

2023

BUILDING TOGETHER



Malayan Cement Berhad

SUSTAINABILITY REPORT



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Malayan Cement Berhad
Sustainability Report

2023

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This Sustainability Report ("Report") covers the sustainability strategy, priorities, initiatives and performance of Malayan Cement Berhad and its subsidiaries ("MCB") for the financial year 2023.

Through this Report, we endeavour to report issues that are material to MCB and our stakeholders. We have organised our priorities into four sustainability pillars. The pillars demonstrate how sustainability is incorporated in everything that we do.

We are committed to continuously improve our sustainability disclosures. In this report, we have included two years data for indicators that we have reported last year. We will continue to disclose data on a rolling basis.

Reporting Scope

This report covers MCB's head office, cement manufacturing, cement grinding, ready-mixed concrete plants, and aggregate quarries, as these represent majority of the Group's activities.

Reporting Cycle

Annual

Reporting Period

This Report covers the sustainability performance of MCB from 1 July 2022 to 30 June 2023, unless otherwise specified.

Reference and Guideline

This report has been prepared in accordance with Bursa Malaysia's Main Market Listing Requirements, and the Sustainability Reporting Guide, 3rd Edition. It is our long-term goal to produce reports that incorporate the recommendations of the Global Reporting Initiative ("GRI") Standards, and other relevant reporting standards.

Statement of Assurance

In strengthening the credibility of MCB's Sustainability Statement, this Report has been subjected to an internal review by internal auditors. The internal review covers all contents of this Report and the scope of review includes companies under this Reporting Scope.

Forward-looking statements

This Report contains forward-looking statements related to MCB's ambition, strategies, plans, and initiatives. Such forward-looking statements do not constitute forecasts regarding results or any other performance indicator.

Actual results may differ materially from the forward-looking statements because of a number of risks and uncertainties, including but not limited to the uncertainties related to the market conditions and the implementation of our plans.

Readers are urged to read this Report and carefully consider the risks, uncertainties, and other factors that affect our business and operations. The information contained in this report is subject to change without notice, and we are not obligated to publicly update or revise forward-looking statements after the date hereof or to reflect the occurrence of anticipated or unanticipated events or circumstances.

References

All references to 'MCB', 'the Company', 'the Group', 'YTL Cement', 'we' and 'our' refer to Malayan Cement Berhad.

Feedback

We welcome comments, thoughts and feedback from our esteemed stakeholders. Kindly address comments and queries to:

Communications Department
Email: communication@ytlcement.com.my



MANAGING DIRECTOR'S MESSAGE

I am happy to provide an update on the progress of YTL Cement's Environmental, Social, and Governance (ESG) programme which was unveiled for the consolidated group in 2022. Our commitment to sustainability is deeply embedded in our operations, and we have developed four pillars that form the core of our sustainability strategy: Helping Malaysia Build Greener, Operating Sustainably, Operating Responsibly, and Building Capacity and the Community.

Since its introduction, the Group has been advancing across all areas, and we are proud to have taken the lead in promoting sustainable construction within the industry.

One of our primary focuses has been providing the industry with sustainable building materials. We have launched our ECO Product Range, which offers low carbon alternatives to conventional products. Our ECO Product Range includes ECOcem, our low carbon cement offerings; ECOConcrete, a range of concrete with lower embodied carbon; ECOSand, a perfect substitute for natural sand, and ECODrymix, an eco-friendly pre-mix range. These products have several key attributes: lower embodied carbon, meet construction quality and safety standards, and contain recycled materials. Additionally, they are durable, requiring minimal maintenance.

To drive the sustainability agenda, we have established collaborations with like-minded organisations as partnership and joint action are crucial in making progress and creating a meaningful impact. One significant partnership we have forged is with CIDB through CREAM, its research arm. We have signed a Memorandum of Understanding (MOU) aimed at promoting construction excellence and facilitating the industry's transition towards sustainable construction practices. This MOU encompasses several key areas, including the development of construction personnel, research and development initiatives, and the promotion of sustainable construction.

Additionally, we partnered with The Edge Malaysia to organise a Sustainable Construction Symposium, providing a platform for industry leaders and experts to share insights and expand the conversations on sustainability in construction.

YTL Cement is also leading the way in training and education. Since 2019, we have been organising the YTL Cement Seminar Series and to-date, we have organised over 60 seminars, benefitting 6,500 individuals. Through our Masterclass series, we have been conducting workshops and talks for tertiary students, working with esteemed institutions such as Universiti Malaya, Universiti Teknologi Mara (UiTM), Universiti Putra Malaysia (UPM), Universiti Teknologi Malaysia (UTM), Universiti Teknologi Petronas (UTP), and Taylor's University.

Continual investments in our operations have been crucial to ensuring efficiency and reducing carbon emissions. We are actively increasing our usage of alternative fuels and raw materials, contributing to a greener and more sustainable production process. In the last two years, we have used nearly 2 million tons of industrial, commercial, and agricultural waste as alternative materials. During the year, preparations were made for investments in waste heat recovery and solar PV and we hope to receive approval from the related authorities in the coming months.

Effective communication is crucial for our progress. Our commitment is demonstrated by the ongoing organisation of ESG roadshows and workshops for our staff members. Moreover, we have extended support to our business partners in their ESG program development.

In March, we took a significant step by organising a Supplier Day to update our suppliers on our journey and to offer support to small and medium enterprises (SMEs) in the establishment of their own ESG programs.

In closing, I am delighted with the progress we have made in the last 12 months. However, we recognise that there is still more work to be done. To expedite the implementation of our sustainability priorities across the Group, we have expanded our Sustainability Committee to foster broader direct engagement.

Our commitment to sustainability remains unwavering, and we are dedicated to driving positive change throughout our operations.

Dato' Sri Michael Yeoh Sock Siong
Managing Director

HIGHLIGHTS OF THE YEAR

In the last 12 months, MCB, along with our external partners, have collaborated on numerous projects, focusing on various environmental and social topics that are of significance to our stakeholders.

July
2022

We continued to expand our YTL Cement Masterclass series in its third year. Sessions were held with Universiti Teknologi Petronas, Universiti Teknologi MARA, Universiti Malaya and Universiti Putra Malaysia. Our goal is to offer a platform where undergraduates and young talents can engage with industry practitioners, bridging the gap between classroom learning and real-world industry practices.

October
2022

Our CSR arm, BUILDS, partnered with the Department of Environment (DOE) Perak to organise a riverside clean-up programme in conjunction with Hari Alam Sekitar Negara 2022. 80 volunteers took part in this event. 333 kg of waste was removed from the areas surrounding Sungai Dipang. With the support of DOE Perak, the Department of Forestry Perak donated 500 seedlings. 100 were planted in Sahom Valley, Perak and the remaining 400 were planted within our Perak cement plants' premises.

December
2022

We held our inaugural Recycling Open Day. Employees from various YTL companies, together with their family and friends, participated by volunteering and donating recyclable items from both their homes and workplaces. More than 2,400 kg recyclable items were collected. The proceeds generated from the sale of these items were donated to the Kloth Woman Up programme, an initiative focusing on empowering and enhancing the livelihoods of women in the lower income bracket.

April
2023

CREAM, the research arm of CIDB, and YTL Cement inked a Memorandum of Understanding (MoU) to drive construction excellence and champion sustainable construction practices. YTL Cement will support CIDB and CREAM's efforts in the areas of personnel development programmes, research and development initiatives, as well as promoting sustainable construction in Malaysia.

April
2023

The Ministry of Local Government Development (KPKT) together with The Cement and Concrete Association of Malaysia (C&CA), and private housing developers, introduced the Simen Rahmah Scheme for the construction of affordable homes. Under this scheme, C&CA has committed to supply up to 1 million tonnes of cement at a special price to qualified affordable housing projects.

June
2023

The Edge Malaysia and YTL Cement co-organised the Sustainable Construction Symposium held at the Sime Darby Convention Centre on 23 June 2023. The event aimed to foster discussions and share insights on sustainable practices in the industry.



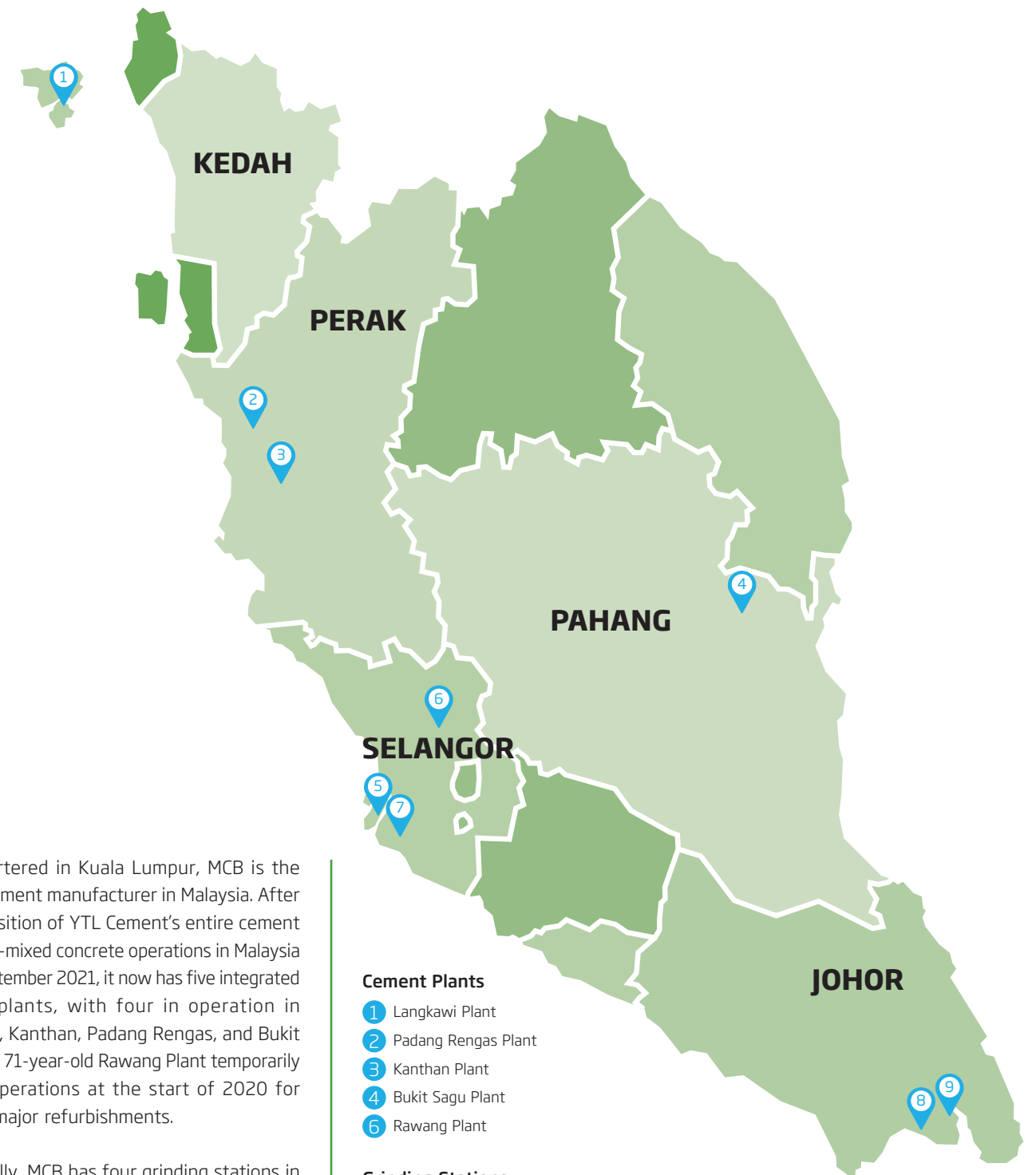
ABOUT MCB

MCB is Malaysia's leading cement and building materials group with the widest network of operations. It has been listed on Bursa Malaysia Securities Berhad since 17 March 1961, under the Building Materials sub-sector of the Industrial Products & Services sector.

Through its subsidiaries, the MCB Group is involved in the production, manufacturing, and trading of cement, clinker, ready-mixed concrete, and other building materials. MCB has contributed to the construction of many buildings, homes, and infrastructure. It is the preferred supplier for complex and large-scale developments.



BUSINESS SITES



Headquartered in Kuala Lumpur, MCB is the largest cement manufacturer in Malaysia. After the acquisition of YTL Cement's entire cement and ready-mixed concrete operations in Malaysia on 21 September 2021, it now has five integrated cement plants, with four in operation in Langkawi, Kanthan, Padang Rengas, and Bukit Sagu. The 71-year-old Rawang Plant temporarily ceased operations at the start of 2020 for planned major refurbishments.

Additionally, MCB has four grinding stations in Pasir Gudang and West Port, one cement terminal facility located in West Port and Pasir Gudang, and two cement depots in Batu Caves and Shah Alam. Beyond its cement plants, MCB now has more than 50 ready-mixed concrete batching plants, one aggregate quarry, and two drymix plants throughout Peninsular Malaysia.

Cement Plants

- 1 Langkawi Plant
- 2 Padang Rengas Plant
- 3 Kanthan Plant
- 4 Bukit Sagu Plant
- 6 Rawang Plant

Grinding Stations

- 5 West Port
- 8 Pasir Gudang

Cement Terminal and Depots

- 7 West Port & Port Klang
- 9 Pasir Gudang

BUSINESS SEGMENTS



Cement

MCB, the leading homegrown cement company of Malaysia, supplies our top-quality cement products to both local and international markets. Our extensive range of cement offerings has been meticulously developed and rigorously tested to cater to diverse applications, including high-rise buildings, underground tunnels, precast structures, marine projects, and more.

Our vision is deeply rooted in supporting Malaysia's ongoing progress towards sustainable construction. With this commitment in mind, we have crafted a range of low-carbon cement products under the ECOCem brand name. ECOCem is specifically designed to meet the stringent requirements of green buildings and infrastructure.

ECOCem products contain up to 45% recycled materials, promoting environmentally friendly construction. Our CO₂ emissions are reduced by 20% to 50% compared to conventional cement. Our ECOCem range includes certified products endorsed by SIRIM Eco-Label, Singapore Green Label, and Singapore Green Building Product, highlighting their strong sustainability credentials.



Concrete

We are the largest supplier of ready-mixed concrete in the country, with over 50 plants. Our focus is on delivering high-quality products and meeting our customers' various construction needs. Our experienced team at the Construction Development Lab (CDL) provides technical support to our customers on selecting and developing bespoke mix design for different applications.

To contribute to sustainable construction, we offer ECOConcrete, our range of concrete with 20% to 60% lower embodied carbon. By reducing the environmental impact of construction, we aim to provide more eco-friendly solutions for the industry.

BUSINESS SEGMENTS



Aggregates

Together with the aggregates quarries under the YTL Cement Group, we are the largest construction aggregates producer in the country. Our flagship product is ECOSand.

ECOSand has superior particle shape, ensuring optimal performance in various construction applications. Its consistent size distribution guarantees uniformity, allowing for precise and efficient usage. It is meticulously crafted to be free from any organic impurities, meeting the highest quality standards. ECOSand is recognised as an environmentally friendly substitute for natural sand in both Malaysia and Singapore.



Drymix mortars

Our Drymix business is spearheaded by QuickMix Solutions, a trusted industry pioneer for over two decades. Throughout this time, QuickMix® has evolved into a comprehensive solutions provider, offering an extensive range of products tailored to meet the diverse needs of our valued customers. With a portfolio comprising more than 25 different offerings that meet BQUAS and QLASSIC standards, QuickMix® enables customers to achieve flawless walls and floors with ease.

We continuously develop products to meet customer needs for durability and the promotion of wellness. In 2023, we proudly introduced ECODrymix. This eco range includes products that hold the prestigious SIRIM Eco-label certification and have undergone rigorous testing to ensure low Volatile Organic Compound (VOC) emissions, a crucial factor in ensuring optimal indoor air quality.



Sustainable waste management

Through our subsidiary, Geo Alam Environmental, we help industries transition from the traditional take-make-waste model towards the circular cradle-to-cradle model. Geo Alam assists industries in waste assessment and final management via co-processing at cement plants. Through this industrial symbiosis, cement plants and industries reduce carbon footprint and disposal to landfills, while conserving natural resources.

OUR STRATEGIC APPROACH TO SUSTAINABILITY



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SUSTAINABILITY GOVERNANCE

The MCB Group is committed to ensure that its businesses are sustainable in the long term. We have put in place a governance structure to ensure that the decisions and actions we take at every level of our Group are aligned with our sustainability priorities. This covers the Board of Directors, Sustainability Committee, our management teams, and individuals who work in our operations.

The Board oversees the governance of the group's sustainability matters which includes setting its environmental, social, and governance (ESG) strategies, priorities and targets, overseeing the progress of ESG strategy and performance, and reviewing the group's material ESG risks and opportunities.

The Board holds ultimate responsibility for MCB's sustainability initiatives, ensuring that long-term strategies incorporate ESG considerations to ensure the Group's resilience and its commitment to delivering sustainable value to stakeholders. Directors receive updates on MCB's sustainability progress, covering stakeholder expectations, action plans, and performance in addressing ESG concerns. Directors are kept abreast on broader ESG developments through specialised training programmes, as outlined in the Remuneration and Nomination Committee Statement featured in our Annual Report.

MCB's Sustainability Committee, led by Managing Director, Dato' Sri Michael Yeoh Sock Siong, plays a pivotal role in driving the company's sustainability agenda. Supported by the Head of Sustainability and members from diverse functional areas within senior management, the Committee actively engages in the ever-growing internal and external discussions surrounding ESG matters. This increased engagement has prompted us to expand the Sustainability Committee by welcoming six new members over the past 12 months. This expansion aims to foster broader direct engagement and expedite the implementation of our sustainability priorities across the Group.

The Sustainability Committee, with the guidance of the Board, sets the high-level ESG direction and strategic focus for the entire business. It formulates a robust sustainability framework and works closely with management teams within each business unit to mobilise the operations teams in implementing MCB's sustainability strategies. The regular updates by the Committee to the Board ensures that sustainability matters and progress are transparently communicated.

Furthermore, the management teams at each business unit hold the responsibility of integrating sustainability priorities into their day-to-day operations. They play a critical role in ensuring the effective implementation of sustainability initiatives throughout the organisation. By embedding sustainability into their operations, these teams contribute to MCB's overall commitment to responsible and sustainable business practices.



STAKEHOLDER ENGAGEMENT

Engaging with our key stakeholders helps us foster meaningful relationships and open communication. By actively seeking their feedback and understanding their expectations, we gain valuable insights that help us make more thoughtful decisions and gain a competitive edge in the market. We value the diverse perspectives of our stakeholders, working collaboratively to meet their needs and drive sustainable success.

The following table lists our key stakeholders, how we engage with them, their interest in our company or key concerns, and our corresponding response.



STAKEHOLDER ENGAGEMENT

STAKEHOLDER ENGAGEMENT

Key stakeholders	Mode of Engagement	Interest/Key Concern	Our Response and Initiatives
Shareholders, Investors, and Banks	<ul style="list-style-type: none"> Annual General Meetings Financial result announcements Annual Report and Sustainability Report Engagements through emails, phone calls, and other means Digital platforms (Facebook, Instagram, LinkedIn, website) Company events and seminars 	<ul style="list-style-type: none"> Financial result Company growth and value chain ESG performance Climate-related risks 	<ul style="list-style-type: none"> We implement strategies to enhance business and financial resilience, as described in our Annual Report and this Sustainability Report. We take measures to continuously improve in our ESG performance During the year, we have reviewed and updated our climate-related risks management plan
Customers	<ul style="list-style-type: none"> Face-to-face sales team visits and meetings Link for public feedback on our website Events and roadshows Social media accounts (Facebook, Instagram, LinkedIn) 	<ul style="list-style-type: none"> Product quality and safety Product innovation Use of recycled materials Product impact to the environment 	<ul style="list-style-type: none"> We have embedded these into our business strategies and operation plan, elaborated under the following Sustainability Pillars Helping Malaysia build greener Operating Sustainably Operating Responsibly
Government, Local Authorities and Regulators	<ul style="list-style-type: none"> Official meetings Site inspections Industry dialogues Seminars, events and activities 	<ul style="list-style-type: none"> Compliance with rules and regulations Environmental impacts Employee health and safety Company support in the implementation of initiatives 	<ul style="list-style-type: none"> We continue to engage closely with the regulators and the Malaysian government on our initiatives in compliance, sustainability and key issues having impact on our business. We ensure our operation and products meet national standards, guidelines, law, and regulations. We collaborate and support initiatives in protecting the environment and the promotion of occupational health and safety.
Employees	<ul style="list-style-type: none"> Internal workshops, training and roadshows Functions-specific sharing sessions Annual Report and Sustainability Report BUILDS programmes Internal digital channels (Bulletin and Blueprint) Public digital platforms (website, LinkedIn, Facebook, Instagram) 	<ul style="list-style-type: none"> Company strategies and performance Occupational health and safety Training and people development Talent management Company ESG initiative Leading the change towards sustainable construction 	<ul style="list-style-type: none"> We regularly share updates on company strategic focus and initiatives via internal digital channels. Our leadership team attends weekly meetings chaired by the Managing Director. During the year, we have organised an ESG roadshow and function-specific meetings to engage with our employees. We have and will continue to enhance our talent management and operations H&S. We will continue to make progress in ESG and lead the way in promoting sustainability via training programmes, R&D, and collaborations.
Suppliers	<ul style="list-style-type: none"> Meetings and site visits Annual Supplier Day Annual performance evaluation 	<ul style="list-style-type: none"> Procurement processes Occupational health and safety Labour practices Understanding the requirements and getting support to improve supplier ESG 	<ul style="list-style-type: none"> We have started Supplier assessment on Environment and Social criteria this year. Our occupational health and safety management includes ensuring a safe workplace for our contractors. We engage our suppliers and contractors to ensure labour practices comply with regulations. We continue to take actions to improve our procurement process.
Communities, NGOs	<ul style="list-style-type: none"> BUILDS programmes Public digital platforms Engagements through meetings, phone calls, and other means 	<ul style="list-style-type: none"> Environment and social impacts Community investments Operation compliance to regulations 	<ul style="list-style-type: none"> We continue our CSR programmes through BUILDS and plant initiatives. We have increased the number of employee volunteering programmes during the year. We ensure our operations are compliant to regulations.

Engaged Employees is the Key to the Successful Implementation of Our Sustainability Strategy



During the year, our Sustainability Committee and management team have engaged with employees across all businesses through weekly Production Meetings, site visits, and topic-specific working group discussions.

Key initiatives are communicated to all employees via our intranet - the Blueprint - and our bi-weekly Bulletin as well as on the company's various social media platforms.

Recognising the importance of feedback and employee input, we have established periodic update meetings. One example is the ESG Roadshow held on 7 June 2023. This hybrid meeting took place at Menara YTL and was attended by YTL Cement staff members from Malaysia, Singapore, and Vietnam. During the roadshow, we shared the progress achieved in each of our Sustainability Pillars, providing employees with a comprehensive view of our sustainability programme. A dedicated Q&A session was held after the presentations, allowing employees to ask questions, seek clarification, and actively participate in the discussion.



MATERIALITY ASSESSMENT

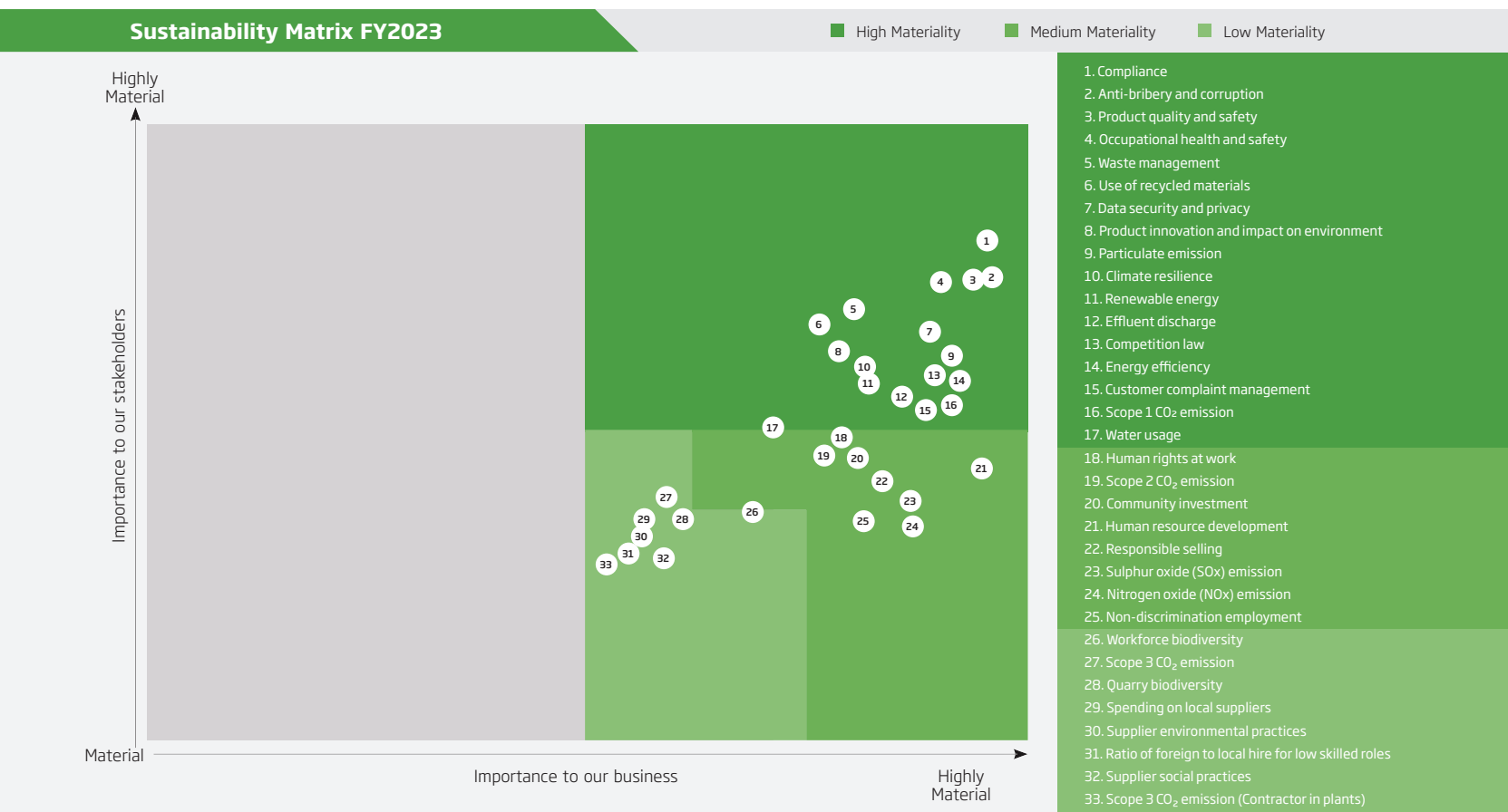
Our Group recognises the significant impact that ESG issues can have on our operations. To ensure a systematic approach in identifying and prioritising sustainability matters that are most relevant to our business, communities, and stakeholders, we conduct a formal materiality assessment on an annual basis.

Last year, we conducted a comprehensive assessment following the recommendations provided in Bursa Malaysia’s Sustainability Reporting Guide, 2nd Edition, and its Toolkit for Materiality Assessment. This assessment allowed us to gain insights into both known challenges and external environmental changes. During the process, we also noticed that some sustainability matters, while not rated as material by our stakeholders, may have been influenced

by differences in priorities across different business units and varying levels of awareness regarding emerging sustainability issues.

In the current reporting period, we conducted another materiality survey. This time, we took into account recommendations from Bursa Malaysia’s updated Sustainability Reporting Guide, GRI standards, and common industry issues when identifying material matters. Our approach to prioritising these matters involved conducting a series of materiality surveys to ensure a comprehensive assessment.

The results of our materiality assessment is presented in the figure below. The outcome of this assessment has undergone a review and received endorsement from our Board.



In September 2022, Bursa Malaysia has issued a revision to Main Market Listing Requirements Practice Note 9 which states that sustainability matters are considered material if they:

- a. reflect the listed issuer’s significant economic, environmental and social impacts; or
- b. substantively influence the assessments and decisions of stakeholders; and
- c. fall under the common material sustainability matters as set out in Annexure PN9-A. (“Common Sustainability Matters”).

While there are some sustainability matters shared by both the list of Common Sustainability Matters and our identified material matters, there are some that are not on our list. We are taking measures to integrate these into our sustainability strategy and day-to-day operation, and we will be reporting the indicators in accordance with the updated Main Market Listing Requirements.

OUR SUSTAINABILITY PRIORITIES

Our sustainability priorities are translated into four pillars: Helping Malaysia Build Greener, Operating Sustainably, Operating Responsibly and Building Capacity and the Community. Our four Sustainability Pillars guide our focus and approach to managing our key sustainability matters.



Helping Malaysia Build Greener

We ensure that our products are of consistent quality and more environmentally friendly, and we promote a circular economy by giving materials a second life.

We help build greener by:

- Producing quality products that meet the standards
- Offering low carbon products and solutions
- Promoting a circular economy
- Collaborating with our customers



Operating Sustainably

We commit to operate sustainably by optimising our resources and operations. We will do this by supporting biodiversity management and reducing the carbon footprint of our operations.

We operate sustainably by:

- Enabling low carbon and energy efficient production
- Promoting resource recovery
- Practicing responsible waste management
- Supporting biodiversity management
- Promoting sustainable procurement

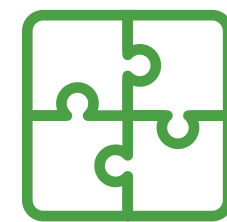


Operating Responsibly

We seek to uphold a culture of ethics and integrity that ensure we remain compliant with all applicable laws and regulatory requirement.

We ensure our business complies with:

- License and permit requirements
- Anti-bribery and corruption acts
- Competition Law
- Data security and privacy act
- Laws and regulations on labour standards



Building Capacity & The Community

At its core, sustainability is about people. We have initiatives to promote a healthy and safe working environment as well as to foster talent. Through BUILDS, our CSR arm, we aim to contribute to causes that extend beyond business objectives.

We build capacity through:

- Making Health & Safety the core of our operations
- Knowledge sharing and helping our people fulfil their potential
- We contribute to causes through BUILDS, our CSR arm

OUR CONTRIBUTION TO THE UN SDGS

OUR CONTRIBUTION TO THE UN SDGS

Through the implementation of our sustainability strategy, we contribute to meeting the ambitious targets of the SDGs.

We have assessed each of our priorities and identified the SDG targets to which we are best able to contribute towards, as outlined below:

Helping Malaysia Build Greener	Operating Sustainably	Operating Responsibly	Building Capacity and the Community
Our sustainability focus and how they contribute towards SDGs			
<p>Responsible Selling We provide transparent and accurate health-related information through clear labelling on products, which empowers customers to make more informed decisions.</p> <p>Product Quality and Safety We ensure our products are made to fulfil standards of high quality and safety to safeguard consumers' health and wellbeing.</p> <p>Use of Recycled Materials We promote circular economy through co-processing to reduce resource consumption and the need for extracting and processing virgin resources for production of cement.</p> <p>Product Innovation and Impact on Environment We prioritise product innovation to produce products with low carbon, low environmental footprints, and high durability.</p> <p>Customer Complaint Management We manage customers' complaints and feedback effectively to enhance our partnership with customers and to develop tailored construction solutions.</p> <p>Spearheading the Transition to Sustainable Construction We actively collaborate and engage with various stakeholders to achieve this. This includes the partnership with the Construction Research Institute of Malaysia to advance sustainable construction in Malaysia, and collaborations with industry practitioners via YTL Cement Seminar Series for knowledge sharing.</p>	<p>CO₂ Emissions We manage and reduce CO₂ emissions emitted throughout our operation through various initiatives, contributing to mitigating climate change and its impacts. We aspire to achieve carbon neutrality by 2050, where we are guided by a roadmap to realise this aspiration.</p> <p>Energy Efficiency and Renewable Energy We invest in improving energy efficiency in our operations to reduce energy consumption as well as installing renewable energy such as Waste Heat Recovery (WHR), increasing the share of clean energy in our energy mix.</p> <p>Waste Management We practice responsible management of waste generated from our operation, including recycling, waste reduction, and proper disposal.</p> <p>Use of Recycled Materials We promote circular economy through co-processing to reduce resource consumption and the need for extracting and processing virgin resources for the production of cement.</p> <p>Water Usage We practice efficient water usage and management through recycling and reuse of precious water resources.</p> <p>Climate Resilience We take measures to strengthen the ability of our business and local communities to cope with disruption and disasters arising from climate change.</p>	<p>Risk Management and Ethics We expect all directors and employees to uphold our Code of Conduct and Business Ethics that ensures we conduct business with integrity.</p> <p>Compliance We are committed to ensuring we operate in compliance with laws and regulations. We take additional measures to implement industry best practices in our operations.</p> <p>Air Emission (Particulate matter, SO_x and NO_x emission) We invest in new generation of air pollution control and monitoring system to ensure clean air where we operate.</p> <p>Data Security and Privacy We are committed to keeping data received safe and secured.</p> <p>Non-discriminatory Employment We maintain a policy of non-discrimination. We value and respect the diversity, age, gender, cultural, and religious differences of our employees.</p> <p>Human Rights at Work We ensure fair labour practices, safe working conditions, freedom of association, and no compulsory or forced labour. We conduct our business in a manner that respects human rights and complying with legal requirements.</p>	<p>Occupational Health and Safety (OH&S) YTL Cement aims to provide a healthy and safe work environment with zero harm to our people and to protect our assets. We put in place H&S organisation, establish safe work procedures, and provide training to our employees and contractors who work at our sites.</p> <p>Human resources Development We continuously develop our workforce by investing in competency development programmes.</p> <p>Community Investment Through BUILDS, we contribute to causes that enrich lives and improve community livelihood, protect wildlife and conserve environment, and inspire and encourage creative curiosity across all levels of education, skillsets, and talent.</p>
SDG targets we contribute towards			
			

HELPING MALAYSIA BUILD GREENER



We will continue to work closely with industry stakeholders to drive the transition to sustainable construction.

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RESPONSIBLE SELLING



YTL Cement has taken significant steps in promoting sustainable construction in Malaysia. The success of our initiatives is in part based on our product quality and technical support. We take measures to continuously advance in this area. Hence during the year, we have defined a policy on responsible selling.

Responsible Selling Policy

Our goal is to produce and deliver high quality products and solutions that fulfil the needs and expectations of our customers. We are committed to understanding and respecting the needs of our customers, striving to earn their trust through everything we do.

Our commitment:

- **Transparent Labelling:** Our products are clearly and comprehensively labelled and always display accurate information so that customers can make informed choices. We comply with product labelling laws.
- **Ethical, Truthful, and Responsible Communication:** We use clear marketing communications that provide fair and accurate information to our customers. We always communicate about our products and their features honestly and accurately. We do not make misleading comparisons between our products and other solutions in the market.
- **Product Quality and Safety:** Our products are SIRIM certified and conform to the respective product standards and regulatory requirements. We ensure that all our products are of consistent quality and are produced according to standards by applying stringent quality control measures and tests at every stage of production. We provide clear product safety information on our product packaging. We describe the purpose and correct usage of our products and ensure that it is readily understood.
- **Protection of Customer Data:** We ensure our customers' personal information are protected and we take measures to prevent data leakage.
- **Compliance:** We constantly work to comply with, and exceed when possible, all applicable laws and regulations in the markets in which we operate. All reports of non-compliance may be directed to YTL Cement Group's Communications Department.

Our performance

All our products and marketing communications meet regulatory requirements. We provide information needed by our customers to use our products in a safe manner. In FY2023, there were no incidents of non-compliance concerning product information or labelling. There were also no incidents of non-compliance in marketing communications.

	FY2022	FY2023
Number of incidents of non-compliance concerning product information or labelling	0	0
Number of incidents of non-compliance in marketing communications	0	0

PRODUCT QUALITY AND SAFETY

At the core of our manufacturing process lies our commitment to quality. To achieve this, we have a well-established quality assurance organisation in place, dedicated to upholding stringent quality standards and performance indicators across all our product lines. Aided by modern production technologies, we apply industry best practices and strict quality control throughout our production process.

Throughout the manufacturing phase, we conduct a series of comprehensive quality controls on each product. From sampling incoming raw materials to conducting in-process compliance checks and final product performance tests, we leave no room for compromise. Our goal is to ensure that every single product we deliver adheres to the highest quality and construction safety standards.

To maintain excellence, we prioritise the training of our staff members and regularly benchmark our performance against set objectives. By doing so, we consistently achieve our quality targets.

Our integrated quality management process enables us to deliver products of consistent quality that meet the prescribed standards. Built into the same framework is our assurance of product safety. There were no product safety incidents or product recalls due to health and safety issues during the year under review.

Our Performance

	FY2022	FY2023
Number of product safety incidents	0	0
Number of product recalls due to health and safety issues	0	0

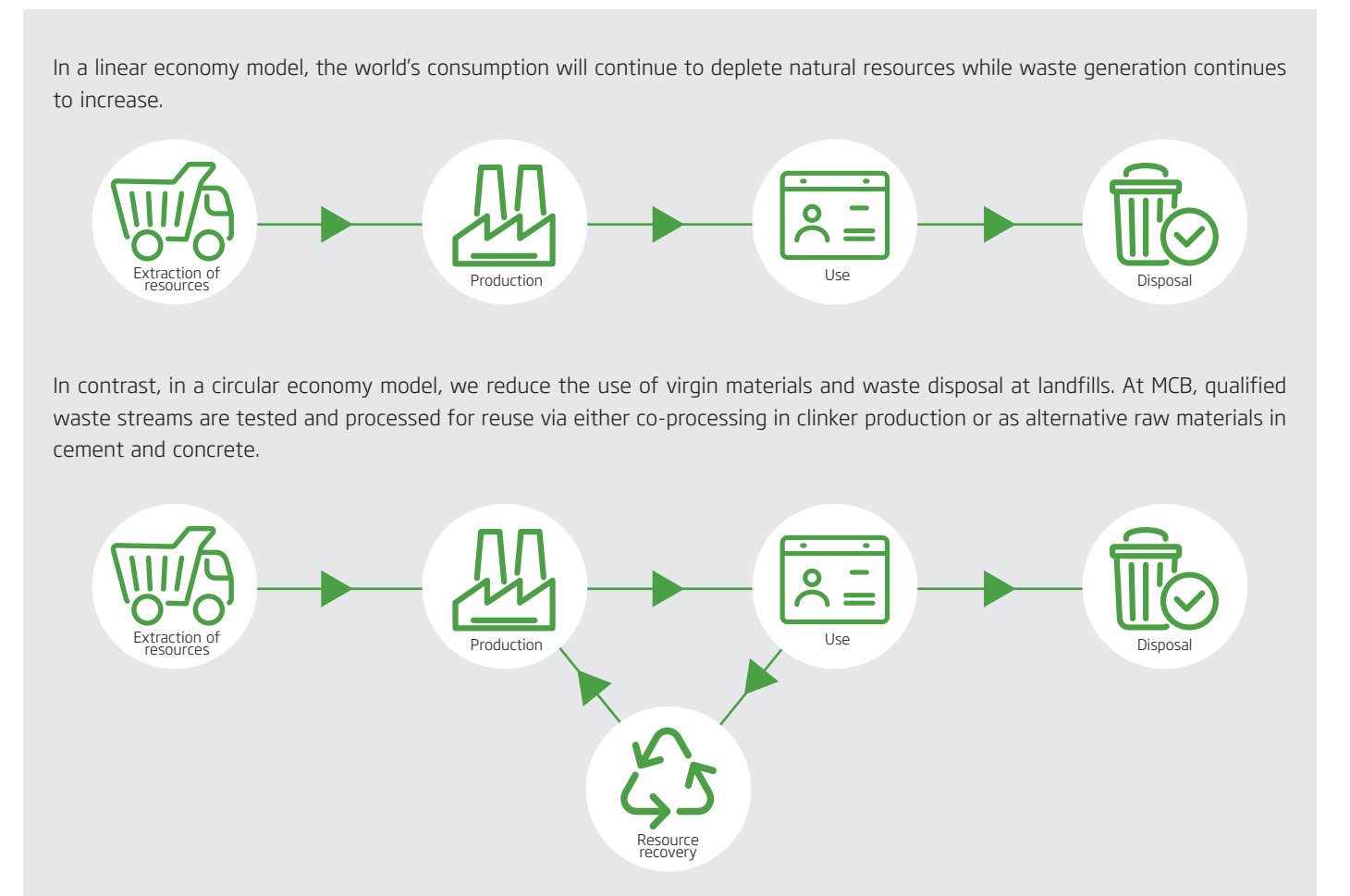
Our commitment lies in meeting international standards of quality and adhering to good manufacturing practices. Our team ensures compliance with both external regulations and our internal procedures. Additionally, we actively maintain our ISO certifications for all our sites, upholding our promise of excellence and continuous improvement.

Standards/Certifications	FY2022	FY2023
ISO 9001:2015 Management System	100% of our operating integrated cement plants and grinding plants are certified.	100% of our operating integrated cement plants and grinding plants are certified.
ISO 14001:2015 Environment Management System	100% of our operating integrated cement plants and grinding plants are certified.	100% of our operating integrated cement plants and grinding plants are certified.
ISO 50001:2018 Energy Management System	80% of our operating integrated cement plants are certified.	80% of our operating integrated cement plants are certified.
ISO 45001:2018 Occupational Health and Safety Management System	100% of our operating integrated cement plants and grinding plants are certified.	100% of our operating integrated cement plants and grinding plants are certified.
MS ISO/IEC 17025:2017 Testing and calibration laboratories	100% of laboratories in our operating integrated cement plants and grinding plants are certified.	100% of laboratories in our operating integrated cement plants and grinding plants are certified.

USE OF RECYCLED MATERIALS

Incorporating recycled materials into products is a crucial aspect of sustainability, and rightfully so. Every day, vast amounts of waste are generated in manufacturing plants, homes, and public spaces. To tackle this issue, we must seek sustainable solutions for managing and utilising these resources efficiently.

For over two decades, our group has been promoting circular economy with the use of recycled materials in cement and concrete production. In addition to fly ash from coal-fired power plants and slag from steel production, our production facilities are capable of processing a range of byproducts from other industries to partially replace virgin materials, minimising the ecological footprint of our products.



Before accepting any materials for use in our cement plants, we conduct thorough technical and quality evaluations. Stringent assessments are applied to all new waste streams to ensure their suitability for use. We continuously monitor the quality throughout the entire production process. Each of our cement plants is equipped with ISO/TS17025 accredited laboratories, ensuring precision and accuracy in our testing procedures.

During the reporting period, we introduced cement packaging with CO₂ information labels. This initiative aims to raise awareness among consumers about the availability of more environmentally friendly and sustainable products. We take pride in taking proactive steps to promote a greener future through responsible practices and transparency in our offerings.



PRODUCT INNOVATION AND IMPACT ON ENVIRONMENT

YTL Cement has taken significant steps to promote sustainable construction in Malaysia, embracing both the challenges and opportunities in this field. We continue to expand our range of eco-friendly products - ECOCem, ECOConcrete, ECOSand and ECODrymix. Our ECO Product Range is formulated to reduce the environmental impact of construction projects while maintaining durability and safety standards.



Our range of ECOCem Products

- Contains up to 40% recycled materials.
- Made with 20% to 50% lower carbon intensity.



ECOConcrete is

- Made with 30% to 70% recycled material replacing Portland cement.
- Contains 20% to 60% lower embodied carbon.
- Customisable to meet the performance requirements of different applications and durability of up to 100 years.



ECOSand is

- An alternative to mining sand which offers consistent quality.
- No environmental impact associated with sand mining. Hence, no compliance and reputation concern.



ECODrymix is our range of dry mortar products

- Certified low Volatile Organic Compounds (VOC).
- Jumbo size packing available for customers who seek to reduce packaging waste.

While we have made progress in promoting sustainable construction, we acknowledge that there is more to be done. We continue to invest in in-house R&D at our Construction Development Lab (CDL). At the same time, we seek collaborations with technical experts and pioneers of emerging technologies that are being developed in other countries. During the reporting period, we had three product development projects.

<div style="background-color: #4CAF50; color: white; padding: 5px; margin-bottom: 10px;">Flowable Concrete</div> <p>An improved version of self-compacting ECOConcrete. It is formulated to be easier to pump, lay, and compact.</p>	<div style="background-color: #4CAF50; color: white; padding: 5px; margin-bottom: 10px;">Lightweight Aggregate</div> <p>For the production of lightweight concrete for structural and non-structural applications.</p>	<div style="background-color: #4CAF50; color: white; padding: 5px; margin-bottom: 10px;">Ultra-low Carbon Concrete</div> <p>With the potential to reduce CO₂ emission by as much as 60%, this has the potential to be a game-changer that will accelerate sustainable construction.</p>
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The Group will continue to invest in product development and work with our customers and stakeholders to build better and more sustainably together.

CUSTOMER COMPLAINT MANAGEMENT

According to our latest materiality assessment, customer relationship management remains important to our stakeholders. In this ever-evolving industry landscape, it is crucial to ensure that our solutions align with the needs of our customers. To achieve this, our sales and marketing teams proactively engage with customers, aiming to understand their expectations regarding our products and services.

Furthermore, our technical and quality control teams work closely with customers, conducting frequent site visits and analysing their feedback to promptly address any issues and adapt to changing industry requirements and trends.

In line with staying connected to our customers, we have established a strong social media presence. Through our website, Facebook, Instagram, and LinkedIn, we share updates and news about MCB, keeping our customers informed about the latest developments.

To uphold our commitment to providing a positive customer experience, all complaints and feedback are thoroughly discussed during a weekly meeting, chaired by our Managing Director. It is worth noting that during the reviewed year, we received no complaints on our products related to health, safety, or the environment.

Our Performance

	FY2022	FY2023
Number of confirmed product complaints related to health and safety	0	0
Number of confirmed product complaints related to environment	0	0

SPEARHEADING THE TRANSITION TO SUSTAINABLE CONSTRUCTION

SPEARHEADING THE TRANSITION TO SUSTAINABLE CONSTRUCTION

CREAM Inks MoU with YTL Cement to Support the Construction Industry's Transition to Sustainable Construction

On 11 April 2023, we signed a Memorandum of Understanding (MoU) with the Construction Research Institute of Malaysia (CREAM) to support the transition of the nation's construction industry to sustainable construction. CREAM is a subsidiary under the Construction Industry Development Board (CIDB) Malaysia responsible for the research and development for the construction industry.



This MoU marks the beginning of a meaningful collaboration between Government and industry to achieve construction excellence and promote sustainable practices, in line with the nation's 2050 carbon-neutral aspiration. YTL Cement will be supporting CIDB's initiatives in developing the construction industry's workforce, research and innovation, and in enhancing the understanding of sustainable construction practices among industry players.

Datuk Ir. Ahmad 'Asri Abdul Hamid, the then Chief Executive of CIDB said, "CIDB is dedicated to building Malaysia's sustainable future by developing a socially and environmentally responsible industry. Through this MoU, we hope to drive meaningful change as we develop the capacity and capability of the construction industry as well as set the standards for sustainable construction practices in Malaysia. We are glad to be able to collaborate with like-minded players like YTL Cement, as we share a common goal to future-proof the construction sector."

"YTL Cement has been part of Malaysia's growth for over 70 years, and we want to continue supporting the nation's development and construction needs. This collaboration gives us the opportunity to contribute our expertise and experience to support CIDB in their many initiatives," said Dato' Sri Michael Yeoh, Managing Director of YTL Cement.

The MoU between CREAM and YTL Cement focuses on three key areas: personnel development, research and development, and supporting the construction sector to transition to sustainable construction.

1. Personnel Development

CIDB and YTL Cement will jointly design training programmes for youths to be certified as concrete technicians and develop the training syllabus for accreditation programmes of qualified personnel in operations. It is hoped that this will assist in attracting, retaining, and growing skilled workers in the construction industry.

2. Research & Development (R&D)

YTL Cement is offering access to its laboratory and testing facilities. CREAM will work together with YTL Cement's team of experts to conduct R&D on lower embodied carbon alternatives in materials and construction methods.

3. Support the Construction Sector's Transition to Sustainable Construction

CIDB and YTL Cement will work together to facilitate adoption of sustainable construction practices by industry players. This workstream will focus on the development of a Sustainable Construction Roadmap, capacity building, and communication.

Each year, through the YTL Cement Seminar Series, we connect industry practitioners, stakeholders, young talents, and subject matter experts to discuss and share insights to advance the sector towards sustainable construction.

We continued our programme in FY2023 with emphasis on nurturing young talents via our Masterclass series. During the year, we held a total of 22 seminars, attended by a total 1,650 participants. To-date, we have organised 66 seminars benefitting 6,450 participants.

The full list of YTL Cement Seminar Series organised in FY2023 can be found on pages 82 and 83.

Series	No. of sessions
Architectural	1
Cement and Concrete	7
ESG	3
Masterclass	11
Total	22

Masterclass at Universiti Teknologi Mara (UiTM) Puncak Alam

We recently conducted two Masterclass sessions in collaboration with the Architectural Faculty of Universiti Teknologi Mara (UiTM) Puncak Alam. These workshops provided a unique opportunity for students to explore and utilise craft cement in their coursework.

The first session focused on "Biomorphic Pattern Exploration" and involved 24 first-year Architectural students. This workshop was an integral part of their "Embodiment of Life" module, where students drew inspiration from natural organisms to design a 200mm X 200mm modular concrete tile. The process required students to create their moulds and utilise our Quickmix DIY Craft Cement for casting the tiles, promoting hands-on learning and creativity.



In our second involvement with UiTM Architecture School's programme, known as "The Pet Centre Project," we engaged with 70 fourth semester students. Their task was to design a model for a comprehensive one-stop centre catering to visitors' pet necessities. Craft cement played a pivotal role in this project, enabling the students to explore construction techniques while understanding the significance of building materials.



Overall, these Masterclass sessions proved to be effective platforms for architectural students to experiment with cement and concrete, deepening their understanding of these materials as fundamental elements in construction. Additionally, the workshops introduced them to the concept of sustainable construction, fostering awareness towards the importance of environmentally conscious building practices.

SPEARHEADING THE TRANSITION TO SUSTAINABLE CONSTRUCTION

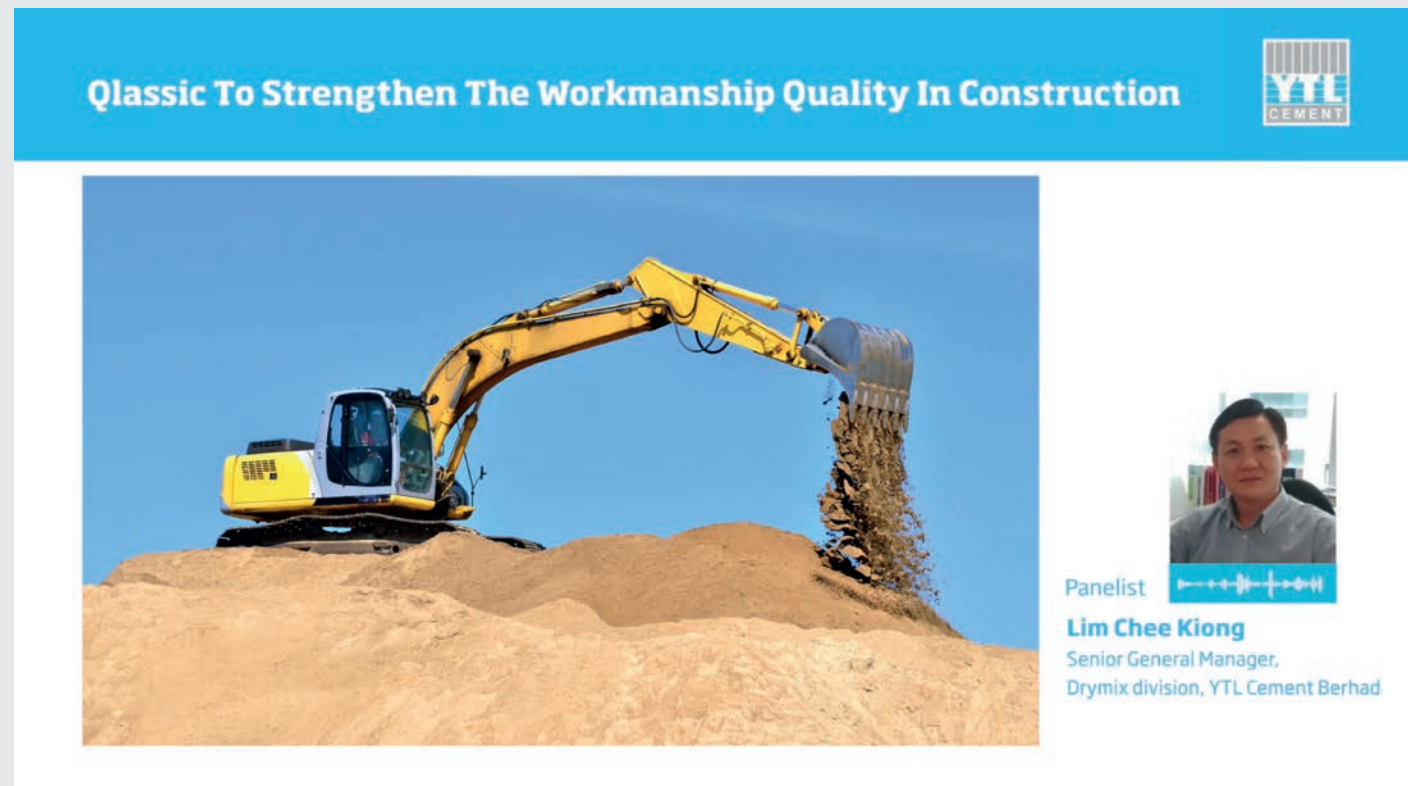
As we support the transition of the industry to Sustainable Construction, we aim to make access to information as seamless and convenient as possible. To achieve this goal, we have taken significant steps to enhance our corporate website with a fresh layout and interactive features. These additions are designed to assist our customers in finding the perfect products and solutions that align with their specific applications.

Our website now incorporates construction tools that empower customers to easily determine the ideal quantity of products required for their projects. This not only streamlines the process, but also helps to reduce wastage commonly associated with traditional construction methods. We believe that by offering these user-friendly features, we can make the entire experience more interesting and convenient for our valued customers, while contributing to a more sustainable approach to construction.

YTL Cement collaborated with the Construction Research Institute of Malaysia (CREAM) to organise a webinar titled "QLASSIC to Strengthen the Workmanship Quality in Construction" on 20 October 2022.

Quality Assessment System in Construction (QLASSIC) is an independent assessment tool to measure and evaluate workmanship quality of building projects based on the Construction Industry Standard (CIS 7:2006).

Lim Chee Kiong, Senior General Manager at our Drymix Division shared his experience in the panel discussion on issues faced by developers in achieving significant quality in construction workmanship and how the QLASSIC plays a role in improving quality.



SPEARHEADING THE TRANSITION TO SUSTAINABLE CONSTRUCTION

Concrete is Beautiful Photography Competition

In March 2023, we held a photography competition that aimed to celebrate the beauty of cement and concrete that are a part of our daily routines. Our followers on Instagram and Facebook were invited to capture the charm of intriguing concrete structures.

Our objective was simple - to kindle an appreciation for the enduring strength, versatility, and aesthetic appeal that concrete brings to our lives. We wanted to highlight how integral concrete is, from the foundations of our homes and workplaces to the very pathways we tread on during our daily journeys. The response was overwhelming, with a total of 267 submissions.

In addition, we organised a similar competition for our employees. By involving our internal team, we wanted to provide them with a first-hand opportunity to appreciate the final outcomes of the building materials we produce and sell. Beyond being a mere contest, this initiative enhanced employee engagement, fostered a deepened connection to our products, and created a sense of pride among our workforce.



OPERATING SUSTAINABLY



Our initiatives to building a more sustainable future begin at our operations. We strive to operate more sustainably in every part of our operations. Taking proactive steps, making consistent progress, and openly sharing our insights are fundamental elements of our journey toward a more sustainable future.

- 33** Climate and Environmental Protection Policy
- 34** Our Aspiration to be Carbon Neutral by 2050
- 36** Our Environmental Performance
- 40** Climate Resilience
- 43** Other Initiatives

CLIMATE AND ENVIRONMENTAL PROTECTION POLICY

During the year, we reassessed the environmental challenges at our operations and reviewed our environmental management strategy. Our Climate and Environmental Policy have been updated to reflect the changes.

YTL CEMENT CLIMATE AND ENVIRONMENTAL PROTECTION POLICY

Updated 29 June 2023

We firmly believe that sustainability is a key driver to future business growth. Focusing on sustainable development allows us to adapt our corporate culture to meet the long-term challenges of our business. We are committed to carrying out our business activities in an environmentally responsible and sustainable manner, and to minimise the environmental implications of our activities.

Our commitment:

- **Compliance:** Adhere to environmental laws, regulations, and standards.
- **Minimise Impact on Climate Change:** Develop and promote sustainable products. Reduce greenhouse gas emissions by improving manufacturing processes, employ energy-efficient equipment, and promote the use of alternative fuels, alternative raw materials, and renewable energy with reduced carbon footprints.
- **Sustainable Operation:** Reduce waste generation and freshwater consumption. Increase reuse, recycling, and co-processing. Progressively reduce waste disposal to landfills. Maximise water efficiency by managing water consumption, utilising sustainable water sources such as rainwater, and recycling water for reuse. Ensure that waste and wastewater from our activities are managed in compliance with legal requirements.
- **Biodiversity Management:** Ensure that all our quarries are in locations gazetted by the local government for mining and production. Ensure each site has a mining development plan that adheres to environmental requirements. Promote awareness and invest in programmes that conserve biodiversity.
- **Sustainable Sourcing:** Engage with our suppliers to promote greater environmental responsibility, conservation of non-renewable resources, and good environmental management practices.
- **Communication:** Maintain open and effective communication channels with our employees, contractors, customers, the community, and stakeholders who work with us.
- **Performance:** Translate our commitments into actions. Integrate our ESG goals into day-to-day operations and set clear targets to monitor our progress.
- **Continuous Improvement:** Seek to improve and develop processes, tools, and capabilities that will guide our teams to achieve sustainability targets. Explore latest innovations in cement and concrete solutions to promote green building.

Everyone who works for the company is responsible for demonstrating correct environmental behaviours and reporting potential environmental risks. This includes employees, suppliers, contractors, and third parties.





We communicate and engage with our employees through weekly production meetings and ESG trainings. Our internal communication channels ensure that every level of our organisation takes action and contributes proactively to the ongoing enhancement of our environmental performance. We want all employees to be catalysts for positive change, driving our collective efforts towards a more sustainable future.

OUR ASPIRATION TO BE CARBON NEUTRAL BY 2050

OUR ASPIRATION TO BE CARBON NEUTRAL BY 2050

Having made progress and gained valuable insights from technical discussions, research, trials, and third-party plant visits throughout the year, we have updated our 2050 Carbon Neutrality Roadmap. Our strategy remains the same: driving efficiency and innovation in our organisation. Leveraging innovation and forging partnerships, we are committed to continue to develop low carbon building materials and champion sustainable construction practices. Additionally, we will persistently explore new technologies in carbon capture and utilisation.

Malayan Cement Berhad's 2050 Carbon Neutrality Roadmap

PRESENT TO MID-TERM INITIATIVES		MID- TO LONG-TERM DEVELOPMENT		
Production 	Production Efficiency <ul style="list-style-type: none"> Equipment design and efficiency Process automation and digitisation Operation mastery 	Low Carbon Energy <ul style="list-style-type: none"> Alternative fuel Waste heat recovery Solar power 	Production Method <ul style="list-style-type: none"> Alternative cementitious material New generation of production process 	Clean Energy <ul style="list-style-type: none"> Renewable energy as main fuel for clinker production Increase conversion to solar power
Sustainable Construction 	Product <ul style="list-style-type: none"> Low carbon cement (ECOCem) and concrete (ECOConcrete) Product solutions for different applications YTL Cement Sustainable Construction Tools 	Market <ul style="list-style-type: none"> Capacity building programmes Raising awareness through YTL Cement Seminar Series, collaborations, and stakeholder engagement 	Product Innovation <ul style="list-style-type: none"> Ultra-low carbon cement and concrete New generation of building materials 	Market <ul style="list-style-type: none"> Market for new generation of cement and concrete
CO₂ Technologies 	Cement <ul style="list-style-type: none"> Alternative production method to facilitate decarbonisation 	Concrete <ul style="list-style-type: none"> Ultra-low carbon concrete 	Cement <ul style="list-style-type: none"> Alternative production method to facilitate carbon capture Carbon capture and utilisation /sequestration 	Concrete <ul style="list-style-type: none"> Carbon utilisation / sequestration
Fundamentals 	People <ul style="list-style-type: none"> People development Stakeholder engagement 	Regulatory Framework <ul style="list-style-type: none"> Regulatory framework promoting and supporting transition to low carbon economy 	People <ul style="list-style-type: none"> People development Stakeholder engagement 	Regulatory Framework <ul style="list-style-type: none"> Support for technology transfer Regulatory framework for low carbon economy

2030 Targets

Production
 Increase use of alternative fuel by at least 30%, from 5.2% in 2022 to 6.8% in 2030.

Sustainable Construction
 Reduce clinker / cement factor by at least 10%, from 80.2% in 2022 to 72.2% in 2030.

CO₂ Technologies
 In-house R&D or collaboration with external parties to assess at least 2 technologies each year.

Fundamentals
 Minimum 8 hours ESG training each year for managers and above.

OUR ENVIRONMENTAL PERFORMANCE

OUR ENVIRONMENTAL PERFORMANCE

Scope 1 Emissions, Cement

Indicator	Unit	FY2022	FY2023
CO ₂ emissions	kg CO ₂ per ton cementitious product	699	663
Clinker substitution	clinker-to-cement ratio	80.2%	80.9%
Fossil fuel substitution	%	5.2%	5.4%

In FY2023, we had reduced specific net CO₂ emissions from 699 to 663 kg CO₂ per ton cementitious product.

We continue to emphasise the importance of low carbon products and their impact on construction projects' environmental footprint. To raise awareness about sustainable construction practices, we embarked on an awareness campaign during the year. Additionally, we launched a series of communication programmes to promote our low carbon products, described in detail under Section II of this report.

We have taken steps towards sustainability in our cement production by partially replacing traditional fuels with alternative fuels. These alternative fuels are processed from various industrial and commercial waste streams, including plastic packaging production offcuts, and non-recyclable plastics, paper, textile waste, processed spent lubricant, as well as end-of-life tyres. During the year, we have implemented initiatives to enhance the quality and safety management of these fuels. The primary objective is to enable increased usage of alternative fuels and to mitigate the risk of fires at our cement plants.

Although we have seen progress in using alternative fuels, there were some challenges during the year. Mechanical issues at one plant impacted the consolidated results. However, we remain optimistic about the future as we anticipate improvements in the next financial year after we restore a crucial preprocessing equipment, expected to take place in the third quarter of 2023.

Continuing our commitment to sustainability, we actively seek ways to improve energy efficiency and optimise the cement production process. This includes replacing outdated and inefficient equipment, and addressing factors that affect specific heat consumption through regular inspections and maintenance. The investments made in recent years have significantly contributed to reducing both fuel consumption and emissions, marking a positive shift towards more eco-friendly operations.

Scope 2 Emissions, Operations

Indicator	Unit	FY2023
Total external power purchased	MWh	904,238

Our strategy to reduce Scope 2 emissions primarily focuses on two areas; i.e. energy efficiency and transition to clean energy.

During the reporting period our energy consumption in cement production increased compared to the previous year due to higher production volume. Our Technical and Projects Department supported plants in identifying power reduction opportunities. We have a pipeline of CAPEX projects focused on upgrading material handling systems, replacing electrical equipment with newer, energy-efficient technology and improving cement mill productivity. Positive results from completed projects have motivated us to continue these efforts in the next financial year.

Currently, we are actively pursuing clean energy alternatives. We have initiated discussions with the relevant authorities to secure approval for investing in solar PV farms, which will enable us to generate renewable power for our cement plants. We believe that this step aligns with our country's energy transition goals.

Additionally, we are exploring the possibility of investing in another waste heat recovery plant to further bolster our clean energy efforts. During the reporting period, our power generation from waste heat was lower than expected due to a major stoppage and overhaul of the plant. This maintenance activity is part of our three-year plan to enhance plant reliability and extend its designed operational life.

Indicator	Unit	FY2022	FY2023
Clean energy generated	MWh	52,584	47,230

CO₂-related Technologies

To achieve significant emission reduction, we have been exploring new decarbonisation technologies. Over the past three years we have reviewed a number of new development and emerging technologies in the market. Where we have identified technologies that have the potential to be applied in our operation, we formed multi-disciplinary working groups to lead the feasibility study.

During the year, we focused on evaluating two key technologies: oxyfuel and new generation of waste heat recovery. The oxyfuel technology, which utilises water electrolysis powered by renewable energy, showed promising potential for cost-efficiently capturing large percentage of CO₂ produced during clinker production. This could open doors to efficient carbon capture and utilisation/sequestration. Similarly, waste heat recovery, though not new, has seen advancements in thermal efficiency, making it viable even at relatively low waste gas temperatures, which were previously not feasible.

Our research extends beyond our current operation boundaries through Project ReGen, where we conducted trials with microalgae. As existing publications on algae cultivation differ in objectives and conditions, we focused on determining optimal conditions suitable for our environment and intended use. Our trials involved two different microalgae species under various cultivation conditions, aiming to identify the most energy-efficient approach. Preliminary findings on the impact of CO₂ addition and cultivation conditions, such as ambient temperature, light, agitation, and growth media, have been recorded, and our study will continue into the next financial year.

OUR ENVIRONMENTAL PERFORMANCE

OUR ENVIRONMENTAL PERFORMANCE

Resource Recovery

Indicator	Unit	FY2022	FY2023
Waste materials processed into alternative materials in cement and concrete production	Ton	935,734	1,129,327

Malaysia generates more than 30 million tons of waste annually, with a significant portion ending up in landfills, releasing decomposition-related greenhouse gases and requiring more land to be converted into landfills.

At MCB, we actively address this environmental challenge by converting suitable waste streams into alternative resources for our manufacturing plants. Our ECOcem, ECOconcrete, and ECODrymix products incorporate recovered materials, supporting waste management, and reducing landfill disposals for a more sustainable future. Upstream at our cement plants, we employ co-processing best practices in safely managing the materials, while ensuring our products consistently meet quality standards. The materials received are analysed, processed, and converted into alternative fuels and raw materials for clinker and cement production. We apply in-process quality control and product performance tests to ensure our products meet quality standards.

The Impact We Create



Reduce disposal to landfills



Conserve natural resources



Reduce GHG emissions



Prevent water pollution



No risk to manage in future

Furthermore, our cement plants hold ISO9001 and ISO14001 certifications and are equipped with state-of-the-art laboratories, dedicated material handling facilities, and upgraded air pollution control technologies. We are licensed by the Department of Environment Malaysia to provide co-processing services to various industries in the country.

Waste Management at Cement Operations

Indicator	Unit	FY2022	FY2023
Waste generated			
Scheduled waste	Ton	105	112
Other waste	Ton	739	708
Total	Ton	844	820
Waste disposed			
Scheduled waste	Ton	65	11
Other waste	Ton	739	708
Total	Ton	804	719

To enhance waste reduction efforts, we have implemented additional measures in our operations. One key aspect is the improvement in preventive maintenance scheduling, which optimises the use and changes of lubrication oil. Spent lubricant from critical equipment is reused as chain conveyor lubricant, reducing waste generation.

Continuing our commitment to reduce landfill disposal and increase recycling, we have established processes to separate metal parts from plant maintenance waste, allowing us to recover as many recyclable materials as possible. In managing electronic hardware such as laptops and desktop computers, we have centralised the process and send these items to licensed e-waste contractors for recycling. Throughout the reporting period, we successfully recycled 533 kgs of e-waste.

To promote recycling and sustainable waste management practices, we organised a Recycling Open Day in collaboration with YTL Hotels at our office in Petaling Jaya, Selangor, on 17 December 2022. This event involved active participation from our offices and plants in Klang Valley. Our employees organised the collection of waste paper, recyclable items, and electronic equipment in the weeks leading up to the event. On the event day, 18 enthusiastic staff volunteers assisted in unpacking, separating, and segregating the items. Thanks to the contributions from our employees, their families, and friends, we successfully sent a total of 2,400 kgs of materials for recycling.

Waste Management at Cement Operations

Indicator	Unit	FY2023
Water usage	m ³	2,968,311
Number of sites with water reuse or recycling	sites	17

We have added this new indicator, i.e. water usage, for FY2023 reporting as water usage is one of the Common Indicators introduced by Bursa Malaysia in its updated Sustainability Reporting Guide issued in September 2022. Furthermore, in our latest materiality assessment conducted during the year, water usage is identified as a material matter.

In cement production, water is used mainly for cooling. Water is circulated in the system and eventually evaporated. Meanwhile in concrete production, water is used to prepare concrete mixes and for mixer truck wash out.

We reduce municipal water usage by harvesting rainwater for use and recycling the water for reuse. We aim to increase the number of sites that reuses or recycles water by 30% (2030 vs 2023).

We recognise that climate change poses potential risks to our company's operations and financial performance. These risks arise from both physical risks, such as flooding, and transition risks, including political, legal, technological, and market changes as the world moves towards a carbon-neutral economy. The implications of these risks could range from asset impairment due to changes in asset useful life to increased costs and a decline in demand for our products. Nevertheless, we also recognise that this shifting landscape brings forth new opportunities for our group. To address and mitigate these risks effectively, we are actively taking measures to enhance our energy efficiency, reduce costs, and improve our resilience against operational disruptions.

In this section, we outline our processes for identifying, assessing, and managing climate-related risks.

Governance of Climate-related Risks and Opportunities

The Group has established a governance structure to manage climate-related risks and opportunities effectively. The Board has the overall responsibility for the Group's long-term resilience while the Management is tasked with the assessment, design, implementation, and execution of the group's response to identified risks and opportunities.

The Board considers climate-related factors during strategic planning, risk management policy reviews, annual budgeting, and business plan evaluations. The Management provides regular updates to the Board on climate-related issues and progress on actions taken to address them.

The Managing Director, supported by the Sustainability Committee, is assigned climate-related responsibilities. The Managing Director ensures that climate-related issues are appropriately monitored and implements the group's strategy in this regard.

The Sustainability Committee keeps track of climate-related issues by engaging with government organisations, external stakeholders, and through internal meetings with relevant departments. The Committee is also responsible for developing the group's strategy to address climate-related issues. They support operational management in identifying and implementing actions for climate risk mitigation. Opportunities for process improvement are managed through existing processes, while opportunities related to product innovation and new production technology involve dedicated working groups with the participation of relevant Sustainability Committee members.

Operations management, on the other hand, is responsible for identifying, assessing, and mitigating risks, with climate risk-mitigation integrated into operational planning. Progress on climate risk mitigation is regularly reviewed in meetings chaired by the Managing Director.

Assessing Climate-related Risks

In the last financial year, we had conducted several internal workshops on climate-related risks and opportunities. The workshops were organised with three main objectives in mind: to raise awareness on the impact of climate change on our Group, to conduct climate change risk assessments at the operational level, and to discuss risk-mitigation actions and opportunities. These sessions were attended by leadership teams from operational sites, heads of functional units, and managers from the Head Office. The output was then incorporated into the Group business strategy and site operational plans.

Having established this base, we have updated our risk identification and management approach following discussions at operational and Sustainability Committee meetings. We define the time horizons as below:

- Immediate: 1 to 2 years
- Mid-term: 2 to 10 years
- Long-term: More than 10 years

Although some of the risks identified may not have significant impact in the short term, we recognise the need to start planning the transition. Hence, our management approach considers all risks identified.

Policy and Legal			
Risks and Opportunities	Time Horizon	Segment and Geography	Management Approach
Political instability and changes in policies can impact our operations and customers. The changes can increase our exposure to a wide range of threats, including early retirement of equipment and compliance cost to meet new requirements and tax.	Immediate to mid-term	All segments, nationwide.	<ul style="list-style-type: none"> • We actively monitor the political environment to identify and anticipate any adverse scenarios. • We constantly engage with the relevant government departments and agencies on issues that currently impact or have the potential to affect our operations.
Change in renewable energy policy and regulation will enable us to invest in solar PV and reduce our Scope 2 emissions.	Immediate to mid-term	Cement operations, nationwide.	<ul style="list-style-type: none"> • We have developed a roadmap to reduce emissions from our operations, which includes a pipeline of projects to upgrade our plants and equipment to be more efficient as well as to promote of low carbon products.
Implementation of carbon pricing mechanism may increase operating expenses. Meanwhile, the availability of government support in technology transfer and R&D funding will enable us to implement new technologies that are currently not accessible.	Mid to long-term	Cement operations, nationwide.	

Technology			
Risks and Opportunities	Time Horizon	Segment and Geography	Management Approach
Equipment suppliers have started to introduce a new generation of cement production technology that support lower specific heat consumption, efficient materials handling, and process digitisation.	Immediate to mid-term	Cement operations, nationwide.	<ul style="list-style-type: none"> • We regularly participate in cement and concrete seminars to stay up-to-date with technological developments.
New clinker production process that enables cost-efficient carbon capture and alternative cementitious material production technologies are being tested with pilot plants in Europe, China and Africa. In 5 to 10 years, the technology may mature for full-scale operation.	Mid to long-term	Cement operations, nationwide.	<ul style="list-style-type: none"> • We are upgrading our plants and replacing older equipment with new technology to be more energy efficient. • We form technical collaborations with external parties to fast-track learning and implementation.
The substantial CAPEX required to implement new technology in carbon capture and utilisation/sequestration (CCU/S) and the required plant modifications will have significant impact on business viability if the new technology is unable to fully address the intended scope or if the resultant change in product specifications is not accepted by the market.	Long-term	Cement operations, nationwide.	<ul style="list-style-type: none"> • We will continue to evaluate options and conduct feasibility studies on new technologies with the potential to be implemented locally.

CLIMATE RESILIENCE

OTHER INITIATIVES

Market			
Risks and Opportunities	Time Horizon	Segment and Geography	Management Approach
In the mid-term, increasing public awareness on the importance of sustainable construction will change construction design, material selection, and construction method. Building materials producers will need to innovate to create materials that cater to new construction methods and meet sustainability expectations.	Immediate to mid-term	Cement, concrete, and aggregate operations, nationwide.	<ul style="list-style-type: none"> We continue to develop our range of low carbon products and innovative solutions for green buildings, while improving our environmental performance. We conduct R&D and collaborate with external parties to innovate, with the possibility of business diversification.
Cement and concrete are often considered unsustainable due to the CO ₂ emissions from clinker production. To achieve sustainable construction, some advocate reducing concrete use and exploring alternative construction materials. This issue may adversely affect customer confidence and acceptance of cement and concrete, which will impact the Group's revenue in the mid to long term.	Immediate	Cement and concrete operation, nationwide.	<ul style="list-style-type: none"> Dissemination of correct product information is important to us. We regularly engage with our direct and indirect customers to share our ESG initiatives, and the environmental benefits of our products. We reach a wider audience through our YTL Cement Seminar Series, media engagement and social media platforms.

Physical Risks			
Risks and Opportunities	Time Horizon	Segment and Geography	Management Approach
Although we were not impacted by floods during the reporting period, it remains a physical risk to our business. Floods can disrupt our deliveries to customers, cause asset losses, and pose safety risks to our people and operations.	Immediate	All operations, nationwide.	<ul style="list-style-type: none"> We include weather patterns in operations and inventory planning. During the reporting period, we have implemented new measures to protect stockpiles from rainwater and improve the drainage system at our plants. Sites that are prone to flooding have also updated their Emergency Response Plans to include appropriate procedures, and conducted briefing for our employees and contractors. We formulate new products suitable for construction at night.
Heavy rainfall adversely impacts the productivity and efficiency of our cement and aggregate operations, mainly because of the outdoor nature of our activities. During heavy downpours, visibility is low, and roads become slippery. As per our Health and Safety procedure, quarry activities must be temporarily suspended until the inclement weather passes. Additionally, trucks transporting raw materials to and from stockpiles will need to seek shelter during extreme weather conditions.	Immediate	Cement and aggregate operations, nationwide.	
Excessive rainwater exposure can cause material blockages in our handling systems, leading to reduced throughput and impact to our production cost.	Immediate	Cement operations, nationwide.	
Heavy rain and very high daytime temperature can impact the progress of construction work at our customers' sites. This has impact on our supply chain and production cost.	Immediate	Concrete operations, nationwide.	

Supporting Biodiversity Management

Our commitment to sustainability starts at the beginning of the cement manufacturing process; at our quarries. We established the Centre for Biodiversity, Conservation and Research Efforts (BCRE) to develop a better understanding of the karst system and its biodiversity, to help us achieve a good balance between conservation and development. There are currently two active initiatives in Kanthan and Langkawi. We will be launching a University-Industry Research Consortium on Tropical Karst Landscape to carry out a five-year research on karst and biodiversity sustainability. This will be a collaboration between MCB, The Ministry of Higher Education and five universities in Malaysia. More details of this Consortium will be reported in next year's sustainability report.

Additionally, we planted 400 trees at two of our cement plants in our continuing efforts to green our environment, and in support of the "100 million trees planting campaign".

Kanthan Biodiversity Conservation Initiative

Since 2014, we committed to conserving Gua Kanthan and its biodiversity. We have undertaken various initiatives including developing a foundation of biodiversity inventory and the translocation of plants and land snails.

The land snail translocation project, done in collaboration with University Malaysia Sabah and RIMBA, was initiated in 2020 where 171 Elephant Pupinid snails were migrated. In February 2023, our research partners revisited the translocation site to monitor the progress of the translocation project and 11 newborns were recorded.

The findings suggest that the translocation process has potential for successful relocation of the snails. There is an initial positive trend with notable survival rates and limited newborns. However, further observations and analysis are needed to confirm long-term success. Nevertheless, early signs of successful reproduction and survival within the first three years are promising indicators for the viability of the translocated population.

Tree Planting at Padang Rengas and Kanthan Plants

In celebration of Hari Alam Sekitar Negara 2022, we received a generous in-kind donation of 400 trees from Department of Forestry Perak with the support of DOE Perak. Among the tree species gifted were local forest species like Meranti Temak Nipis and Merawan Siput Jantan. Embracing this opportunity to give back to nature, we rallied the efforts of 16 dedicated volunteers to plant 200 trees within the lush grounds of Kanthan Plant, while another team of six volunteers enthusiastically planted the remaining 200 trees within the premise of our Padang Rengas Plant.

These tree-planting initiatives hold a special place in our hearts as they resonate with the nationwide "100 Million Tree-Planting Campaign." With each tree placed into the soil, we aspire to make a meaningful contribution to our planet and the well-being of our employees and the local community.



Langkawi Biodiversity Conservation Initiative (LBCI)

MCB has made a commitment to conserve Gua Pinang, one of the largest caves on the island of Langkawi. This aligns with Langkawi’s vision, prioritising effective management practices, emphasising environmental sustainability and resource preservation during development. Notably, Langkawi has recently achieved its fourth revalidation for its UNESCO Global Geopark status, underscoring our collective commitment. We will continue our conservation endeavours to ensure the continuation of this esteemed recognition.

Sustainable Supply Chain

Although this is not identified as a material matter in our materiality assessment, we have adopted this as a good practice recommended by Bursa. We seek to deliver value to our stakeholders by carrying out our activities in an environmentally responsible and sustainable manner. In our journey towards achieving a sustainable operation, we want to work together with our suppliers and contractors to achieve long-term environmental and social performance.

We have launched the YTL Cement Sustainable Procurement Policy. The policy covers seven areas related to environmental, social and governance. To guide the implementation, we have introduced add-on templates for new supplier qualification and the annual performance evaluation form for existing suppliers. To promote adoption of the recommended practices, we had organised an online session to communicate the policy and provide a platform for discussion.

YTL Cement Suppliers’ Day

On 8 March 2023, we organised our YTL Cement Suppliers’ Day, a virtual event with the main objective of engaging our suppliers on sustainability matters within our supply chain and their organisations. The event was well attended by 90 participants, including suppliers of our cement, concrete, and aggregate businesses, as well as employees from MCB and YTL Cement.

The session began with a presentation by our Head of Sustainability, Clarisse Loh, who emphasised the importance of ESG management. She discussed a step-by step approach to developing an ESG strategy and managing its implementation.





Next, our General Manager - Procurement for Cement, Erwin Cheong, led a session where we announced the launch of the YTL Cement Sustainable Procurement Policy. We also introduced the YTL Cement supplier environmental and social practices evaluation forms.

Through this event, we demonstrated our commitment to sustainability by fostering collaboration with our suppliers. We aimed to inspire our suppliers to join us on the journey towards a more sustainable future through the valuable insights and sharing during the event.

Screening of New Suppliers and Assessment of Existing Suppliers

We have created separate add-on templates for the evaluation of new suppliers and performance management of existing suppliers. Both templates cover the following areas:

<p>Environmental criteria</p>  <ul style="list-style-type: none"> • Environmental policies for carbon emissions reduction, efficient energy management, water conservation, and waste management. • ISO 14000 and ISO 50001 certifications. • Quantitative environmental targets. • Supplier management. • Compliance to environmental permits, standards, and regulations. 	<p>Social criteria</p>  <ul style="list-style-type: none"> • Social policies on workforce diversity and equality, child and forced labour, occupational health and safety, customer safety and health, data privacy, and community well-being. • ISO 45001 and ISO 9001 certifications. • Health and safety indicators. • Compliance to labour standards and regulations.
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This is the first year that we have implemented a comprehensive screening process for new suppliers and conducted assessments of existing suppliers based on environmental and social criteria. Our target population is all new suppliers and those accounting for our top 80% spend. Any supplier scoring below 50% will receive dedicated support from our Procurement team to improve in the identified areas.

Performance	
Number of suppliers assessed using	
Environmental criteria	122
Social criteria	122

We had started this initiative in March 2023. We will continue to assess our suppliers in the next financial year.

OPERATING RESPONSIBLY



We believe a responsible operation promotes a positive work culture and is critical to our long-term success. Operating in a responsible manner leads to protecting our people, our customers, our stakeholders whom we work with, our environment, and our company.

We are committed to ensuring that our group of companies operate ethically, with integrity and compliant to laws and regulations. We have identified sustainability matters important to our business and we have put in place operating standards and controls to ensure our practices meet our group standards and stakeholders' expectations.

- 49 Anti-bribery and Corruption
- 50 Preventing Anti-competitive Behaviour
- 50 Compliance to Environmental Regulations
- 51 Data Security and Privacy
- 51 Human Rights at Work
- 52 Non-discriminatory Employment

ANTI-BRIBERY AND CORRUPTION

MCB takes a zero-tolerance approach to bribery and corruption. We are committed to acting professionally, fairly, and with integrity in all our business dealings and relationships. We expect all employees, directors, and third parties working on our behalf to strictly abide by the Malaysian Anti-corruption Commission Act 2009 or any other applicable anti-bribery or anti-corruption law, including regulations, guidelines, and rules made thereunder and to refrain from engaging in any form of bribery or corruption.

In addition to this general prohibition, as MCB Group is part of the YTL Corporation Berhad group of companies ("YTL Group"), YTL Group's Code of Conduct and Business Ethics found in <https://www.ytl.com/codeethics.asp> ("the Code") and YTL Group's Anti-Bribery and Corruption Policy found in <https://www.ytl.com/abcpolicy.asp> ("ABC Policy") set forth expectations and procedural requirements that apply to all employees and directors of MCB in dealing with external parties. The ABC Policy is reviewed at least once every three years to ensure that it continues to remain relevant, appropriate, and effective to enforce the principles highlighted.

To ensure all MCB employees and directors understand the content of the Code and the ABC Policy, employees and directors are required to sign the YTL Group Integrity Pledge. All new employees are required to sign this pledge in their first week with our company. Employees are reminded that a breach of the ABC policy is considered serious misconduct. Employees found violating the Code or the ABC Policy will be subject to disciplinary action, including the risk of dismissal, and will not be considered for employment at any other YTL Group companies.

To help our employees familiarise with the Code and the ABC Policy, in 2020, YTL Group created a set of online training modules with assessment. During the reporting period, a three-part refresher course was launched. The refresher course covers various aspects of corruption including definition and examples of corruption, corporate liability, gratification, whistleblowing, and best practices in preventing and reporting corruption.

The number of employees from MCB Group who have completed the online training and assessment as of 30 June 2023 is as below. At the time of reporting, the exercise was still on-going. We expect to achieve 100% completion rate.

	Unit	As of 30 June 2023
Total number of employees	Persons	2,004
Employees who have completed the refresher course as of 30 June 2023	Persons	1,902
	%	95
By category:		
Top management	%	100
Senior and Middle management	%	99
Executive	%	100
Non-executive	%	81
Total amount of monetary losses as a result of legal proceedings associated with charges of bribery or corruption	RM	0



PREVENTING ANTI-COMPETITIVE BEHAVIOUR



The Competition Act 2010, which has been in force since 1 January 2012, prohibits anti-competitive agreements and the abuse of dominant position in the market. As the largest cement producer and ready-mixed concrete supplier in Malaysia, we consider compliance with competition law as critical to our reputation. We take the management of risks that could significantly impact our results and continued success very seriously.

We believe a free market economy drives efficiency and encourages innovation. We are committed to complying with competition laws in our day-to-day business. Every employee is expected to demonstrate their awareness of competition law when engaging with any competitor, customer or supplier. Every manager is required to take action to ensure compliance with competition law and seek to avoid even the appearance of any wrongdoing.

To ensure employees who interact with trade associations, competitors, customers, distributors, and suppliers are familiar with competition laws and regulations, we organised two sessions of competition law update and refresher trainings in July 2022. Both sessions were conducted by our external lawyers who specialise in competition law and the trainings were attended by 111 employees. Aside from reminding our employees on the main principles of competition law, these trainings emphasised red flags in various business settings relevant to our businesses, including prohibited anti-competitive conduct and good practices.

During the year under review, no breaches of Competition Act 2010 were reported against any MCB Group company nor any of its employees.

COMPLIANCE TO ENVIRONMENTAL REGULATIONS



Manufacturing activities can have an impact on nature through air emissions and effluent discharge to the environment. We take a proactive approach in mitigating risks and minimising our environmental impact. We adopt good manufacturing practices, equip our plants with pollution control systems and train our people in the related environmental regulations. We regularly review our plants' performance in meeting internal standards and the requirements of environmental laws and regulations.

During the reporting year, there were no significant incidents related to environmental compliance in locations where we operate.

Emissions

We share society's concerns about air quality. We have invested efforts and resources to reduce air pollutant emissions from our operations. Our management of emissions focuses on process input and effective capture and removal system.

Our qualification procedure for new alternative fuels and raw materials includes composition analysis. We have defined limits for parameters associated with air pollutants. Any materials found to exceed the defined limits are disqualified and not accepted for use at our plants.

Our cement plants are equipped with upgraded emissions control and monitoring systems, approved by the Department of Environment (DOE). The systems are operated by Competent Persons who are certified for bag filter operation by the Environmental Institute of Malaysia (EIMAS). The emissions monitoring systems have electronic data interfaces to continuously feed our emissions data to the DOE. In this way, the public can rest assured that our plants are always in compliance with emission standards. In addition, we submit quarterly and annual emissions performance reports to the DOE. Once a year, we engage accredited contractors to measure our emission and prepare an independent report for submission to the DOE.

During the year under review, we did not have any penalty or fines related to non-compliance in emissions.

Effluent Discharge

Water is an important resource in our operation. At our cement plants, water is used for cooling, where most of it will eventually evaporate. In concrete production, we use water as a component in our concrete mix and for truck washing.

We ensure that water discharged from our plants meet the regulatory standards. Measures taken include proper storage management of used lubricants and grease to ensure no spillages into water bodies, active on-site management and regular housekeeping of truck washout settling pits at concrete batching plants, and periodic water quality sampling to ensure compliance.

During the year under review, we have recorded no major non-compliance. However, we have identified areas for improvement at our concrete operations. We will report the improvement actions taken in the next Report.

DATA SECURITY AND PRIVACY

We respect our customers' privacy and take measures to ensure the security of personal data that we collect, store, and process.

We limit the collection of personal data to only as needed. Where we have to collect the data, we are transparent about how the data will be used and we do not disclose or use personal information for any purposes other than those agreed upon.

We take precautions to keeping the data received safe and secure. We regularly review and update our tools and systems to ensure effective protection against ransomware and data theft, and our employees are trained to identify scam and phishing.

In FY2023, there were no substantiated complaints or identified cases concerning leaks, thefts, or losses of customer data, nor breaches of customer privacy.



HUMAN RIGHTS AT WORK

We are committed to creating a work environment where all employees are treated fairly and with dignity, respects and consideration for their human rights. We ensure that basic human rights are upheld for our employees and are in accordance with local regulations and the national employment act. These include:

- Prohibition of child labour, forced labour, and human trafficking. All employees are hired based on the principles of freely-chosen employment.
- Prevention of discrimination and harassment.
- Employees are granted the flexibility to express their opinions freely and safely. Feedback and constructive criticism are treated with confidentiality and raised to the relevant parties for follow up and action.
- We do not prevent our employees from being associated with any external bodies, so long as it does not jeopardise the Company's reputation, represent a conflict of interest, and/or hinder their performance at work.

We do not engage in forced or compulsory labour practices including any work or service which is extracted from any person under the threat or menace of a penalty and for which the person has not offered himself/herself voluntarily.

To protect human rights beyond our direct operations, we require our suppliers and contractors to adopt at minimum similar standards, and we set this as a condition for agreement.



NON-DISCRIMINATORY EMPLOYMENT

NON-DISCRIMINATORY EMPLOYMENT

We believe that a diverse workforce helps our company to realise its full potential. Our group benefits from the different backgrounds, perspectives, and experience of our people. This diversity contributes to broadening our base of expertise and improving cross-cultural understanding, which in turn enables us to understand and respond better to customers needs and evolving stakeholders expectations.

Employee hiring is conducted through a fair and transparent process strictly based on merit and suitability for the job. In addition, we are dedicated in maintaining an inclusive, safe, and harassment-free workplace.

In addition, we promote equality of remuneration. We provide our employees with equal opportunities for career advancement and our remuneration scheme does not discriminate demographic profiles.



Equal and Inclusive Workplace

We are committed in nurturing the professional growth of our workforce. Our pursuit involves ensuring equal learning prospects for all employees. To this end, we allocate resources to enhance our Angels' learning journey by collaborating with external trainers to craft tailor-made training initiatives.

In December 2022, we organised a specialised two-day Microsoft Excel training session at Wisma YTL Cement, which drew the participation of seven Angels. The training was led by a seasoned instructor, with the support of a sign language interpreter. Participants were granted the chance to showcase the skills they had acquired during the training at the end of the session.

About our Angels

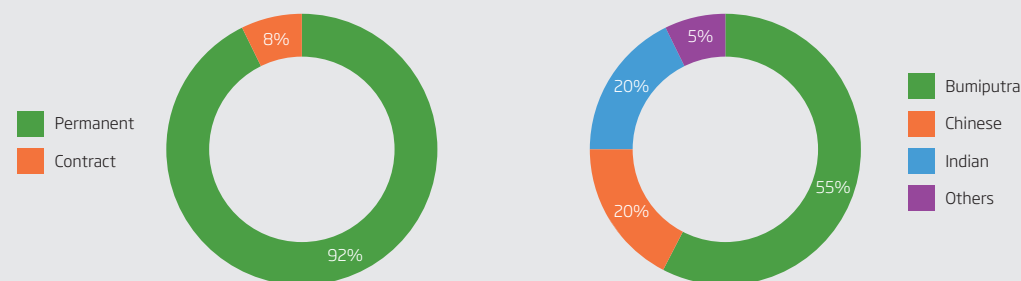
Aligned with the spirit of non-discriminatory employment, we collaborated with the Malaysian Federation of the Deaf (MFD) in 2011 and recruited our first group of individuals with hearing and speech impairments. They are affectionately known as "Angels" at MCB.



Percentage of Employees by Gender and Age Group, for Each Employee Category as of 30 June 2023



Percentage of Employees by Contract Type, Nationality, and Ethnicity as of 30 June 2023



BUILDING CAPACITY AND THE COMMUNITY



Our people are our greatest assets and fundamental to our success. We take initiatives to provide a positive working environment that promotes employee safety, growth, and goal attainment. Our goal is to create a workplace where people get the chance to fulfil their potential and be the best that they can be.

- 57 Occupational Health and Safety
- 65 Human Resource Development
- 72 Community Investment

OCCUPATIONAL HEALTH AND SAFETY



Safety is not just a priority. It is an inextricable part of sustainable development. We aim to provide a healthy and safe work environment with zero harm to our people and contractors working at our sites.

Our Commitment:

- Zero Harm: Provide conducive working environment for employees and contractors that is safe, healthy, and secure.
- Compliance to Legislations: Conform to relevant standards, policies, rules, and procedures within the national legal and regulatory framework.
- Safety Risk Management: Establish safety guidelines and procedures to minimise occupational health and safety risks from operations.
- Safety Culture: Empower employees to take ownership and support each other in creating a safe and healthy working environment for everyone.
- Open Communications: Provide channels for the dissemination of information and to receive feedback.
- Continuous Improvement: Periodic review of H&S performance to monitor progress and further improve.

Occupational Health & Safety Management System

We have a robust Health and Safety (H&S) Policy and Management System to empower our people and promote best practices with the ultimate goal of creating a zero-accident working environment. During the reporting period, there were various initiatives to promote and enhance workplace safety.

Workplace Safety and Health Committees (SHC)

At the operational level, each cement plant, ready-mixed concrete batching plant, and aggregate quarry region establishes its own Safety and Health Committee (SHC). The primary objective of these committees is to enhance workplace health and safety conditions. The SHCs comprise representatives from both management and employees.

The responsibilities of the SHCs include the following:

- Developing an annual Occupational Health and Safety (OH&S) plan.
- Reviewing and enhancing policies to ensure a robust OH&S Management System.
- Leading training sessions, communication efforts, and site engagement initiatives to promote a safety-conscious culture.
- Conducting audits of the OH&S system, site implementations, and emergency response preparedness to identify and rectify potential risks.
- Organising quarterly meetings to assess performance, discuss findings, and establish action plans for continuous improvement.

Performance

During the year, we have taken various actions to make our workplace safer for our people and our contractors.

Initiatives were implemented to enhance safety awareness among plant workers through an increased frequency of training sessions and informative briefings on H&S matters. A cumulative total of 31,073 manhours were invested in training for employees, drivers, and contractors. Additionally, systematic workplace inspections were carried out to ensure adherence to safe workplace procedures and to promptly address unsafe practices. In the FY2023, a total of 1,344 such inspections were conducted. These proactive steps have contributed significantly to a decline in the H&S Lagging Indicators, as evidenced by a reduction in occupational injuries during FY2023.

The number of employee health surveillance conducted during the year is lower compared to last year because not all surveillance is conducted yearly. The frequency of each health surveillance is determined by the risk assessment conducted at site.

The number of near-miss incidents reported is still low. Continued effort is essential to encourage more incident reporting, enabling prompt proactive measures to rectify unsafe situations at the workplace and prevent recurring incidents.

OCCUPATIONAL HEALTH AND SAFETY

OCCUPATIONAL HEALTH AND SAFETY

Indicators	Unit	FY2022	FY2023
Leading Indicators			
Health & Safety Training	Man-hours	18,663	31,073
Health & Safety Training	Employees trained		473
Employee Health Surveillance	Persons	624 ¹	470
Workplace Inspections	Number	981	1,344
Near-miss Reports Received	Number of reports	17	19
Standard Operating Procedure (SOP) Reviews	Number of review	448	556
Lagging Indicators			
Lost Time Injuries ²	Number of cases	31	21
Lost Time Injuries Frequency Rate (LTIFR) ³	Rate	3.11	2.27
LTIFR - Employee	Rate	3.34	2.80
LTIFR - Contractor	Rate	2.87	1.73
Total Injuries Frequency Rate (TIFR) ⁴	Rate	4.42	3.24
TIFR - Employee	Rate	4.71	3.44
TIFR - Contractor	Rate	3.90	3.03
Fatality	Number of cases	1	0

- Note:**
1. We have changed the units for reporting. In FY2022 we had reported the number of health surveillance conducted. This is now replaced with the number of employees.
 2. Cases of Lost Time Injuries include both employees and contractors. The breakdown of LTIFR and TIFR into employees and contractors are provided.
 3. LTIFR: LTI/million hours worked.
 4. TIFR: Total number of injuries/million hours worked.

Guidelines and Procedures

Logistics Safety Standard

In March 2023, we introduced the YTL Cement Group Logistics Safety Standard (LSS), which is applied across all logistics operations of our various business segments.

The primary goal of the LSS is to promote heightened awareness and adhere to safety protocols to ensure safety in logistics activities conducted at our operations, safeguarding the well-being of our personnel, drivers, and other road users.

The LSS consists of five pillars: Logistics Organisation, Driver, Vehicle, Journey Management, and Load Handling. Each pillar elaborates on specific requirements to be followed diligently.

To further reinforce the LSS' implementation, we utilise data collected from GPS systems fitted on all vehicles within the YTL Cement fleet. This data helps us monitor driver behaviour on the road, enabling us to identify and address issues like speeding, harsh braking, and driving without adequate rest periods. Through this proactive approach, we reinforce our commitment to maintaining high standards of safety in our logistics operations.



Workplace Hazards Control

At MCB, safety is a collective effort and responsibility. Every individual involved in our operations plays a crucial role in ensuring a safe work environment. As a manufacturing company, our employees and contractors often face diverse hazards that require careful management.

Our primary approach to safeguarding everyone's well-being is centered on the elimination of hazards and the substitution of work processes to mitigate identified risks. Additionally, we have incorporated engineering controls into plant designs and work processes, further reducing our people's exposure to potential dangers.

My Safety Intervention (MySI)

We have initiated a programme called MySI, currently being piloted at select plants, with the objective of mobilising our operation management teams to actively engage with workers on-site. The overarching goal is to reduce the number of safety incidents within our organisation.

Through this programme, we aim to foster a strong sense of ownership and responsibility for safety at plant level while enhancing safety awareness. During these interventions, we acknowledge and encourage safe acts performed by employees and contractors. At the same time, if any unsafe acts are observed, the intervention focuses on explaining the potential consequences of such actions and providing guidance on the correct approach to ensure safety.

To ensure efficient data collection and reporting, all findings from safety interventions are recorded using a digital form. This allows us to keep track of safety-related observations and take appropriate follow-up actions promptly. When a report is received by the plant safety officer, measures to close pending safety cases are initiated without delay.

The MySI programme serves as an excellent tool for line management to demonstrate their unwavering commitment towards health and safety in the plant. By actively engaging in safety interventions, the management showcases their dedication to fostering a safe working environment for all employees and contractors.



OCCUPATIONAL HEALTH AND SAFETY

OCCUPATIONAL HEALTH AND SAFETY

H&S Competency

In our commitment to protecting individuals from harm, we conduct annual training programmes for both our employees and contractors. These training sessions serve as a continuous effort to enhance safety awareness and provide a structured platform for all participants to learn effective hazard management techniques in their respective roles. Furthermore, these initiatives foster an environment where employees and contractors can exchange ideas and share best practices to strengthen our safety measures collectively. Together, we strive to ensure that everyone goes home safely at the end of each day.

Our OH&S training programme covers 4 areas as described below:



Across all business segments, we had conducted training on all 4 areas and recorded 31,073 man-hours in training in the year under review.

Guidelines and Procedures

We conduct multi-site trainings whenever we introduce new guidelines or procedures to ensure consistent interpretation of new requirements. This provides all employees with the opportunity to clarify and share feedback.

During the current reporting period, when the Logistics Safety Standard was launched, it was followed by a training session for employees who are involved in the implementation of this standard. The Logistics Department staff were briefed on the requirements of the standard and also their roles and responsibilities.

When work instructions or SOPs are reviewed, the affected workers are briefed on the changes. During this reporting period 550 reviews were conducted and the relevant workers were trained on the revised procedures.

For the H&S officers, an internal online workshop was conducted for the team to discuss the amended OSHA 2022. With this workshop, the safety officers have a better understanding on what to expect when the amended act is enforced.



H&S Induction

New employees at plants and contractors are required to undergo safety induction before they are allowed to perform work in our plants.




During the reporting period, we continued to organise safety induction once a month or more frequently, if needed, at our cement plants, ready-mixed concrete batching plants, and quarries for new employees and contractors.

This programme includes presentation by our trained employee on hazards in the plant and required control measures, as well as a practical demonstration on the correct method to wear Personal Protective Equipment (PPE). Some contracted workers are required to attend job-specific safety briefings, in addition to the pre-job toolbox talk at the job site, depending on the nature of their work.



Safe Operations

Our leaders, at all levels of the business, are responsible for identifying and managing risks to create and maintain safe work environments and protect our people. We believe an effective safety culture is driven by engaged people. We aim to provide everyone within our business with the knowledge and tools to perform every task safely. The following are some of the training conducted during the year:

Job Risk Assessment (JRA)	Rigging and Lifting	Safe Forklift Handling
<p>Prior to initiating any task within the plant premises, a risk assessment process is mandated to identify potential job-related risks and the corresponding precautionary measures to be adopted. Employees are trained in conducting this risk assessment procedure.</p> <p>Sharing of lessons learnt from incidents helps to raise employees' hazards awareness so that similar hazards at the workplace will be identified and included in the risk assessment.</p> <p>In the month of May 2023, the Langkawi Plant conducted seven JRA training sessions for all operational teams. This initiative was undertaken to enhance safety management practices across all activities in preparation for the Line 2 plant shutdown scheduled for June.</p>	<p>Training on safe rigging and lifting were conducted at Perak-Hanjoong and Langkawi Plants to train employees on the correct rigging technique to ensure the lifting operating is safe. Participants were also trained in communication by signaling with the crane operator.</p> <p>The training included a classroom session on the theories and procedures, followed by an onsite demonstration where participants took turns to perform rigging and practise signaling.</p>	<p>Forklifts are extensively utilised for various tasks such as loading and moving palletised products, as well as for other maintenance and operational activities. It is crucial that all forklift operators receive proper training to be well-informed about potential hazards during their tasks and to ensure the safe operation of this mobile equipment.</p> <p>A person is required to undergo certification training before being assigned to operate a forklift.</p> <p>During the reporting period, the Kanthan Plant conducted this training for employees and contract workers who work at our plant on a regular basis.</p>
		

OCCUPATIONAL HEALTH AND SAFETY




OCCUPATIONAL HEALTH AND SAFETY

Chemical Safety	Energy Isolation	Working at Height
<p>A total of four training sessions on Chemical Handling were conducted for Langkawi Plant operational teammates in November and December 2022 as part of regulatory requirements under OSHA 1994 - USECHH Reg. 2000.</p> <p>The primary objective was to provide employees with the information and instructions to enable them to understand the possible risks to health and the precautions required when handling chemical materials at their workplace.</p>	<p>Lockout tagout (LOTO) procedures ensure that hazardous power sources are isolated and rendered inoperative before any maintenance work is started.</p> <p>During the reporting period, our Aggregates division organised online and physical training for their management team, employees, and contractors on site.</p>	<p>We are committed to ensuring that our workforce and contracted personnel are adequately skilled to perform tasks safely at elevated heights. Over the course of the year, our Pasir Gudang cement plant, Batu Kawan, and Johor region concrete operations conducted training sessions focused on working at height risks and proper methods to use a full body harness.</p>

Emergency Response

Our approach involves proactive risk identification and assessment to prevent incidents from occurring, coupled with necessary measures to mitigate or eliminate potential risks. Simultaneously, we ensure preparedness to respond effectively in the event of an incident.

To strengthen our emergency response capabilities, we regularly conduct practice drills for potential incidents, like fires and confined space rescues. These exercises involve close collaboration with local emergency services and regulatory agencies to jointly test our emergency plans and procedures.

Firefighting Training	Confined Space Rescue	First-aid and CPR
<p>The Emergency Response Team (ERT) at Perak-Hanjoong Plant was trained by BOMBA on firefighting and rescue techniques.</p> <p>With the knowledge and skills learnt, the plant ERT will be able to respond to emergency situations as first responders while waiting for the arrival of external emergency services.</p> 	<p>During the year, the Emergency Response Team (ERT) at the Kanthan Plant organised confined space rescue training with BOMBA. Meanwhile, Pasir Gudang conducted 3 sessions of training focusing on Industrial Code of Practice for Confined Space,</p> <p>This training is important since work in confined spaces is undertaken in the plant during major shutdowns and scheduled silo cleanings.</p> 	<p>We organised two sessions to equip the Emergency Response Team (ERT) members with crucial first-aid skills, which are highly relevant to potential emergency situations.</p> <p>We also conduct regular refresher courses at other locations.</p> 

Health

We work to improve not just safety at workplace but also our people's health and well-being. We promote, educate, and support our people in making healthy lifestyle choices and recognise the importance of good ergonomics at work.

Health Hazards	Ergonomics	First-aid and CPR
<p>Training and briefings on health related topics are conducted to create awareness among workers to take necessary control measures to minimise their exposure to health hazards at the workplace, such as chemicals, noise, and ergonomics risk factors.</p>	<p>In August 2022, an online briefing session was organised for quarry engineers of the Aggregates Division, addressing ergonomic risk factors. Following this session, the engineers relayed the information to their respective quarry workers, highlighting necessary precautions to avert musculoskeletal disorders. The focus encompassed aspects such as maintaining correct posture, employing appropriate manual lifting techniques, and more.</p>	<p>We organised two sessions to equip the ERT members at Perak Hanjoong Cement and Kanthan Plants who were trained on first-aid and CPR techniques. With this training, the ERT members will be able to respond to emergency situations at the plant before the ill or injured person is transferred to an external medical facility.</p>

Defensive Driving Training

Given the integral role of road transport in our business operations, we recognise the importance of road safety. Road accidents frequently stem from driver fatigue and distractions, such as drowsiness or diverted attention. To address this, our road transport fleets have initiated the implementation of advanced devices designed to detect signs of microsleeps, fatigue, and distractions. These devices proactively caution drivers, so they remain vigilant.

In our ongoing commitment to ensuring road safety for all, comprehensive Defensive Driving Training (DDT) has been instituted for all MCB fleet truck drivers. This training equips them with vital techniques to navigate the roads securely and contribute to the well-being of all road users. The DDT encompasses a wide array of topics, including hazard identification, maintaining a safe following distance, adhering to speed limits, managing distractions while driving, and the imperative for adequate rest before and during journeys.

The DDT initiative includes drivers of various truck types, ranging from cement tankers and concrete mixer trucks to tipper trucks and trailers. The training protocol incorporates both classroom sessions and hands-on on-site demonstrations, culminating in an assessment. Conducted by MCB's Internal Driver team, this training stands as a fundamental element of our dedication to enhancing road safety.

Throughout the reporting year, a total of 386 fleet truck drivers underwent this training.



A participant practising GOAL (Go Out And Look) and Daily Vehicle Inspection



A participant practising the correct method to adjust rear view mirrors to minimise blind spots.

OCCUPATIONAL HEALTH AND SAFETY

Workplace Inspections

Workplace inspections are carried out by plant H&S team on a regular basis. The findings are shared with plants' management, and corrective actions are assigned to the relevant departments. Additionally, our plants are periodically inspected by officers from the Department of Occupational Safety and Health (JKKP).

During inspection at job sites, the required risk assessment, permits, and isolations performed are checked by reviewing the relevant documents displayed at the job site. In addition, records of workers briefing on job hazards and controls are also checked.



Reporting

All H&S incidents are reported internally using a digital form that can be accessed by employees using a QR code. When a report is submitted, the site H&S Officer will be notified by e-mail. Based on the severity of the incident, further investigations will be conducted, and corrective actions will be taken to prevent reoccurrence.

The Managing Director is notified on all serious H&S incidents such as fatality or Lost Time Injuries.

We practise a 'no-blame culture' and encourage all employees and contractor workers to come forward and report all H&S incidents.

HUMAN RESOURCE DEVELOPMENT

Our people are the heart of the business. We prioritise investments in attracting, training, developing, and retaining top talents, recognising the pivotal role they play in our achievements. Our unwavering focus is on cultivating a transformative culture, providing an environment that nurtures and empowers our employees to thrive and take ownership of their aspirations.

Guided by our HR pillars, we are committed to fostering a safe, healthy, and engaging workplace that promotes growth, learning, and development. This approach ensures that our employees flourish, allowing them to reach their full potential while consistently delivering high-quality products and services.

Our Human Resource Pillars:

Growing Our Talent



We recognise and reward our employees fairly. We are committed to continuously re-skill and up-skill our employees to help them grow and maintain a talent pipeline, which is essential for the continuation of our business. We grow our talent by:

- Attracting and retaining talent.
- Having a robust performance management system that is consistent and measurable.
- Training and development programme.

Ensure Employee Wellness



We uphold the well-being of our employees by prioritising H&S to promote a healthy and safe working environment. We ensure employee wellness by:

- Putting in place H&S competencies and systems.
- Continuously initiatives to promote employee wellness.

Building a Diverse and Inclusive Workforce



We have a diverse and inclusive workforce with various platforms for open communication and employee engagement. Through BUILDS, we encourage volunteerism in our various CSR activities. We build a diverse and inclusive workforce by:

- Maintaining communications and engagement platforms for two-way communications.
- Encouraging employee volunteerism under our CSR arm, BUILDS.
- Creating a work environment that is inclusive and promotes diversity.

Pillar 1 - Growing Our Talent

We are committed to continually enhancing the skills and knowledge of our workforce, fostering their growth, and cultivating a talent pipeline crucial for the sustained progression of our business.

Attracting Talent

The ability to attract talent has always been a differentiator in an organisation's success, and more so in the present competitive business environment.

To attract and retain top talent, we recognise the importance of cultivating a positive company culture that nurtures employee growth and development. A thriving culture is one that values diversity, promotes inclusivity, and fosters a sense of belonging among our workforce.

During the reporting period, we participated in nine career talks at universities and participated in various career fairs where students had the opportunity to speak to our employees and learn more about our industry and Group.

HUMAN RESOURCE DEVELOPMENT

HUMAN RESOURCE DEVELOPMENT

- March 2023** Career talk at Montfort Boys Town
- April 2023** Meeting with the Matriculation Division, Ministry of Education to promote YTL Cement Scholarship Scheme
- June 2023** Recruitment drive at APU Mega Career Fair
- Started in June 2023** Scholarship Scheme Career Talk at universities



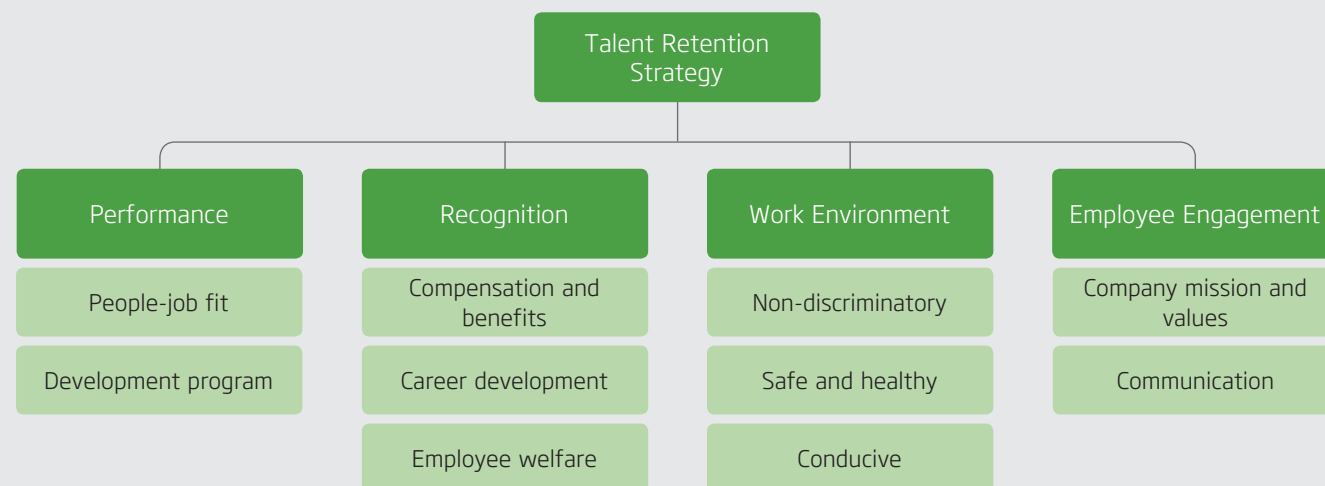
In June 2023, we initiated a series of talks at various universities, including Universiti Malaya (UM), Universiti Sains Malaysia (USM), Universiti Teknologi Malaysia (UTM), Universiti Tunku Abdul Rahman (UTAR), Universiti Tun Hussein Onn Malaysia (UTHM), Universiti Malaysia Perlis (UNIMAP), and Universiti Malaysia Pahang (UMP), to introduce engineering students to our scholarship scheme and career opportunities. The talks aimed to enlighten students about the promising career prospects and professional growth within YTL Cement's operations. Alongside insights from our Human Resources Department, our own engineers shared their personal work experiences and career progression at MCB. We also took the opportunity to promote our YTL Cement Scholarship Scheme, which empowers students pursuing studies in local higher learning institutions to unlock their potential and shape their future in the field of engineering. This initiative successfully reached 500 engineering students across these seven esteemed universities.



Talent Retention

Over the decades, our organisation has evolved from a ready-mixed concrete producer to a regional player in manufacturing and supplying building materials. This journey has been propelled by the dedication and expertise of our people. Consistently, our team members have demonstrated exceptional capabilities, meeting expectations and achieving remarkable feats. Our legacy is intricately woven with the resourcefulness, and industriousness of our workforce, and our achievements hinge on their enduring dedication. For this reason, talent retention is pivotal in our talent management programme.

Our talent retention strategy focuses on 4 areas; performance, recognition, work environment, and employee engagement.



- **Performance**

People-job fit ensures a symbiotic relationship between employees and their roles, leading to a harmonious, productive, and fulfilling work experience for both individuals and the organisation as a whole.

We train our managers in Competency Based Interview techniques to help them to develop selection criteria and accurately assess if a candidate has matching competencies.

In the current year, we introduced an enhanced performance management template. This initiative seeks to foster better congruence between individual performance, departmental objectives, and overarching company strategies. With greater clarity, employees can channel their efforts more precisely, yielding outcomes that garner recognition and contribute to improved engagement.

- **Recognition**

We understand the value of cultivating an environment in which employees thrive through equitable opportunities for growth and career advancement based on merit. Our goal is to create a fulfilling career journey for our team, one where accomplishments are duly acknowledged and appropriately rewarded.

- **Work Environment**

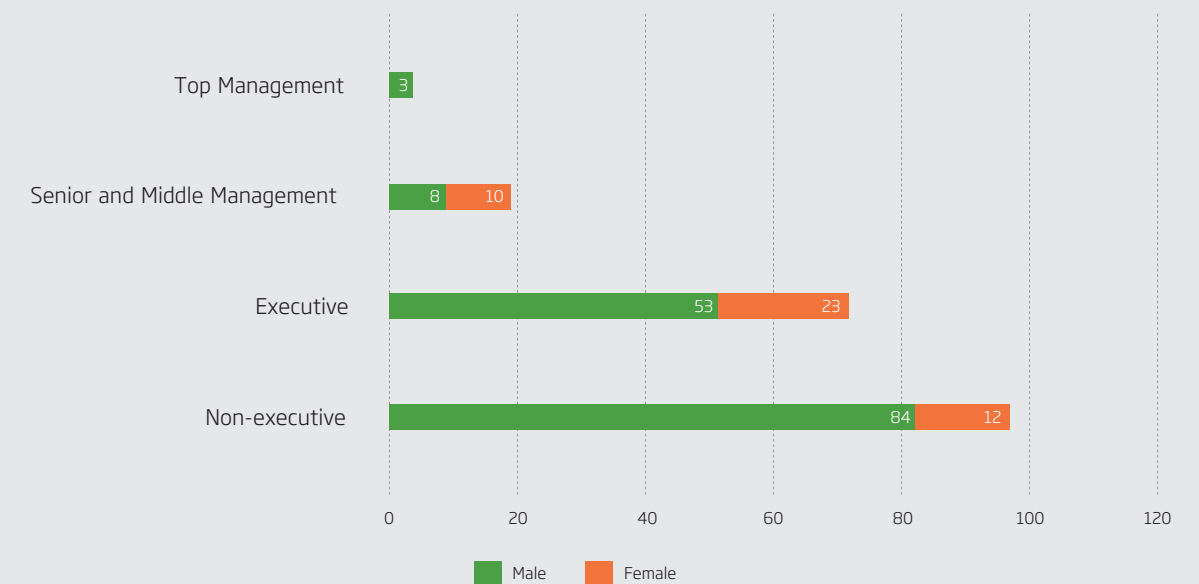
We seek to provide an environment where every employee is able to feel and perform their best. Our initiatives focus on 3 areas: non-discriminatory employment, safe and healthy workplace as well as conducive environment.

- **Employee Engagement**

We recognise the importance of maintaining open lines of communication with our workforce. Ensuring our employees stay well-informed about company performance, key initiatives, and ongoing projects remains a priority. To achieve this, we have established a variety of communication channels. We are committed to upholding a lively, inclusive, and optimistic workplace culture through a wide array of engagement activities tailored to various demographics and interests.

More details on our employee engagement efforts and communication channels are available on pages 70 and 71.

Number of Employee Turnover, by Employee Category



HUMAN RESOURCE DEVELOPMENT

HUMAN RESOURCE DEVELOPMENT

Training and Development

Our commitment to continuous re-skilling and up-skilling ensures a talented pipeline to sustain our business. We invest in training and learning opportunities to empower our workforce, keeping them equipped to embrace challenges and seize opportunities. This approach fosters a creative and agile culture, enabling us to remain competitive and successful in a rapidly changing business landscape.

As of 30 June 2023, our group had a workforce of 2004 individuals, comprising both women and men, engaged in various business domains. We are deeply committed to providing equal opportunities for all our employees, fostering a culture of continuous learning and growth. To achieve this, we actively support our people in identifying their strengths and development needs, aligning them with personalised development programs tailored to their unique requirements.

At MCB, our approach to talent development centres on equipping our employees with technical expertise, enhancing their soft skills, and nurturing their management capabilities. We offer a diverse array of training programs delivered through a combination of methodologies to enrich our workforce's capabilities.

In the year under review, our employees collectively completed a total of 23,427 training hours, with an average of 11.7 hours per employee. This dedication to learning and development reflects our unwavering commitment to empowering our employees and fostering a skilled and proficient workforce.



Sum of All Employee Training

Indicator	Unit	FY2022	FY2023
Total employee training hours	Hours	26,088	23,427
Average training hours per employee	Hours	12.3	11.7

Employee Training Hours, Employee Categories in FY2023

Position	Number of employees trained		Total training hours	
	Women	Men	Women	Men
Top Management	10	32	263	583
Senior and Middle Management	94	196	1,267	2,747
Executive	246	809	3,344	12,097
Non-Executive	62	519	574	2,552
Total	412	1,556	5,448	17,979

Role	Number of employees trained	Total training hours
Technical & Production	614	6,409
Administrative	1,354	17,018
Total	1,968	23,427

Highlights of Training Conducted During the Year

YTL Group LEAD Conference

Each year, YTL Group brings together senior leaders from all businesses to the LEAD Conference to share and discuss the wider group's priorities and strategies, and to provide a platform for leaders across businesses and geographies to network.

At the LEAD Conference held in November 2022, senior leaders from MCB had the opportunity to hear from YTL Group's Executive Chairman, leaders from other YTL businesses as well as a select number of invited guests on topics ranging from innovation and ESG, to cybersecurity and Asia economy. In one of the sessions, YTL Cement's Vietnam operation, Fico-YTL (YTL Cement's Vietnam operations) Director, Joshua Yeoh and country Managing Director, Nyugen Cong Bao, shared the operation's transformation journey.

YTL Cement Solutions for Sustainable Construction

In January and February 2023, 145 employees with commercial roles at Cement, Concrete, and Aggregate attended a two-part training on ESG and Sustainable Construction.

The in-house training aimed to equip our sales, marketing, and communication teams with the required knowledge in ESG, development in sustainable construction and our product solutions to meet the changing needs.

HUMAN RESOURCE DEVELOPMENT

CREAM Makmal Kerja Raya visit. An Experiential Learning

Following the signing of the Memorandum of Understanding between CREAM and YTL Cement in April, a team from MCB visited the Construction Research Institute of Malaysia (CREAM) testing facility at Makmal Kerja Raya Malaysia (MKRM) located in Chan Sow Lin on 29 May 2023.

The programme commenced with a briefing by Ahmad Hazmin, Head of MKRM, who provided valuable insights into CREAM's role in supporting the construction industry in Malaysia. The briefing covered the diverse range of activities conducted at the facility, as well as CREAM's ongoing research initiatives aimed at enhancing the quality and sustainability of construction materials and practices.

After the presentation, our team went on a guided tour of the testing facility which comprises of a construction material performance test zone, a state-of-the-art laboratory, and demonstration houses for 3D printing and interlocking blocks.



Pillar 2 - Ensuring Employee Wellness

Employee wellness is crucial for improved productivity, reduced absenteeism, and lower turnover rates. It fosters a positive workplace culture, enhances mental health outcomes, and enhances an organisation's reputation. Prioritising wellness aligns with ethical responsibility and contributes to both individual and organisational well-being.

We uphold the wellbeing of our employees by prioritising Health & Safety to promote a healthy and safe working environment. Please refer to pages 57 to 64 for updates on our H&S initiatives.

Employees are encouraged to strike an optimum work-life balance. We promote the cultivation of interests and the pursuit of knowledge beyond the confines of work. In 2022, our Brown Bag Luncheon (BBL) programme was launched to promote lifelong learning and foster connections among colleagues from diverse departments. This initiative not only enriches our employees' minds but also serves as a platform for socialising, injecting a sense of enjoyment and camaraderie into our workplace.

Employee Engagement Through our Employee Engagement Programmes and Brown Bag Luncheon Series

Mobile Photography Workshop "Say Cheese!" - July 2022

The mobile photography workshops were held on 14 July, 21 July, and 28 July 2022 at Perak-Hanjoong Simen, Pahang Cement, and Pasir Gudang Plant 2 respectively.

Participants learned how to take picture-perfect shots with their smartphones, including composition techniques and lighting tips to enhance photo quality.

The workshops included an instant photography competition where participants braved the afternoon sun to take the best photo of the day. Participants with the three best photos walked away with mobile photography accessories.



Sunset Yoga - August 2022

This was a four-week yoga session held at Menara YTL. The sessions, dubbed Sunset Yoga, were conducted to give employees the chance to learn something new while encouraging work-life balance.

Across the four weeks, participants had an introduction to basic yoga which then progressed into improving yoga poses, using yoga to treat illness as well as overcoming stress and aging with yoga.



Pillar 3 - Building a Diverse and Inclusive Workforce

Promoting a diverse and inclusive workforce is key to MCB's success. Our initiatives drive innovation, enrich decisions, and foster a harmonious environment. Through unbiased recruitment, and support programs, we ensure everyone is valued. This approach attracts top talent and fuels sustainable growth. At MCB, we're committed to a dynamic and respectful workplace, where diverse perspectives thrive, enhancing our collective success.

Our dedication to fostering equal opportunities for development and professional advancement is clearly demonstrated by the composition of our workforce. Despite operating in a field historically dominated by men, we take pride in highlighting that 33% of our senior and middle management, along with 23% of our top management roles, are occupied by women in both technical and administrative capacities. This accomplishment underscores our unwavering commitment to cultivating diversity and inclusiveness, thereby establishing our organisation as an environment where all individuals can prosper and achieve their utmost potential.

In establishing an inclusive workforce, effective communication, robust employee engagement, and active volunteerism play pivotal roles. Transparency in communication ensures employees stay well-versed in current developments. By sharing success stories and encouraging two-way dialogue, our commitment to inclusivity is evident through platforms like the Blueprint, our intranet channel. This comprehensive resource hub provides the latest updates, policies, forms, and educational ESG articles for employee knowledge enrichment. On top of providing updates, we organise a range of engaging activities for our employees through the Blueprint platform.

HUMAN RESOURCE DEVELOPMENT

Upcycling old T-shirts into Tote Bags - November 2022

We invited KlothCares, a Malaysian social enterprise actively promoting textile-recycling, to give a talk to our staff members at Menara YTL and Wisma YTL Cement. A total of 60 employees attended the programme.

During the talk, the presenter shared the damaging effects of mass production and consumption of clothing. Participants also learnt tips and lifestyle habits that can be adopted to reduce the amount of clothing that goes to waste.

In the second part of the programme, employees tried their hands at upcycling and turned their old T-shirts into functional tote bags.



These activities include exciting competitions such as the Concrete Is Beautiful employee photography competition (More details are available on page 29).

Additionally, our electronic Bulletin, distributed weekly, compiles news highlights from all our digital channels, guaranteeing that our staff remain fully informed and connected.

Through BUILDS, we invite our employees to volunteer and participate in our CSR projects for the community. Staff volunteerism plays a crucial role in our quest for increased engagement and inclusivity. Beyond benefiting communities, it fosters teamwork, cultivates skill diversification, elevates the company's reputation and aids in talent management. These projects also create networking opportunities between departments and empowers individuals to make a meaningful difference. This multifaceted approach to volunteerism not only enriches the workplace environment but also extends a positive influence far beyond the organisation's walls.

More information on BUILDS and its projects are available on pages 72 to 79.

COMMUNITY INVESTMENT

COMMUNITY INVESTMENT

BUILDS, Our Commitment to CSR

BUILDS is YTL Cement's Corporate Social Responsibility (CSR) arm. It is dedicated to supporting causes that extend beyond business objectives. The goals of BUILDS are centred around ensuring and contributing to the well-being of people, the environment, and the making of sustainable and worthwhile progress.

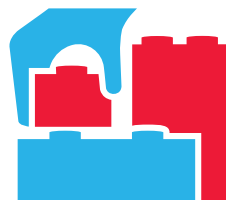
BUILDS' efforts are anchored in three key pillars: community, sustainability, and education. While each pillar has its specific objectives, they are interconnected, and our ultimate aim is to make a positive and lasting impact on the communities where we live and work.

For the year under review, we contributed a total of RM222,839 to BUILDS initiatives benefiting 32,646 beneficiaries and clocked in 1,102 volunteer hours, an 81% increase from last year.

All Community Investment

Indicator	Unit	FY2022	FY2023
Total spend	RM	217,536	222,839
Number of beneficiaries	Persons	8,753	32,646
Number of volunteers	Persons	68	216
Total volunteering hours	hours	610	1,102

Community



BUILDS works alongside community members and various stakeholders to enrich lives and improve livelihoods.

As part of our dedication to the community, we have proudly introduced a range of impactful initiatives aimed at making a positive difference. By actively engaging in these endeavours, we strive to strengthen the well-being and prosperity of the local communities.

Indicator	Unit	FY2022	FY2023
Total spend	RM	198,286	69,851
Number of beneficiaries	Persons	4,128	12,393 ¹
Number of volunteers	Persons	36	88
Total volunteering hours	hours	180	355

¹ This year, we have included the indirect beneficiaries into our total number of beneficiaries, who are individuals, groups, or communities who may not be the primary target or recipients of the programme/donations in our CSR programme but still benefit from its positive outcomes or impact.

Financial, in-kind, and manpower contributions to the nearby communities

Cement Donations

We made cement donations to public centres and schools such as Ladang Dovenby Temple, Ibu Pejabat Polis Kontinjen Ipoh, Perak, Sekolah Menengah Methodist (ACS) Sg Siput, Perak, Sekolah Menengah Chong Hwa Kuantan, Pahang and SJK (C) Chung Hwa Langkawi, Kedah. The cement donated was utilised to enhance the facilities.

Simen Rahmah

The Ministry of Local Government Development (KPKT) together with The Cement and Concrete Association of Malaysia (C&CA) and private housing developers introduced the Simen Rahmah Scheme in April 2023 for the construction of affordable homes. Under this scheme, C&CA has committed to supply up to 1 million tonnes of cement at a special price to qualified affordable housing projects.



Festival Celebrations with Local Communities

As part of the local community, we have always made it a priority to come together and celebrate various festive seasons. During these joyous occasions, our staff volunteered their time to organise and distribute festive hampers to beneficiaries, spreading happiness, and providing support.

For instance, during Chinese New Year, we extended cash donations and essential food items to the elderly in the Kanthan Baru community. Embracing the spirit of Ramadan, we helped organise several iftar events, benefiting nearly 3,000 individuals in Padang Rengas, Perak, and Teluk Yu, Langkawi.

When Hari Raya Aidilfitri arrived, we distributed food hampers to the less fortunate members of the Ladang Dovenby community. Additionally, we joined in the celebrations of Deepavali with the Ladang Dovenby community, offering support during their temple festivals and prayers.



In our most recent initiative, we distributed "daging korban" to 150 underprivileged community members in Kampung Teluk Yu, Kampung Belibis, and Kampung Kubang Badak, Langkawi. These donations played a significant role in meeting the recipients' needs during the festive season.

BUILDS Volunteers Participate in Sports Activities with Stakeholders

Our volunteers from Langkawi and Perak exemplify our commitment to nurturing strong community relationships. They actively engage in various sports activities organised by the local communities, displaying our dedication to supporting and participating in the events that bring the community together. In March 2023, three of our Pahang Plant employees participated in the charity-bowling match organised by Persatuan Pegawai Kanan Kastam Malaysia in Pahang. In November 2022, three of our Langkawi Plant employees joined the friendly badminton match organised by Perbadanan Kemajuan Kraftangan Malaysia in Langkawi.

Mitigating Flood Impact on the Teluk Yu Community

Recognising the potential risks posed by the river depth at Sungai Teluk Ewa, particularly during the rainy seasons, we organised a thorough visit and conducted a productive discussion session with the community in February 2023.

With the assistance of our volunteers, we actively worked towards mitigating issues that contributed to flash floods. This involved cleaning and deepening the river to ensure lower water levels, reducing the likelihood of flooding. Moving forward, we remain fully committed to consistently maintaining the river to prevent any potential reoccurrence of floods in the future.

COMMUNITY INVESTMENT

COMMUNITY INVESTMENT

Sustainability



BUILDS is proactive in our effort to protect wildlife and conserve the environment around us. We aim to operate sustainably and responsibly following the appropriate standards.

Indicator	Unit	FY2022	FY2023
Total spend	RM	2,800	62,282
Number of beneficiaries	Persons	0	1,671
Number of volunteers	Persons	32	86
Total volunteering hours	hours	430	650

Rejuvenating public spaces through KUDAH programmes

BUILDS Organises Beach Clean-up

BUILDS organised a beach clean-up event on 13 August 2022 at Pantai Cunang, a beautiful white-sandy beach situated in Tanjung Sepat.

30 volunteers assembled at 9:30 am on that Saturday morning to tackle the litter that had marred the beach's pristine appearance. To add a touch of friendly competition, the volunteers were divided into teams and challenged to see who could collect the most waste. Our collective effort resulted in the retrieval of nearly 500kg of waste. The winning team, demonstrating incredible teamwork, managed to amass an impressive 132.6kg of waste within a mere 1.5 hours.

To ensure the responsible disposal of the collected waste, a licensed waste collector and waste management company, promptly collected the gathered trash. Following the rewarding clean-up efforts, all participants gathered for a delightful 'satay and coconut' lunch, cherishing not only the sense of fulfillment from doing a good deed but also the camaraderie built during the event.

The event's success not only left employees feeling better about their positive impact on the environment but also brought them closer together through this shared experience of giving back to the community.

BUILDS Partners DOE Perak to Organise KUDAH in Conjunction with Hari Alam Sekitar Negara 2022

BUILDS and the Department of Environment (DOE) Perak collaborated to host the Program Kutip Sampah Sambil Riadah (KUDAH) in conjunction with Hari Alam Sekitar Negara 2022. This annual national celebration, organised by DOE, aimed to promote and engage the community in environmental preservation and conservation efforts. The event took place on 15 October 2022, at Sahom Valley Resort in Kampar, Perak, and received support from PLUS Malaysia, Department of Forestry Perak, Sahom Valley Resort, and the Sahom community.



The programme saw the participation of 80 volunteers, including colleagues from Perak-Hanjoong Plant, Kanthan Plant, and Geo Alam Environmental. Their collective efforts focused on cleaning up Sahom Valley and the surrounding area of Sungai Dipang, successfully collecting over 333 kg of waste and recyclable materials. Sungai Dipang holds economic significance for the community and serves as a popular local attraction for recreational activities.

As part of the conservation efforts, the Department of Forestry Perak generously donated 500 trees, with 100 of them being planted in the Sahom area and the remaining 400 planted at Kanthan and Padang Rengas Plant premises. Alongside tree planting and the clean-up activities, informative signs were installed along Sungai Dipang to raise environmental awareness among visitors, reminding them to cherish and care for the river while enjoying the area's activities.



During the event, DOE Perak guided an in-situ water quality test to assess the condition of Sungai Dipang's water. Visitors also had the opportunity to register as Rakan Alam Sekitar, demonstrating their commitment to environmental stewardship. Additionally, a photo exhibition showcased Perak's diverse flora and fauna, featuring captivating images taken by professional photographers and students who participated in a local competition.

The programme was officiated by Yang Berusaha Tuan Haji Rosli bin Zul, the then Director of DOE Perak.

BUILDS is proactive in our efforts to conserve biodiversity and the environment around us.

Tree Planting at Perak-Hanjoong and Kanthan Plants

In celebration of Hari Alam Sekitar 2022, we were fortunate to receive a generous in-kind donation of 400 trees from the Department of Forestry Perak. Among the tree species gifted were mangosteen and durian, alongside local forest species like Meranti Temak Nipis and Merawan Siput Jantan. Embracing this opportunity to give back to nature, we rallied the efforts of 16 dedicated volunteers to plant 200 trees within the lush grounds of Kanthan Plant, while another team of six volunteers enthusiastically planted the remaining 200 trees within the premise of Perak Hanjoong Plant.

These tree-planting initiatives hold a special place in our hearts as they resonate with the nationwide "100 Million Tree-Planting Campaign." Our commitment to this significant endeavour echoes our sustainability journey, where nature and humanity thrive in harmonious co-existence. With each tree lovingly placed into the soil, we aspire to make a meaningful contribution to the preservation of our planet and the well-being of the communities we cherish.



COMMUNITY INVESTMENT

COMMUNITY INVESTMENT

Recycling Open Day

We hosted our first Recycling Open Day in Wisma YTL Cement on 17 December 2022, jointly organised by Geo Alam Environmental and YTL Hotels in collaboration with our CSR arm - BUILDS. The initiative, which aimed to promote sustainable waste management practices, managed to collect more than 2,400 kg of recyclable items, such as paper packaging, plastic container, damaged electronic items, textile waste, and many more.

Employees from various YTL companies, together with their family members and friends, participated in the event by volunteering and contributing recyclable items collected from their home and office. We had 18 volunteers lending their helping hands for the day.

The recyclable items collected on the day were sold to an authorised recycler for cash. All proceeds collected from the sale of recyclable items were donated to the Kloth Woman Up programme, which aims to empower and improve the livelihoods of women from the lower income bracket who are struggling economically.

The event was a success thanks to the generous donations and effort showcased by our employees and volunteers.



Through our initiative, we have reduced the need for raw materials to be extracted and processed from virgin sources, saving an estimated 4,870 kWh of energy—enough to power a typical Malaysian household for a year, 2.3 million litres of water—enough to fill an Olympic-size swimming pool, and preventing the emission of roughly 2,000 kg of CO₂ into the atmosphere. The natural resources conserved through this initiative are also equivalent to approximately 8 trees, 3 barrels of petroleum oil, 247 kg of iron ore, 70 kg of bauxite, and 11 m³ of landfill space.

Potential



BUILDS aims to inspire and encourage creative curiosity across all levels of education, skillsets, and talents.

Indicator	Unit	FY2022	FY2023
Total spend	RM	16,450	90,706
Number of beneficiaries	Persons	4,625	18,582
Number of volunteers	Persons	0	42
Total volunteering hours	hours	0	97

Back-to-School Programme

Our Back-to-School programme is dedicated to promoting education and fostering community development.

In March 2023, during the back-to-school season, we contributed essential textbooks and workbooks to the students of SK Ladang Dovenby School in Perak. In Kedah, specifically at Sekolah Kebangsaan Ewa Langkawi, we distributed valuable cash vouchers to the students, enabling them to purchase stationery and books, further supporting their academic endeavours.



BUILDS Supports School Extra-curricular Programmes

We are committed to providing support to the programmes of our adopted schools. Our assistance, mostly financial, has included a diverse range of events. We believe that student participation in these events fosters exploration, talent discovery, and essential life skill development for their future. Among activities we supported were:

- Running event (merentas desa) for students from SJK(C) Chong Hwa Kanthan Bharu, Perak in June 2023.
- Running event (merentas desa) for students from Sekolah Menengah Bukit Sagu, Pahang in May 2023.
- Football competition in February 2023 for the SK Ewa Langkawi students.
- Handball competition for students from Sekolah Kebangsaan (LKTP) Bukit Kuantan, Pahang in June 2023.
- Co-curriculum day for 500 students from SK (C) Rimba Panjang Sg. Siput, Perak in June 2023.
- Youth leadership camp among the students of Sekolah Kebangsaan (LKTP) Bukit Kuantan in November 2022.
- Facilitated Innovation Group from Sekolah Menengah Agama Al-Maarif to participate in the prestigious World Invention Creativity Olympics held at the Seoul Trade Exhibition & Convention in Korea in June 2023.



YTL Cement Scholarship Scheme

The YTL Cement Scholarship empowers students studying in local institutes of higher learning, enabling them to unlock their potential and forge a path in engineering. This year, we proudly welcomed two additional scholars, bringing the total to 77 scholars supported since its establishment in 2007. This scholarship reflects our dedication to capacity building as we foster talented individuals who will contribute to the progress of the Malaysian construction industry. Upon graduation, over 50% of the beneficiaries opted to join us for employment. Many of our scholars have grown their careers with us and are now in senior positions within the Group.



Cookie Jar Design Competition Among Local Artists

Through our Potential Pillar, we aim to inspire and encourage creative curiosity across all levels of education, skillsets, and talent. To achieve this, we started an exclusive cookie jar design competition for local artists in 2021, and we repeated the competition in 2022.

The main goal of this competition is to showcase the unique stories, styles, and artistic talent of Malaysian artists on a global stage. The winner in 2021 was Lim Anuar, a well-known deaf Malaysian artist, illustrator, and designer with over 25 years of experience in the local art scene.

During this financial year, we received many artwork submissions from both emerging and professional local artists. This year, the winner of the competition was Haffendi Anuar. His captivating artwork focuses on the distinct architecture and infrastructure of Malaysia, particularly the lively city of Kuala Lumpur.

In recognition of their talents, both Lim Anuar and Haffendi had their artwork featured on exclusive merchandise. We proudly shared these creations with our stakeholders, both locally and internationally. This effort gave the artists exposure to a broader audience and provided a platform to nurture creative curiosity within our local artistic community.

Looking ahead, our plan is to establish this competition as an annual event.

Malaysian Favourite Past time

"Batik has always been my passion and medium of choice as it is an embodiment of the Malaysian identity, culture and heritage. Even though I am not able to vocalise my thoughts, batik has allowed me to express myself on the matters close to my heart.

My work are excerpts of my childhood. I grew up in Penang, in a community that is very diverse. The many cultures and various colours of traditions are the reasons why I love Batik painting. I hope I can continue to share my story and inspire others through my art."

Lim Anuar



OTHERS AND APPENDIX

MEMBERSHIP OF ASSOCIATIONS

MCB and its subsidiaries participate in various trade associations in Malaysia and overseas. Through the Group's involvement in programmes organised by the associations, we contribute and create positive impact to society and our country.

No	Organisation	About the Organisation	Member Entities
1	The Cement & Concrete Association of Malaysia (C&CA)	C&CA is the representative organisation of the cement industry in Malaysia.	MCB subsidiaries
2	The National Ready-Mixed Association of Malaysia (NRMCA)	NRMCA is the representative organisation of the concrete industry in Malaysia.	MCB subsidiaries
3	Global Cement and Concrete Association (GCCA)	GCCA is committed to building a bright, resilient, and sustainable concrete future. Its members are committed to sustainability - reducing the impacts of cement production and promoting the unique properties of concrete as a sustainable, durable, and resilient building material that will answer the needs of a growing and increasingly urban population.	YTL Cement Berhad
4	Federation of Malaysian Manufacturers (FMM)	The Voice of the Malaysian Manufacturing Industry. FMM leads Malaysian manufacturers in spearheading the nation's growth and modernisation.	YTL Cement Berhad
5	Malaysia Green Building Council (MGBC)	A non-profit making organisation to promote sustainable buildings in Malaysia.	YTL Cement Marketing Sdn. Bhd.
6	Waste Management Association of Malaysia (WMAM)	WMAM is a non-profit, technical and educational organisation that provides a forum for local and international waste management companies and suppliers to learn and exchange ideas to professionalise and advance waste management practices.	Geo Alam Environmental Sdn. Bhd.

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YTL CEMENT SEMINAR SERIES CONDUCTED DURING THE REPORTING PERIOD

No	Title	Date	Collaboration	Speakers/ Panellists
ARCHITECTURAL SERIES				
1	Concrete, Metal, Glass + Wood, Building Greener	18 Aug 2022	MGBC	Ar. Dr. Serina Hijjas, Ir. Ahmad Izdihar, Clarisse Loh
CEMENT & CONCRETE SERIES				
2	Towards Net Zero Carbon	25 Aug 2022	Internal	Diane Hoskins, Ar. Sarly Adre Sarkum, Clarisse Loh
3	Prohibition on the Use of Fly Ash	21 Sep 2022	Internal	Soo Thong Por, Chew Siok Hoon
4	Structural Analysis, Design and Detailing Using Digital Technology	12 Oct 2022	IEM	Ir. Wong Sik Kwang, Raymond Chow, Hong Ming
5	QLASSIC to Strengthen the Workmanship Quality in Construction	20 Oct 2022	CREAM	Syed Hazni Abd Ghani, David Chung
6	Solusi Dinding QuickMix - YiSheng	5 Nov 2022	Yisheng Hardware	Gavin Chen, Siti Syuhadah
7	Taklimat Pengenalan Produk dan Solusi untuk Pembinaan Dinding dan Lantai yang Sempurna	27 Mar 2023	JKR Wilayah Persekutuan	Sam Yap, Siti Syuhadah
8	Rebuilding Construction Industry via Design for Manufacturing Assembly	27 Jun 2023	CREAM	Ir. Syed Hamad Naguib Syed Azmi, Ir. Chan Huan Ong, Daniel Chong, Lim Tze Liang
ESG				
9	CIDB Training Pembinaan Mampan (Sustainable Construction)	11 Jan 2023	CIDB	Clarisse Loh
10	ESG Roadshow	7 Jun 2023	YTL Cement	Clarisse Loh
11	The Edge Symposium - Embracing Sustainability in Construction and Real Estate	23 Jun 2023	The Edge	Dato' Sr. Zaid Zakaria, Nicholas Ho, Ts. Lim Hui Yan, Clarisse Loh, Low Ewe Jin, Dr. Tan Loke Mun

YTL CEMENT SEMINAR SERIES CONDUCTED DURING THE REPORTING PERIOD

No	Title	Date	Collaboration	Speakers/ Panellists
MASTERCLASS SERIES				
12	Road Series: Technology of Rigid/Concrete Pavement	6 Jul 2022	Universiti Teknologi Petronas (UTP)	Sahruzi Sahari
13	Masterclass Road Workshop: Stabilisation Technology and Road Maintenance	20 Jul 2022	Universiti Teknologi Petronas (UTP)	Sahruzi Sahari, Syuhadah Shaharudin, Marzuki Bakar
14	Know your Cement	25 Jul 2022	Monash University, Malaysia	Wong Ai Ming
15	Craft Cement Demonstration	30 Jul 2022	Malaysia Handmade Soap and Aroma Association	Hafiz Ismail
16	Craft Cement (Embodiment of Life)	16 Jan 2023	Universiti Teknologi Mara (UiTM)	Nina Arianna
17	Craft Cement (Embodiment of Life) - Evaluation & prize presentation	19 Jan 2023	Universiti Teknologi Mara (UiTM)	Ong Ping Ping, Clarisse Loh
18	Craft Cement (Pet Centre Model)	8 May 2023	Universiti Teknologi Mara (UiTM)	Nina Arianna, Nursyuhada Che Husain
19	Sustainable Building Materials	23 May 2023	Universiti Malaya	Chew Siok Hoon, Nina Arianna
20	Craft Cement (Pet Centre Model) - Evaluation & Prize Giving	25 May 2023	Universiti Teknologi Mara (UiTM)	Nina Arianna
21	Craft Cement (Concrete Hanging Pot)	31 May 2023	Universiti Putra Malaysia (UPM)	Nina Arianna
22	Craft Cement (Concrete Hanging Pot) - Evaluation & Prize Giving	7 Jun 2023	Universiti Putra Malaysia (UPM)	Nina Arianna

GLOSSARY

GLOSSARY

A **Aggregates**

Aggregates are small rock fragments such as sand, gravel, or crushed gravel. Aggregates are commonly used for concrete production and for road construction and maintenance.

B **Bursa Malaysia**

Bursa Malaysia is the stock exchange of Malaysia. Bursa Malaysia has put in place a regulatory and supervisory framework to regulate the market and its participants.

C **CCUS**

CCUS stands for the capture, utilisation, and sequestration of CO₂. It describes processes that capture CO₂ emissions from industrial sources and either reuse or store the captured CO₂.

Cement

Cement is a hydraulic binder used as a key ingredient in concrete. Most cements are made from clinker and additives and are usually used in the form of a powder. Cement sets when mixed with water.

Circular economy

A circular economy is a model of production and consumption designed to preserve resources. It is based on three principles: Prevention of waste and pollution, recycling of products and materials, and regeneration of natural resources. A circular economy keeps materials and products in circulation for as long as possible.

Clinker

Clinker is the intermediate product in cement production. Clinker is produced from a mixture of limestone, clay, and other minor constituents in a thermal process. Clinker granules are ground into fine powder and blended with gypsum and other materials to produce different types of cement.

Co-processing

Co-processing is a term that refers to the use of waste as a source of energy to replace fossil fuels such as coal and diesel (energy recovery) and/or as alternative raw material to replace natural mineral resources (material recycling) in industrial processes such as clinker and cement production.

Concrete

Concrete is a building material made from a mixture of cement, aggregates, water, and admixture. The characteristics of concrete can vary depending on the type and ratio of its components.

F **Fly ash**

A wide range of materials combustion process generates fly ash. Fly ash from coal-fired power plants is pozzolanic and can be used as a cementitious additive to partially replace the clinker content of cement. Not all types of fly ash can be used for this purpose.

N **NOx**

Nitrogen oxides emission

Scope 1 Emission

Direct emissions from owned or controlled sources.

Scope 2 Emission

Indirect emissions from the generation of purchased energy.

S **SDG**

Malaysia together with other 192 world leaders adopted the 2030 Agenda for Sustainable Development (2030 Agenda) at the United Nations General Assembly in New York on 25 September 2015. This is a global commitment towards a more sustainable, resilient and inclusive development, with 17 Sustainable Development Goals (SDGs). The SDGs is a set of goals, targets, and indicators that UN member states use to frame their agenda and political policies from 2016 till 2030. The SDGs cover 5 dimensions namely People, Planet, Prosperity, Peace and Partnership.

SOx

Sulfur oxides emissions

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