health and Safety Initiatives Held in FY2019



SUSTAINABILITY STATEMENT

FIRE DRILL

Matrix collaborated with Jabatan Bomba and Keselamatan Seremban in organising a lecture and practical fire drill on 20 July 2018. Twenty employees attended the session and representatives from each department were present.



A fire drill exercise was held at Matrix's Headquarters on 27 July 2018. Knowledge of the building's evacuation routes help in the event of a power outage, gas or chemical leak or other emergency situation. All employees were required to exit the building in a timely manner and familiarise themselves with the designated meeting area during such situations. A demonstration was also given on extinguishing fires.

A post-fire drill evaluation was also conducted that audited the presence and functionality of all fire equipment including fire alarms, voice communication system and electromagnetic locking devices that release doors.

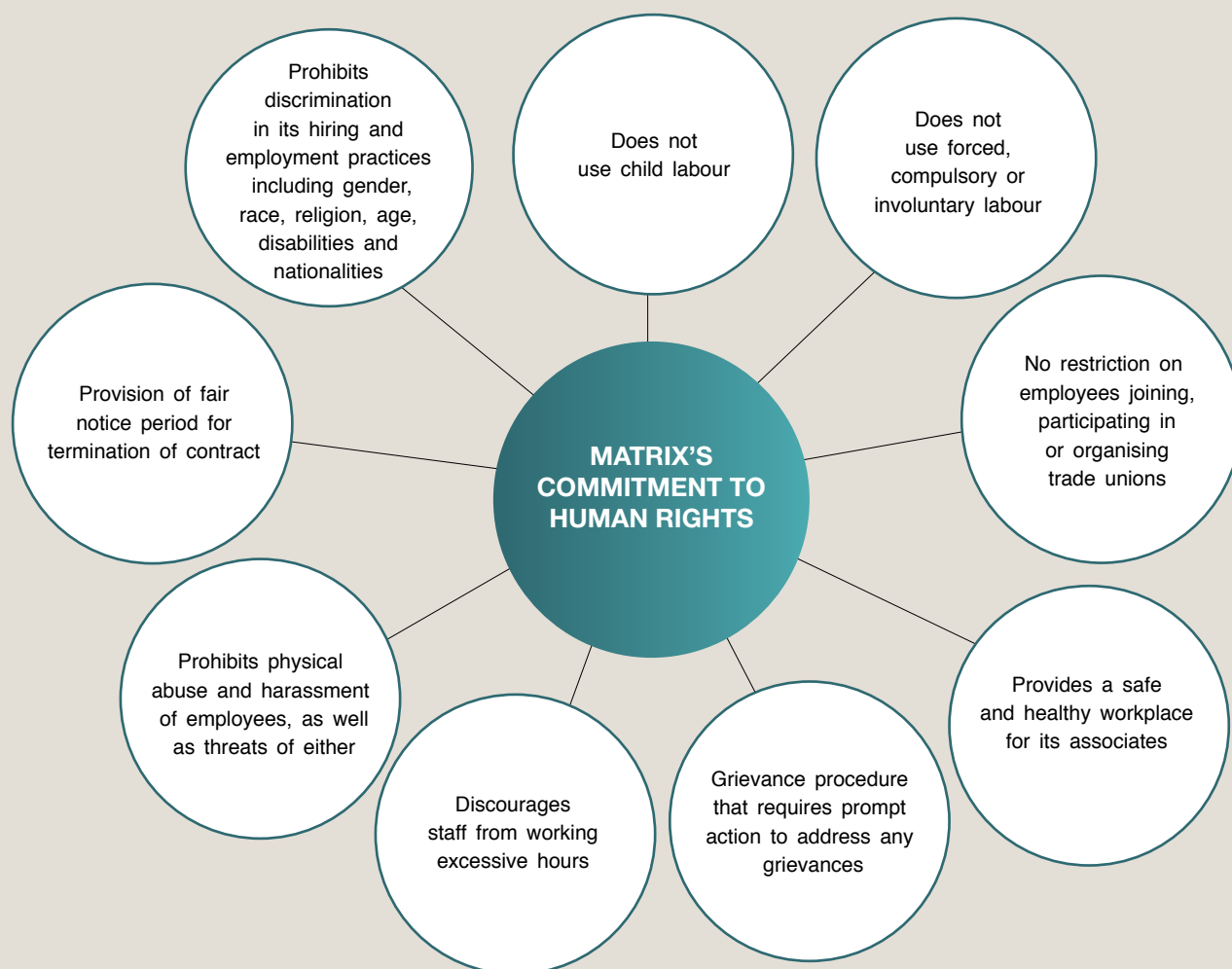
OUR SAFETY PERFORMANCE

Indicator	FY2017	FY2018	FY2019
Fatality Cases	0	0	0
Lost Workday Cases ("LWC")	1	0	0
Restricted Workday Cases ("RWC")	0	1	0
First Aid Cases ("FAC")	0	1	5
Near Miss Cases	0	0	0
Dangerous Occurrence Cases	0	0	0
Fire Cases	0	0	1
Total Safe Man-hours Worked	3,867,558	3,908,100	5,670,000

SUSTAINABILITY STATEMENT

FAIR TREATMENT AND RESPECTING HUMAN RIGHTS

Matrix is committed to operating in a way that respects the human rights of all associates including supply chain personnel and local communities. While governments have the primary responsibility to protect human rights, Matrix's activities have the potential to impact the human rights of individuals affected by business operations.




Our human rights policy is summarised in Matrix's Code of Conduct and suppliers are expected to adhere to our high standards. As part of our risk assessment procedure, we regularly review the labour standards of all operations including existing and potential business and supply chain partners. All parties are familiarised with our Code of Conduct from time to time.

All people should be treated with dignity and respect and Matrix is committed to conducting its business in a manner consistent with this principle. All applicable employment and human rights regulations are adhered to regardless of where operations are based and suppliers are expected to do the same.

We adhere to the Employment Act 1955. Matrix is pleased to report that there have been no reported incidents of risks of child, forced or compulsory labour. There were no human rights violations of indigenous people at any time in the Company's history.

SUSTAINABILITY STATEMENT

RESPONSIBLE OPERATIONS



During a recent survey, 68.1% of stakeholders believe Matrix offers quality services and fair prices.

Matrix and its subsidiaries are committed to providing project management, construction and property development of the highest quality to its customers. We comply with all applicable requirements and aim for the continual improvement of our processes and quality management systems.








PRODUCT RESPONSIBILITY



ACTIVE ENGAGEMENT

Matrix regularly engages with stakeholders in a continual and interactive manner to make informed business and management decisions. Insightful feedback from stakeholders is of paramount importance to the Group for continuous improvement in delivering excellent products and services. Several engagement channels are actively practised by Matrix.

Engagement Channels Actively Practised by Matrix

 Matrix Bulletin	 Newsletters	 Corporate Website	 Community engagement events during festive periods
 General Meetings	 Analyst Briefings	 Media	 Other events with residents, customers, business associates, surrounding communities and the public

SUSTAINABILITY STATEMENT

Engaging with Our Stakeholders

Key Stakeholders	Management Approach	Methods of Engagement	Areas of Interests/Key Topics Raised
Clients and Customers	Matrix strives to develop and deliver quality products and services of the highest calibre to improve the business efficiency and quality of clients and customers. We aim to secure the satisfaction and trust of all valued customers through effective communication and by providing constructive holistic solutions.	<ul style="list-style-type: none"> • Half-yearly bulletins • Customer charter and complaints handling • Specialised customer care teams • Social media • Annual materiality assessment 	<ul style="list-style-type: none"> • Project features description and services • Green development • Project quality • Future sustainable developments • Surrounding amenities and facilities • Customer support
Shareholders, Investors and Analysts	Matrix endeavours to remain a key revenue-generating company, delivering healthy returns to shareholders and investors.	<ul style="list-style-type: none"> • Annual General Meeting ("AGM") • Quarterly analyst briefing • Annual report • Bursa Malaysia announcement • Quarterly reports • Website • Annual materiality assessment 	<ul style="list-style-type: none"> • Return on Investment • Financial performance • Future outlook
Business Associates	Relationships with business associates ensure that we deliver the best value to clients and customers.	<ul style="list-style-type: none"> • Agreement with business partners • Partnership approach to procurement and project work • Annual materiality assessment 	<ul style="list-style-type: none"> • The Group's performance • Branding and reputation • Current and future projects
Employees	Matrix has invested and engaged in a wide range of initiatives to improve employee satisfaction, increase their sense of belonging and raise diversity. We provide training and development so that employees can reach their full potential. This approach helps them cope with different challenges, achieving success in both their personal and professional lives.	<ul style="list-style-type: none"> • Ongoing engagement such as meetings and the intranet • Celebrations such as festivals and birthdays • Events such as annual dinners and festive celebrations • Continuous education programme • Annual materiality assessment 	<ul style="list-style-type: none"> • Career development opportunities • Benefits and remuneration • Welfare and well-being

SUSTAINABILITY STATEMENT

Key Stakeholders	Management Approach	Methods of Engagement	Areas of Interests/Key Topics Raised
Community Members and the Public	As a responsible corporate citizen, we do our utmost to recognise and address local social needs within our developments. Utilising our core competencies helps us create a better society and cultivate a strong, loving and caring “network” that serves the community.	<ul style="list-style-type: none"> • Community programmes • Roadshows • Social media • Corporate website • Annual materiality assessment 	<ul style="list-style-type: none"> • Societal contributions • Socio-economic impact from operations
Suppliers, Contractors and Subcontractors	Matrix recognises the importance of promoting sustainability, not only within its own operations but also across the entire supply chain. While the cost factor remains an important consideration, we have developed strong relationships with our suppliers and will try to nurture a green and competitive supply chain that is mutually beneficial for all parties.	<ul style="list-style-type: none"> • Appreciation Day • Suppliers, contractors and subcontractors are also invited to our annual dinner • Annual materiality assessment 	<ul style="list-style-type: none"> • Fair supply chain process • Sustainable partnership with Matrix
Authorities and Regulators	Compliance with all applicable laws and regulations is a minimum requirement for our licence to operate. We support the Government's agenda by constructing affordable homes and building the nation through infrastructure development.	<ul style="list-style-type: none"> • Compliance reports • Site visits • Annual materiality assessment 	<ul style="list-style-type: none"> • Compliance • Supporting Government and local authorities initiatives
Media	Media engagement is vital for presenting our message to a variety of key stakeholders.	<ul style="list-style-type: none"> • Press conferences • Media appreciation night • Festive celebrations • Annual materiality assessment 	<ul style="list-style-type: none"> • Ongoing and future projects • Business outlook
Non-Governmental Organisations	We engage with NGOs and charities with similar interests or that may affect our business. We encourage them to work openly and collaboratively with us to ensure we can deliver mutual benefit.	<ul style="list-style-type: none"> • Community programme partnerships • Discussions and consultations on social events • Charity events • Annual materiality assessment 	<ul style="list-style-type: none"> • Partnership with Matrix • Positive impact on the society

SUSTAINABILITY STATEMENT

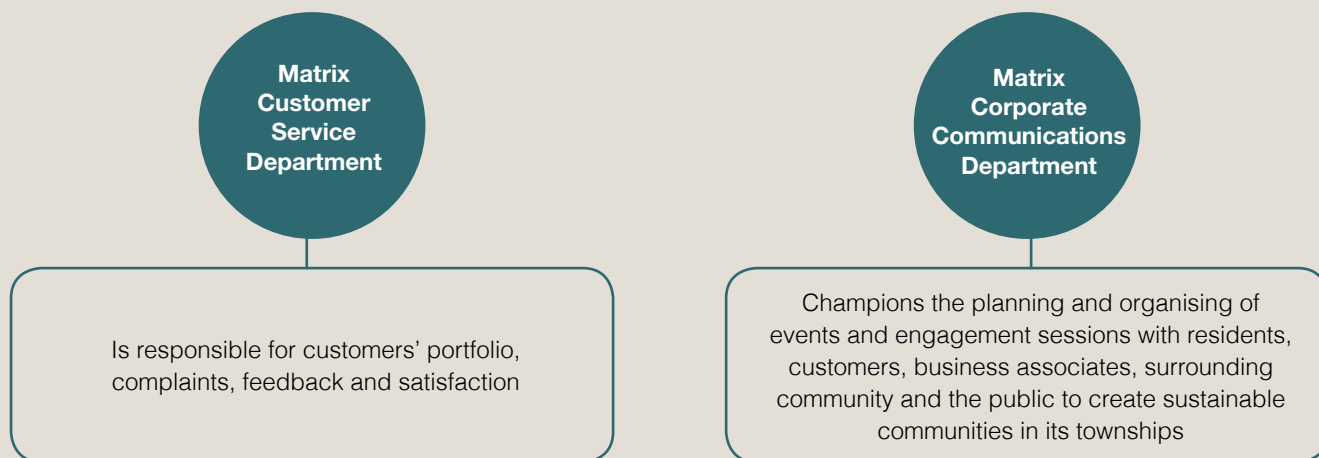
ENSURING SATISFACTION



During a recent survey, 70.4% of stakeholders believe Matrix is customer oriented and delivers good customer service.

Customer satisfaction remains a top priority for Matrix. During vacant possession of units with buyers, our Customer Service Unit (“CSU”) addresses defect reports expeditiously and as efficiently as possible. Recent reports demonstrate that our defects management is under control.

Matrix Customer Support Channels



BRINGING PEOPLE TOGETHER FROM WITHIN AND AROUND OUR DEVELOPMENTS

Matrix also brings people together from within and outside of its developments so that communities can live and grow in a vibrant township. Engagement activities are hosted for residents and the surrounding community, especially during festive periods. These events promote harmonious living and boost awareness of the township.

We are honoured to celebrate the rich cultures of the diverse community that we serve. Matrix invited families from surrounding communities to a Chinese New Year celebration at d'Tempat Country Club. More than 100 people joined the Prosperity Lou Sang tossing session.

Visitors enjoyed lion dances and acrobatic lion dances, Chinese drumming, traditional mask changing, a games booth, God of Prosperity and traditional dance performances.



SUSTAINABILITY STATEMENT

RAMADHAN AL-MUBARAK WITH MEDIA AND LEGENDARY ROCK MALAYSIA

In conjunction with the month of Ramadhan, Matrix organised a breaking fast ceremony with the media and Legendary Rock Malaysia at d'Tempat Country Club, Bandar Sri Sendayan. The event showed appreciation to various media partners who have supported Matrix over the years.

This ceremony was a symbolic effort to appreciate and celebrate the media who have helped Matrix reach out to the general public, especially those in Negeri Sembilan.



MATRIX AIDILFITRI FESTIVAL

Visitors had an opportunity to explore XPark's fun activities such as the push bike race, strider cup race, pump track battle, team relay and BMX track day.

Influential rock groups, SEARCH and SPIDER and indie group, HUJAN, delivered memorable performances to more than 6,000 people.

The Matrix Raya Concert was held in conjunction with the Aidilfitri Festival at d'Tempat Country Club, Bandar Sri Sendayan. The festival also celebrated Matrix's 21st anniversary and fifth year being listed on Bursa Malaysia.

This celebration was a community get-together and allowed Matrix to express its appreciation to Bandar Sri Sendayan residents for their outstanding support.

The music brought people together and Malaysians were united through great food, great music and fun activities.



SUSTAINABILITY STATEMENT

RIANG RAYA WITH THE COMMUNITY

Following a month of fasting, Matrix's Kluang Branch hosted a *Hari Raya* celebration with the community at Matrix Galleria, Impiana Square, Bandar Seri Impian.

Visitors were entertained with performances by famous local artists and stage performances which included a magic show and Man in Balloon show. There were also activities for children including sand art, a balloon clown and fun competition. Visitors were treated to a delicious spread of *Raya* delicacies.

Riang Raya is a community event for residents and community members from within and outside the township. Events such as these promote solidarity, peace and harmony.



ENCHANTED CHRISTMAS

Matrix organised an Enchanting Christmas for residents of Bandar Sri Sendayan and nearby residential areas with almost a month of fun activities. The three-week Enchanted Christmas celebrations, which attracted more than 3,000 visitors, ended with a fireworks display on New Year's Eve. All activities were free for all.

This was the third consecutive year organising fun activities for the whole family to enjoy leading up to Christmas and New Year. These events help foster greater understanding between the different communities. One of the main attractions was the stunning Christmas tree which was adorned with lights and beautiful decorations. We are a developer that keeps the local community close to our heart. Creating magical memories and unforgettable experiences helps us share the joy of festive celebrations with an open heart.



Other Enchanted Christmas Activities



An inflatable
snow
globe



Cooking
decorating
workshop



Winter
ballet
performance



Jingle bells
and ring toss
game stalls



Magic and
dance
show



Horse
carriage
rides



Live
deer
feeding

SUSTAINABILITY STATEMENT

RECOGNISING OUR MEDIA PARTNERS DURING NEW YEAR

A special New Year Countdown celebration was organised for our media partners on 31 December 2018 at d'Tempat Country Club, Bandar Sri Sendayan. The event was a token of appreciation for the good working relationships and to thank our partners for the support rendered throughout the years. Approximately 80 media partners from Kuala Lumpur and Negeri Sembilan attended the event.

SPARKLING NIGHT CELEBRATION COUNTDOWN 2019

A New Year countdown celebration was held at d'Tempat Country Club, Bandar Sri Sendayan with dazzling lights and energetic music. The countdown to welcome the New Year of 2019 was enlivened by a special appearance from famous local Chinese drama artist cum singer, John Wee.

The club also offered a memorable dining experience with its Sparkling Night package which included a buffet by the poolside with stunning performances by guest artistes. Food lovers also enjoyed the local delicacies offered at Sphere Bowling.

Families and children were entertained by non-stop performances and activities such as the fire-eater show, live band, belly-dancing and a forest wonderland.

The night ended with a countdown, cannon firing and spectacular fireworks at the stroke of midnight.



CUSTOMER PRIVACY

Matrix believes in protecting the privacy of personal information. The Group respects customer confidentiality and endeavours to comply with the Personal Data Protection Act 2010 ("PDPA").

COMPLIANCE

Matrix's Code of Conduct defines our business standards and behaviours. It outlines our principles for conducting business and commitment to complying with laws, rules and regulations.

We are pleased to report that there were no incidences of non-compliance concerning the safety of our development projects, provision of information and marketing communication.



SUSTAINABILITY STATEMENT

MOVING FORWARD: SUSTAINABILITY, STRATEGY AND IMPACT

Sustainability and inclusive development continue to be our core focus in order to remain resilient in today's dynamic industry landscape. We continuously refine our strategic alignment with the United Nations Sustainable Development Goals. Due to the nature of our industry, the following goals have been prioritised.



Goal **17** that promotes
'PARTNERSHIPS FOR THE GOALS',
underpins all our activities

GOALS	HOW WE DELIVER	DESCRIPTION
	Placemaking Innovation	Create attractive and engaging townships. Matrix continues to become part of the neighbourhood, fund community projects as well as upgrading infrastructure, facilities and amenities within its townships. Embarking on a digital transformation which involves integrating digital technology into all areas of a business. The journey will result in fundamental changes to how our businesses operate and how they deliver value to our stakeholders and the Group as a whole.
	Community Well-being Environmental Stewardship	Buildings make spaces, but people make places. Matrix creates green spaces, promotes active lifestyles and inclusive places that welcome multi-generations and multi-culture. Our developments promote positive emotions and environmental stewardship. From improving efficiency to installing solar panels, we are delivering savings for tenants and residents, generating income and protecting asset value.

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX

The GRI content index lists all GRI disclosures included in the report, including references to where they can be found in the report. The GRI standards have been used as a main reference in preparing this Sustainability Statement.

GRI CONTENT INDEX		PAGE NO.
GRI 102: GENERAL DISCLOSURES		
1. ORGANISATIONAL PROFILE		
Disclosure 102-1	Name of the organisation	Front Cover
Disclosure 102-2	Activities, brands, products, and services	2, 51
Disclosure 102-3	Location of headquarters	3
Disclosure 102-4	Location of operations	3
Disclosure 102-5	Ownership and legal form	8
Disclosure 102-6	Markets served	19-20
Disclosure 102-7	Scale of the organization	2, 8
Disclosure 102-8	Information on employees and other workers	89-90
Disclosure 102-9	Supply chain	71-72
Disclosure 102-10	Significant changes to the organisation and its supply chain	19-20
Disclosure 102-11	Precautionary principle or approach	34-35, 56-57, 64-66
Disclosure 102-12	External initiatives	7, 98
Disclosure 102-13	Membership of associations	7
2. STRATEGY		
Disclosure 102-14	Statement from senior decision-maker	13-18
Disclosure 102-15	Key impacts, risks, and opportunities	34-35, 56-57
3. ETHICS AND INTEGRITY		
Disclosure 102-16	Values, principles, standards, and norms of behavior	2
Disclosure 102-17	Mechanisms for advice and concerns about ethics	71-72, 111
4. GOVERNANCE		
Disclosure 102-18	Governance structure	111
Disclosure 102-19	Delegating authority	111
Disclosure 102-20	Executive-level responsibility for economic, environmental, and social topics	62
Disclosure 102-21	Consulting stakeholders on economic, environmental, and social topics	64-66, 99-100
Disclosure 102-22	Composition of the highest governance body and its committees	111
Disclosure 102-23	Chair of the highest governance body	111, 113-114
Disclosure 102-24	Nominating and selecting the highest governance body	114
Disclosure 102-25	Conflicts of interest	116
Disclosure 102-26	Role of highest governance body in setting purpose, values, and strategy	110-114
Disclosure 102-27	Collective knowledge of highest governance body	38-46, 115, 118
Disclosure 102-28	Evaluating the highest governance body's performance	119

SUSTAINABILITY STATEMENT

GRI CONTENT INDEX		PAGE NO.
GRI 102: GENERAL DISCLOSURES		
Disclosure 102-29	Identifying and managing economic, environmental, and social impacts	62-66
Disclosure 102-30	Effectiveness of risk management processes	34-35, 56-57
Disclosure 102-31	Review of economic, environmental, and social topics	65-66
Disclosure 102-32	Highest governance body's role in sustainability reporting	62
Disclosure 102-33	Communicating critical concerns	34-37
Disclosure 102-34	Nature and total number of critical concerns	119-121
Disclosure 102-35	Remuneration policies	119-121
Disclosure 102-36	Process for determining remuneration	119-121
Disclosure 102-37	Stakeholders' involvement in remuneration	119-121
Disclosure 102-38	Annual total compensation ratio	119-121
Disclosure 102-39	Percentage increase in annual total compensation ratio	119-121
5. STAKEHOLDER ENGAGEMENT		
Disclosure 102-40	List of stakeholder groups	99-100
Disclosure 102-41	Collective bargaining agreements	We do not have an in-house employees' union but all employees are free to join any union of their choice
Disclosure 102-42	Identifying and selecting stakeholders	99-100
Disclosure 102-43	Approach to stakeholder engagement	99-100
Disclosure 102-44	Key topics and concerns raised	99-100
6. REPORTING PRACTICE		
Disclosure 102-45	Entities included in the consolidated financial statements	177-179
Disclosure 102-46	Defining report content and topic boundaries	4-5, 61
Disclosure 102-47	List of material topics	64-66
Disclosure 102-48	Restatements of information	19-37
Disclosure 102-49	Changes in reporting	13-18
Disclosure 102-50	Reporting period	61
Disclosure 102-51	Date of most recent report	61
Disclosure 102-52	Reporting cycle	61
Disclosure 102-53	Contact point for questions regarding the report	5, 61
Disclosure 102-54	Claims of reporting in accordance with the GRI Standards	61
Disclosure 102-55	GRI content index	106-109
Disclosure 102-56	External assurance	This report has not undergone a GRI check. We aim to have our future report verified by an external assurer and certified by GRI.

SUSTAINABILITY STATEMENT

GRI 100: MATERIAL TOPICS			PAGE NO.
GRI 103: GRI Management Approach	103-1	Explanation of the material topic and its boundary	64-66
	103-2	The management approach and its components	64-66
	103-3	Evaluation of the management approach	64-66
GRI 200: ECONOMIC			
201: Economic Performance	201-1	Direct economic value generated and distributed	150-157
	201-3	Defined benefit plan obligations and other retirement plans	91
203: Indirect Economic Impacts	203-1	Infrastructure investments and services supported	16-33
	203-2	Significant indirect economic impacts	16-33
204: Procurement Practices	204-1	Proportion of spending on local suppliers	71
GRI 300: ENVIRONMENTAL			
302: Energy	302-1	Energy consumption within the organisation	74-75
	302-4	Reduction of energy consumption	75
303: Water and Effluents	303-3	Water withdrawal	75
305: Emissions	305-1	Direct (Scope 1) GHG emissions	79
	305-2	Energy indirect (Scope 2) GHG emissions	79
	305-3	Other indirect (Scope 3) GHG emissions	80
	305-5	Reduction of GHG emissions	79-80
GRI 400: SOCIAL			
401: Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	91
402: Labour/Management Relations	402-1	Minimum notice periods regarding operational changes	93
403: Occupational Health and Safety	403-2	Hazard identification, risk assessment, and incident investigation	96
404: Training and Education	404-1	Average hours of training per year per employee	93
	404-2	Programs for upgrading employee skills and transition assistance programs	93
405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	90
	405-2	Ratio of basic salary and remuneration of women to men	91
406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	97

SUSTAINABILITY STATEMENT

GRI 400: SOCIAL			PAGE NO.
408: Child Labour	408-1	Operations and suppliers at significant risk for incidents of child labour	97
409: Forced or Compulsory Labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	97
412: Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments	97
	412-2	Employee training on human rights policies or procedures	97
413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	81-88
	413-2	Operations with significant actual and potential negative impacts on local communities	81-88
414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	71
416: Customer Health Safety	416-1	Assessment of the health and safety impacts of product and service categories	98
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	104
417: Marketing and Labelling	417-1	Requirements for products and service information and labeling	98
	417-2	Incidents of non-compliance concerning product and service information and labeling	104
	417-3	Incidents of non-compliance concerning marketing communications	104
418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	104