



SUSTAINABLE SPACES, PURPOSEFUL PLACES

Sustainability Report 2023



Cover Rationale

In every corner of our developments, there unfolds a unique narrative—stories of families, cultures and enduring legacies. These narratives are brought to life on the cover of our “Sustainability Report 2023” reflecting UDA’s unwavering commitment to creating sustainable and meaningful spaces across all its business pillars.

The high-rise structures depicted symbolize the **Legacy** we aim to build—developments that stand the test of time serving as homes, workplaces and communal spaces for generations to come. Our offerings are diverse, catering to families of all walks of life with luxurious and affordable options alike.

The seamless gradient of colors represents our **Integrated** approach across all businesses. Whether it’s prime property developments, vibrant retail and hospitality spaces or expertly managed facilities, we ensure meticulous planning, connectivity to amenities and efficient infrastructure. This integration strengthens UDA’s promise of providing spaces that blend functionality with sustainability.

At the heart of the visual is a communal space representing our **Finesse** in merging culture, lifestyle and purpose. From innovative learning hubs to dining, shopping and wellness areas, UDA creates environments where communities can thrive.

Our tagline, “**Sustainable Spaces, Purposeful Places**” embodies our mission to **Enrich Lives** while positioning UDA as a trusted partner for long-term growth and value. This vision extends beyond property and hospitality to reflect our role as a steward of sustainable development ensuring every aspect of our business contributes to a brighter greener future.

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Scan QR code for more information.

BASIS OF THIS REPORT

BASIS OF THIS REPORT

UDA Holdings Berhad (UDA) is proud to present its first Sustainability Report (This Report).

“
This Report is a clear demonstration of our firm belief that sustainability is not just a secondary aspect of our business strategy but the heartbeat of our corporate identity.”



UDA Corporate Office

This interactive report has clickable buttons that enable readers to access more information.



Links to UDA's or other websites.

This Report serves as a testament to our steadfast commitment to generating positive economic, environmental, social and governance (“EESG”) impacts. It provides a holistic platform for us to communicate our sustainability initiatives, as it shares how we navigate challenges and celebrate our achievements.

We firmly believe that tracking and disclosing our sustainability performance will foster transparency and accountability in our sustainability efforts. By providing a transparent view of our sustainability efforts, we aim to build trust with our stakeholders. We trust that this Report will serve as a valuable resource for our stakeholders, offering insights into our path towards sustainability and our relentless efforts to promote a more sustainable future.

REPORTING SCOPE AND BOUNDARIES

Headquartered in Kuala Lumpur, Malaysia, UDA Holdings Berhad (UDA) is committed to transparency and accountability in all aspects of its operations. This Sustainability Report covers the entirety of UDA's business activities and those of its subsidiaries unless otherwise specified. Activities that are outsourced or conducted through joint ventures are excluded unless explicitly noted.

We have made a concerted effort to address all sustainability matters that are materially relevant to UDA's operations and stakeholders. The scope of this Report includes comprehensive disclosure of both qualitative and quantitative data, ensuring a holistic view of UDA's EESG performance.

REPORTING PERIOD AND CYCLE

The reporting period is from 1 January 2023 to 31 December 2023, unless specified otherwise.

GUIDELINES AND STANDARDS

This Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021. Our GRI Content Index is available from pages 96 to 97 of this Report.

In addition, the following standards set forth by various local and international reporting frameworks were also used as close guidance for the preparation of this Report:

- Bursa Malaysia Materiality Assessment Toolkit (2nd Edition)
- The Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (GHG Protocol Corporate Standard)
- United Nations Sustainable Development Goals (UN SDGs)

NAVIGATION ICONS

MATERIAL MATTERS

- 1 Anti-corruption
- 2 Climate Resilience
- 3 Data Privacy
- 4 Entrepreneur Development
- 5 Economic Performance
- 6 Procurement Practice
- 7 Market Presence
- 8 Health and safety
- 9 Environmental Compliance
- 10 Customer Experience

KEY STAKEHOLDERS

- Board of Directors and Employees
- Customers, Tenants and Prospects
- Government and Regulators
- Media
- Suppliers / Contractors / Business Partners
- Industry Affiliations
- Local Community and NGOs
- Shareholders / Investors and Analyst

MATERIAL MATTERS

The data collection and information disclosed in this Report are based on the sustainability material matters that are most significant to UDA and its stakeholders. In addition, this report covers Water and Effluents Management, Human Development, Diversity and Equal Opportunities, Labour Management Relations and Community and Society, which, while not part of our top 10 material matters, reflect our commitment to broader sustainability goals and responsible business practices.

FORWARD-LOOKING STATEMENTS

The forward-looking statements in this Report provide a glimpse of our present anticipations regarding potential future scenarios. These statements inherently encompass a wide array of risks, uncertainties and other elements, some of which might be outside our influence. These elements have the potential to cause substantial discrepancies between actual outcomes and our forecasts.

These statements also shed light on our expected future operations or financial performance, which is predicated on a multitude of assumptions and exposed to various risks and contingencies. It is crucial to acknowledge that unforeseen events and future developments could result in significant divergences from our current anticipations. These divergences could stem from numerous factors, including shifts in market conditions, regulatory alterations and other unpredictable circumstances.

Consequently, we recommend readers to exercise prudence and apply their discernment when interpreting these statements. Despite our pursuit of precision, the inherent unpredictability of the future implies that actual outcomes may deviate from our forecasts. However, we remain committed to adapting our strategies as necessary to navigate these uncertainties and continue delivering value to our stakeholders.

FEEDBACK

We welcome feedback and suggestions to improve our sustainability reporting and practices. Please forward your feedback and suggestions to sustainability@udanet.com.

UN SDGs ALIGNMENT



“In 2023, UDA Holdings Berhad strengthened its commitment to sustainable development by aligning its strategies and initiatives with the United Nations Sustainable Development Goals (UN SDGs), focusing on Good Health and Well-being (SDG 3), Gender Equality (SDG 5), Clean Water and Sanitation (SDG 6), Affordable and Clean Energy (SDG 7), Decent Work and Economic Growth (SDG 8), Industry, Innovation, and Infrastructure (SDG 9), Sustainable Cities and Communities (SDG 11), Climate Action (SDG 13), and Partnerships for the Goals (SDG 17).”

ABOUT UDA HOLDINGS BERHAD

ABOUT UDA HOLDINGS BERHAD



UDA Pertama Complex

WHO WE ARE

The Urban Development Authority (UDA) was founded in 1971 with the overarching goal to propel the nation's urban development towards achieving the following mandate:

1. Helping the Malays and Bumiputera to achieve at least 30% from trading and business activities.
2. Assisting the Malays and Bumiputera to become a modern urban society.
3. Developing urban areas as a centre of life for multi-racial communities.

The organization underwent a significant milestone in 1999, when it was officially rebranded as UDA Holdings Berhad.

Today, UDA is a Government-Linked Company (GLC) that is fully owned by the Minister of Finance (Incorporated) and under the purview of the Ministry of Entrepreneur and Cooperatives Development (MECD).

Since then, the company has flourished, expanded and diversified. UDA's principal business now focuses on property development, property investment & management, hospitality and facility management, underpinned by a commitment to sustainability that positively shapes the nation's urban landscape.

UDA, led by a board of experienced and highly qualified professionals, continues to deliver its mandate while innovating, grow entrepreneurially, and successfully contribute to Malaysia's future by improving the lives of its citizens.

VISION

To be the preferred organisation with diversified property and asset management businesses

MISSION

Enriching life by delivering best-value products and services sustainably

VALUES

- **D**o the Right Thing
- **O**vercome Challenges
- **T**ogether We Can
- **S**trive for Excellence

UDA'S LIFE

Throughout our 50-year history, we have reflected on and identified what is truly important to our stakeholders, enabling us to deliver the best quality of life.

We want a safe haven for ourselves and our families. A home in the present and an asset for the future. This is our legacy.

We want an uncluttered life with easy access to essential facilities and amenities, where all desires are integrated. We want an environment that is well thought out and pleasing to the eye with features that are built with quality and finesse.

We want a return on our investment in time, money and effort. Life is not just something we live, but something we can continuously enrich.

Legacy, Integrated, Finesse, Enrich, that's LIFE with UDA.



L LEGACY

Legacy is about family and values. It's about leaving a footprint for the future generation and celebrating the heritage we live in. Whether you are a high income earner or someone who buys affordable homes, UDA is a place that will always have a home and inheritance for your family.

i INTEGRATED

UDA properties and township are about smart locations. Places that are integrated with amazing infrastructures, good facilities, meticulous town planning, nearby attractions and easy access to transportation. People are constantly looking to have a place of convenience to grow together and UDA integrates this in all its offerings.

f FINESSE

To put it simply: culture and lifestyle. UDA buyers are people who understand the importance of culture and enjoys a healthy and fulfilling lifestyle. UDA properties offer great places of learning, dining, shopping, wellness and caring all within its vicinity. All UDA properties are created with finesse and detailed down to a T.

e ENRICH

Owning a home or property is a long term investment. Some consider it as a second home, others as capital gain. For investors, UDA strives to be the smart choice. A place where assets will always improve in the future.

ABOUT UDA HOLDINGS BERHAD

ABOUT UDA HOLDINGS BERHAD

OUR PRESENCE

Central Region

- Kuala Lumpur
- Melaka
- Negeri Sembilan

Northern Region

- Perlis
- Kedah
- Penang
- Perak

Southern Region

- Johor

Eastern Region

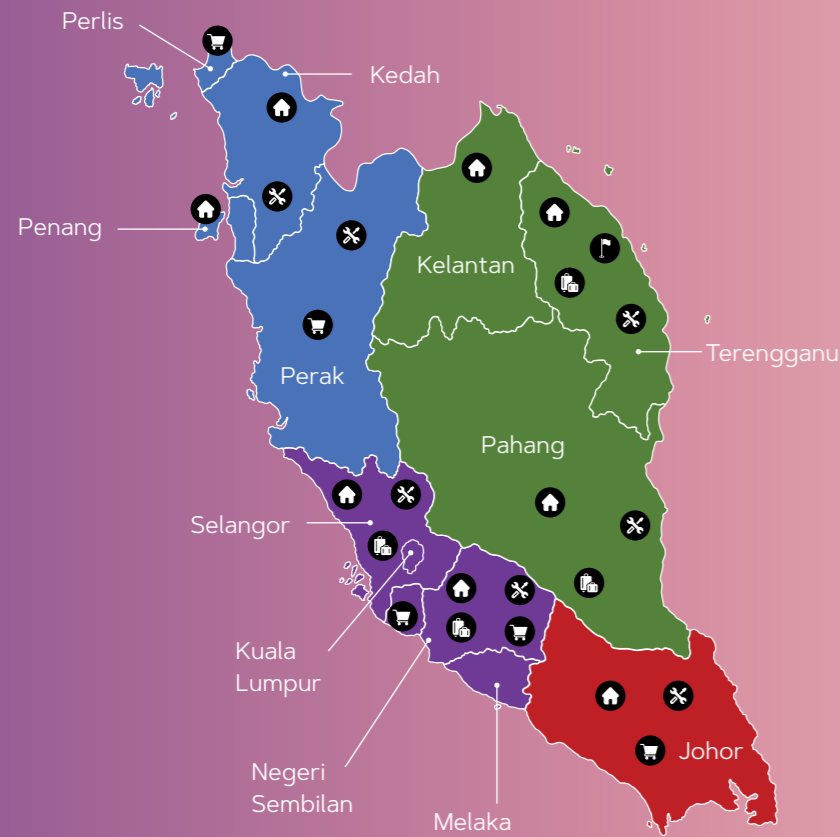
- Terengganu
- Pahang
- Kelantan

Waqf

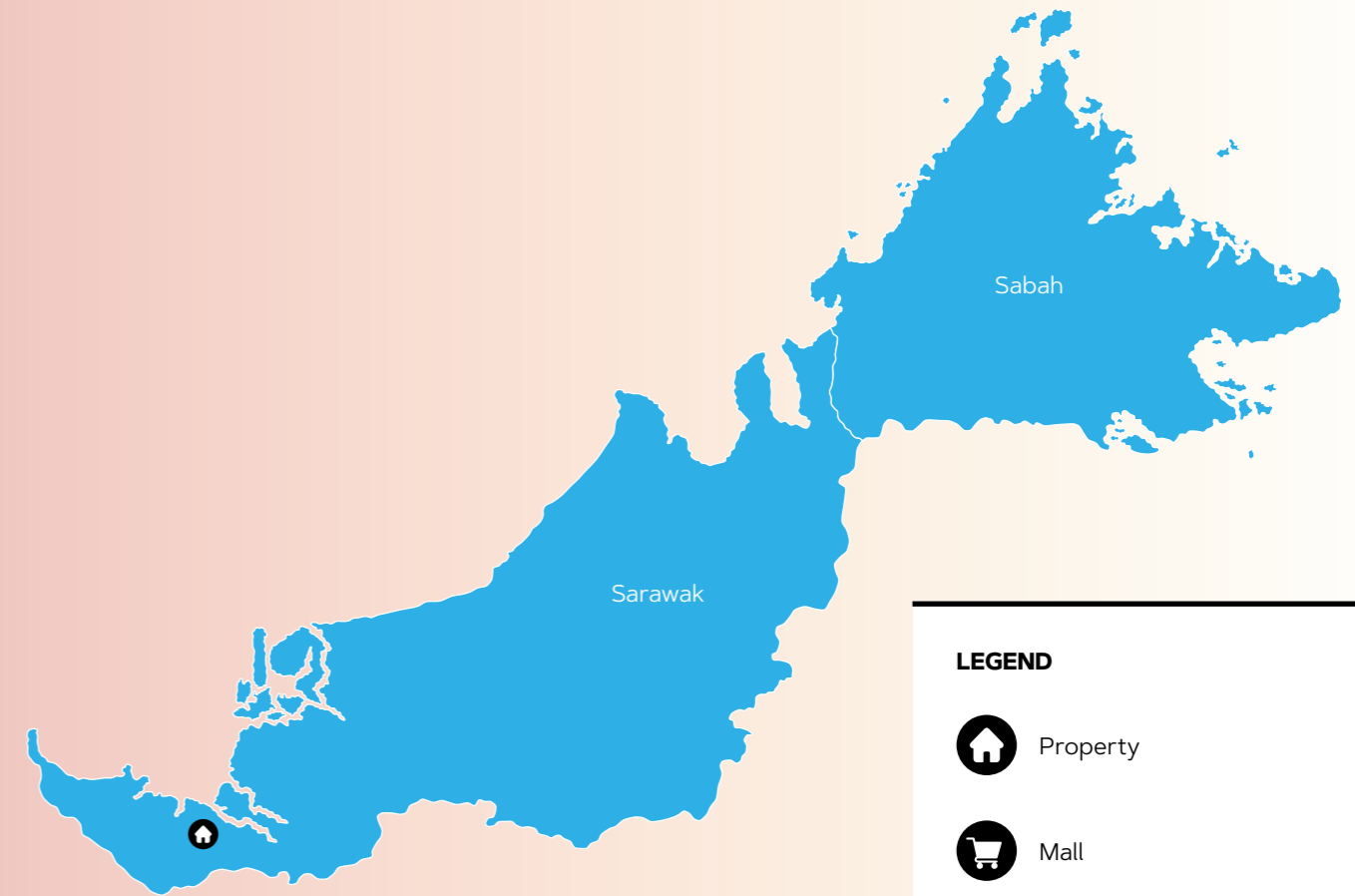
- Kedah
- Perak

East Malaysia

- Sarawak
- Sabah (in planning)



12 STATES



LEGEND

- Property
- Mall
- Hotels & Resorts
- Facility Management
- Golf Course

ABOUT UDA HOLDINGS BERHAD

ABOUT UDA HOLDINGS BERHAD

UDA GROUP BUSINESSES

Property



Scan for more information on UDA Property.

At UDA, we excel in property development, creating innovative and sustainable residential, commercial and mixed-use projects. Our developments enhance urban living by integrating modern design and practical functionality, fostering the growth and vibrancy of local communities.



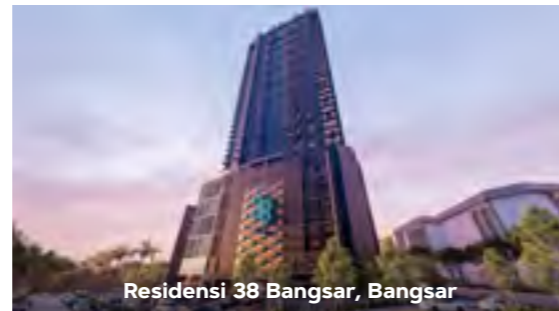
Dedaun Residensi, Cheras



Amaanee Residences, Seberang Jaya Penang



Evoke, Penang



Residensi 38 Bangsar, Bangsar

Property Investment and Management (PIM)



Scan for more information on UDA Property Investment and Management.

To support our objectives, we established the Property Investment and Management Division as UDA Holdings Berhad's property management arm. Our four subsidiaries provide essential and value-added services, including building management, tenancy management and maintenance. Currently, the asset under management valued at RM911.5 million of pricing of 1.6 meter square feet.



Angsana Johor Bahru Mall



UTC, Angsana Seremban



Angsana Ipoh Mall



Pertama Kompleks, Kuala Lumpur

UDA GROUP BUSINESSES

Hospitality



Scan for more information on UDA Hospitality.

Our hospitality division encompasses a range of services, including the management and development of hotels, resorts and golf resorts. We are dedicated to providing exceptional guest experience through high-quality accommodations, outstanding customer service and unique hospitality offerings. Whether catering to business travellers, vacationing families, or golf enthusiasts, we ensure a memorable stay with tailored amenities and personalised service.



AnCasa Hotel Kuala Lumpur, Kuala Lumpur



AnCasa Royale Pekan, Pahang



AnCasa Resort Port Dickson, Negeri Sembilan



Kuala Terengganu Golf Resort (KTGR)

Facility Management



Scan for more information on UDA Facility Management.

We offer comprehensive facility management services, ensuring the efficient operation and maintenance of properties. Our services range from routine maintenance to specialised management solutions. Each is designed to enhance the value and longevity of properties while ensuring a safe and comfortable environment for occupants.



Mechanical, Electrical, Civil and Structure



Green Building and Energy Performance Services



Facility Management Audit and Consultation

LEADERSHIP JOINT STATEMENT



DEAR STAKEHOLDERS,

As the world evolves, we are faced with various challenges including climate change and social equity. This is a testament that sustainability is no longer an option but a necessity in our lives, as we adapt to the effects of climate change and strive for equal opportunities for all communities.

“
Adopting sustainable practices is vital for businesses to ensure long-term growth.”



Anggun Residence
- Kuala Lumpur

LEADERSHIP JOINT STATEMENT

AS ONE OF THE PIONEERS IN THE COUNTRY'S PROPERTY AND ASSET MANAGEMENT SECTOR,

UDA has embraced sustainability since its establishment. We have continued to adapt to the rapidly changing business landscape to remain relevant and contribute to developing a thriving society.

For over five decades, this has enabled us to build and shape urban communities in all our developments in Malaysia.

Indeed, sustainability is an embodiment of our mission and aligns with our vision, as we aim to create enduring value through responsible business practices. It allows us to contribute to a resilient future for our stakeholders and the communities we serve. Through our projects and activities, we have generated long-lasting positive impacts on the economy, environment and people. Our commitment to sustainability compels us to enabling business growth, managing our environmental footprint, improving our stakeholder welfare and upholding the highest standards of governance.

EMBARKING ON SUSTAINABILITY REPORTING

We understand that building a sustainable future is a collective effort. Thus, we seek to work together with our stakeholders by improving stakeholder engagement. Our first Sustainability Report will enable us to better communicate our sustainability initiatives, challenges and achievements, fostering a deeper understanding of stakeholder needs.

Marking a significant milestone in our sustainability journey, this report is a testament to our belief that sustainability is not an adjunct to our business strategy but a core element of our identity. It reflects our commitment to economic prosperity, environmental stewardship, social responsibility and governance excellence as we track, monitor and collect data on our sustainability performance.

In ensuring the comprehensiveness of our first Sustainability Report, we strove to benchmark against the Global Reporting Initiative (GRI) Standards, the most widely used reporting standards in the world. It is noteworthy to share that this report contains the disclosures of more than just the top 10 material matters, which have been identified as most significant to our business and stakeholders. We have included four social material matters although they are not part of our prioritised material matters. The inclusion of Human Development, Labour Management Relations, Diversity and Equal Opportunity and Community and Society reflects our commitment to our people and the communities we serve.

LEADERSHIP JOINT STATEMENT

NAVIGATING CHALLENGES

The year 2023 was undeniably challenging, marked by macroeconomic and geopolitical volatility. Despite these hurdles, UDA remained steadfast in its commitment to sustainability. Our sustainability performance in 2023 was characterised by resilience and adaptability, as we advanced our sustainability agenda through strategic measures and innovative practices. We remain guided by our Sustainability Policy, Sustainability Roadmap and our robust Sustainability Framework, enabling us to align our efforts with the United Nations Sustainable Development Goals (UN SDGs).

To navigate the complexities of 2023, we rolled out several key strategies to mitigate and minimise risks, including the negative effects of climate change. These strategies, such as prioritising energy efficiency and reducing carbon footprint, have also allowed us to capture opportunities including adopting renewable energy sources and enhancing our buildings' energy performance. We also strengthened our social initiatives by focusing on community engagement and employee well-being, as part of our efforts in contributing to the 17 UN SDGs. Furthermore, we maintained robust governance practices, ensuring transparency and ethical conduct in all our operations.



Crescent Dew – Penang

“
Another one of our milestone achievements was the launch of a sukuk wakalah worth RM1 billion.”

CHAMPIONING SUSTAINABILITY

In 2023, we achieved several milestones and made positive impacts on people, the planet and prosperity. A key achievement was our deeper integration of sustainability across operations. To get our house in order, we developed the UDA Sustainability Policy, which has served as an overarching policy to guide us in our decision-making process and actions towards sustainable development and responsible business practices.

We intensified our sustainability efforts by implementing various initiatives to instil a culture of sustainability and deepen knowledge among our employees. These initiatives, such as basic sustainability training and the UDA Sustainability World Café Workshop, were in addition to our annual UDA Sustainability Initiative (USI). The USI educates and guides UDarians in embracing sustainable work culture in their daily lives. Moreover, the USI serves as a platform for us to collate information on our sustainability initiatives and performance for our first Sustainability Report, which will subsequently be published annually.

Nevertheless, we firmly believe that the key to continuous improvement lies in measuring our efforts and performance. To this end, we have implemented the UDA Sustainability Management and Rating Tool (SMART) and the Eco-Efficiency Tool. These tools empower us to systematically track, evaluate and optimize our sustainability initiatives, ensuring that we not only meet our environmental goals but also drive operational excellence, resource efficiency, and long-term value creation.

LEADERSHIP JOINT STATEMENT

MOVING FORWARD

We are committed to regularly review and enhance our policies to stay relevant in the evolving sustainability landscape. This will include investing in cutting-edge technologies and innovative practices to further reduce our environmental impact. We will also continue deepening our engagement with stakeholders to better understand their expectations and collaboratively address sustainability challenges. More importantly, we will intensify our efforts in enhancing the skills and knowledge of our workforce to drive sustainability initiatives more efficiently.

As we embark on the sustainability reporting journey, we are aware of how quickly developments occur in both local and global sustainability reporting frameworks. While there may be challenges in keeping up with the changes, there will also be opportunities for us to grow and enhance our reporting practices. We view the changes as catalysts for improving our sustainability disclosures and enhancing the credibility of our report.

We will stay abreast of the latest developments by monitoring and adapting to changes in sustainability reporting standards. This will include engaging with industry peers and stakeholders to share best practices and stay ahead of minimum reporting requirements. Additionally, we aspire to develop and implement advanced reporting systems to ensure accurate and comprehensive sustainability disclosures. We believe these initiatives will enhance our engagement with stakeholders and better communicate our sustainability strategy and initiatives.

ACKNOWLEDGEMENTS

We extend our heartfelt gratitude to our employees, whose dedication and commitment drive our sustainability efforts. We also express sincere thanks to our business partners and customers for their continued support and trust in UDA. Additionally, our appreciation goes to the communities we serve, whose collaboration and feedback play a vital role in shaping our sustainability journey.

Together, we are building a brighter and more sustainable future for all.


A portion of these proceeds will be directed towards six (6) eligible sustainability projects, carefully aligned with seven relevant UN Sustainable Development Goals (UN SDGs). This ensures that our contributions generate meaningful impact across both environmental and social dimensions, reinforcing our commitment to global sustainability standards where applicable. Our Sukuk Programme, launched on March 7, 2023. The Sustainability Sukuk Framework rated 'Gold' by MARC Ratings Berhad, focuses on eligible criteria including Green Projects, Renewable Energy, Energy Efficiency and Climate Action, Pollution Prevention and Control, Affordable Housing, Waqf and Socioeconomics Advancement and Empowerment driving sustainable development and positive impact.

SUSTAINABILITY YEAR IN REVIEW


SUSTAINABILITY YEAR IN REVIEW

KEY HIGHLIGHTS


ECONOMIC




Generated **RM401.3 million** in 2023, retained **RM9.9 million** for reinvestment, increased issued and paid-up capital to **RM500 million** and secured **RM5 million** soft loans for land acquisition and development in Seberang Perai, received **RM30 million** grant for Program Pembangunan Keusahawanan UDA (PPIKU).




Launched a Sukuk Wakalah Programmes worth **RM1 billion** in the form of Islamic Medium-Term (IMTN) and Islamic Commercial Papers, to finance sustainable development projects, guided by the UDA Sustainability Sukuk Framework and aligned with various sustainability standards and UN SDGs.




Complied with the Minimum (Amendment) Order 2022, setting entry-level wages at **RM1,500** in Peninsular Malaysia




and ensured **100%** of senior management were Malaysian citizens.




100% of goods and services were purchased from Malaysian suppliers.




In 2023, we allocated **RM30 million** in entrepreneur development programmes. The participating entrepreneurs churned up a sales value of **RM41.53 million** and we reached out to **1,585** entrepreneurs, surpassing our target of **1,100** entrepreneurs. **5** major entrepreneur development programmes were completed.




Implemented comprehensive safety procedures, including the use of HIRARC for assessing common and uncommon hazards, the U See U Act (UCUA) platform for reporting hazardous incidents, and an OSH Manual to guide employees in establishing an effective OSH management system.



Recorded **zero** fatalities of work-related injury.




Invested **RM18.7 million** into the community.




Recorded **18,452.4** of total training hours from **977** employees.


ENVIRONMENT




Diverted **722 kg** of waste from landfills through Recycling Campaign at Pertama Complex.




Integrated sustainable design principles, enhanced employee awareness of climate resilience, and implemented UDA SMART and Eco-Efficiency to prepare our business for climate resilience.




Utilised **1,397, 118.83 kWh** of renewable sources.




A total of **1,152 pots** at Laman Lestari UDA produced a collective yield of more than **100** kilograms of vegetables over five series of harvesting sessions.



Attained ISO 37001:2016 ABMS Certification.



Reported zero confirmed incidents of corruption in 2023.



Attained MS ISO 9001:2015 Quality Management System (QMS), MS ISO 45001:2018 Occupational Health & Safety Management System (OHS), 3. MS ISO 14001:2018 Environmental Management System (EMS) and ISO 41001:2018 Facility Management System (FMS).

SOCIAL

GOVERNANCE

SUSTAINABILITY IN UDA

SUSTAINABILITY IN UDA

PIONEERING SUSTAINABILITY FROM THE START

“ **As an establishment with the objective of advancing the nation’s development and uplifting the community, sustainability has been the core and beacon of UDA since its inception in 1971.** ”

From the start, we recognised that UDA’s long-term success relies on its ability to sustain its businesses. Equally, our commitment to giving back to society, the environment and the economy has remained steadfast. Dedicated to generating long-term value through its developments, UDA focuses on building sustainable communities by improving livelihoods, creating business and job opportunities, enhancing operational efficiency and boosting corporate social responsibility.

We will continue to champion sustainability as we strive to embed the principles into our business operations. This ongoing dedication underscores our pledge to advance environmental stewardship and social responsibility, driving positive change and building sustainable communities.

Since its inception, UDA has embraced a holistic ecosystem approach to sustainability, focusing on the value chain and supporting the three spheres: People, Planet and Prosperity. UDA’s goal is clear: to build sustainable communities and provide socially beneficial development solutions. With this in mind, we have adopted sustainability practices into our businesses, operations and products. This includes developing green building projects, providing affordable housing and utilising land responsibly. We will continue to create holistic developments that meet the social, physical and spiritual demands of our community.

In 2021, we enhanced our sustainability efforts by developing robust strategies and policies, while intensifying initiatives to embed sustainability within our organisation and across the value chain. Central to this enhancement are the establishment of our Sustainability Policy, Sustainability Roadmap and Sustainability Framework. We have also aligned our efforts with national and international frameworks such as the United Nations Sustainable Development Goals (UN SDGs), leveraging these global benchmarks to drive meaningful impact and foster a sustainable future for all.



Why We Pursue Sustainability



Regulatory Compliance

UDA must comply with laws and regulations on property development and asset management businesses to avoid fines, legal issues and reputational damage.



Market Demand

By integrating sustainable features, UDA can attract more customers, tenants, and achieve higher sale values in response to growing demand for environmentally and socially responsible buildings.



Cost Savings

Sustainable buildings offer long-term cost savings through enhanced resource efficiency such as energy usage, water consumption and other resources.



Climate Change and Other Environmental Impact

Adopting sustainable practices in real estate can significantly reduce environmental impact by curbing energy consumption, greenhouse gas emissions and resource use, contributing to climate change mitigation and ecosystem preservation.



Social Impact

Sustainable practices foster healthier, inclusive communities through initiatives like affordable housing and community amenities, enhancing the quality of life, especially for Bumiputera.



Ethical Business Practices

Sustainability includes ethical practices such as fair labour, responsible material sourcing and ethical business operations, ensuring respect for human rights and diversity across the supply chain.

OUR SUSTAINABILITY ECOSYSTEM

“ **The UDA Sustainability Ecosystem incorporates recognised frameworks and best practices, integrating the four pillars of sustainability – Economic, Environmental, Social and Governance.** ”

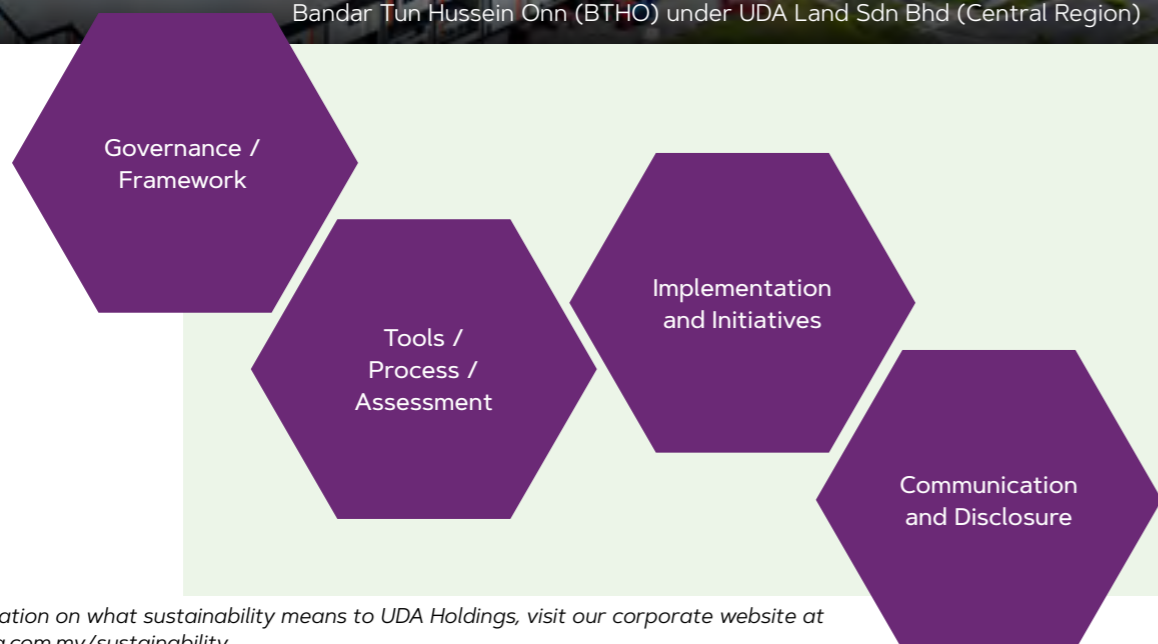
We are guided by the following frameworks:

- United Nations Sustainable Development Goals (UN SDGs)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Global Reporting Initiative (GRI) Standards
- ESG indexes such as the Dow Jones Sustainability Index (DJSI), Financial Times Stock Exchange (FTSE4Good) Bursa Malaysia and Morgan Stanley Capital International (MSCI)
- Best practices from leading property developer/real estate from local and international organisations



Bandar Tun Hussein Onn (BTMO) under UDA Land Sdn Bhd (Central Region)

Our Sustainability Ecosystem comprises four interconnected components:



For more information on what sustainability means to UDA Holdings, visit our corporate website at <https://www.uda.com.my/sustainability>

OUR SUSTAINABILITY FRAMEWORK

Leading Our Way: UDA Sustainability Framework

The incorporation of sustainability practices into our business processes is essential for our long-term resilience and prosperity. Our Sustainability Framework is instrumental in embedding sustainable practices into our businesses. The framework also encompasses key sustainability dimensions essential to the impacts of our operations. These include our Sustainability Approach, Alignment to the UN SDGs and Engagement with Stakeholders.

Our Sustainability Approach is premised on the four pillars of 10 prioritised sustainability material matters. To align with the UN SDGs, we have prioritised nine of the 17 SDGs and we aspire to contribute to 56 of the 169 SDG targets, which are aligned with our business operations and UDA’s mission and vision.

Sustainability Framework

Set high level purpose and corporate objective	<p>Vision To be the preferred organization with diversified property and asset management businesses</p> <p>Mission Enriching life by delivering best-value products and services sustainably</p> <p>Values Do the Right Thing Overcome Challenges Together We Can Strive for Excellence </p>
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Sustainability Approach

Sustainability priority & focus area covering ESG	<div style="background-color: #e1f5fe; padding: 5px;">Economic Enabling Business Growth</div> <ol style="list-style-type: none"> 1. Economic Performance 2. Procurement Practices 3. Market Presence 	<div style="background-color: #e8f5e9; padding: 5px;">Environment Managing Environmental Footprint</div> <ol style="list-style-type: none"> 4. Environmental Compliance 5. Climate Resilience 	<div style="background-color: #ffe0b2; padding: 5px;">Social Improving Stakeholder Welfare</div> <ol style="list-style-type: none"> 6. Data privacy 7. Health and safety 8. Customer experience 9. Entrepreneur Development 	<div style="background-color: #e1bee7; padding: 5px;">Governance Empowering Good Governance</div> <ol style="list-style-type: none"> 10. Anti-Corruption
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The Sustainability Framework sets short term and long term integration of sustainability/ESG matters into UDA's business strategy and how it is aligned towards UN SDGs

Alignment to the Sustainable Development Goals (SDGs)

Alignment with global goals & targets	
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Engagement with Stakeholders

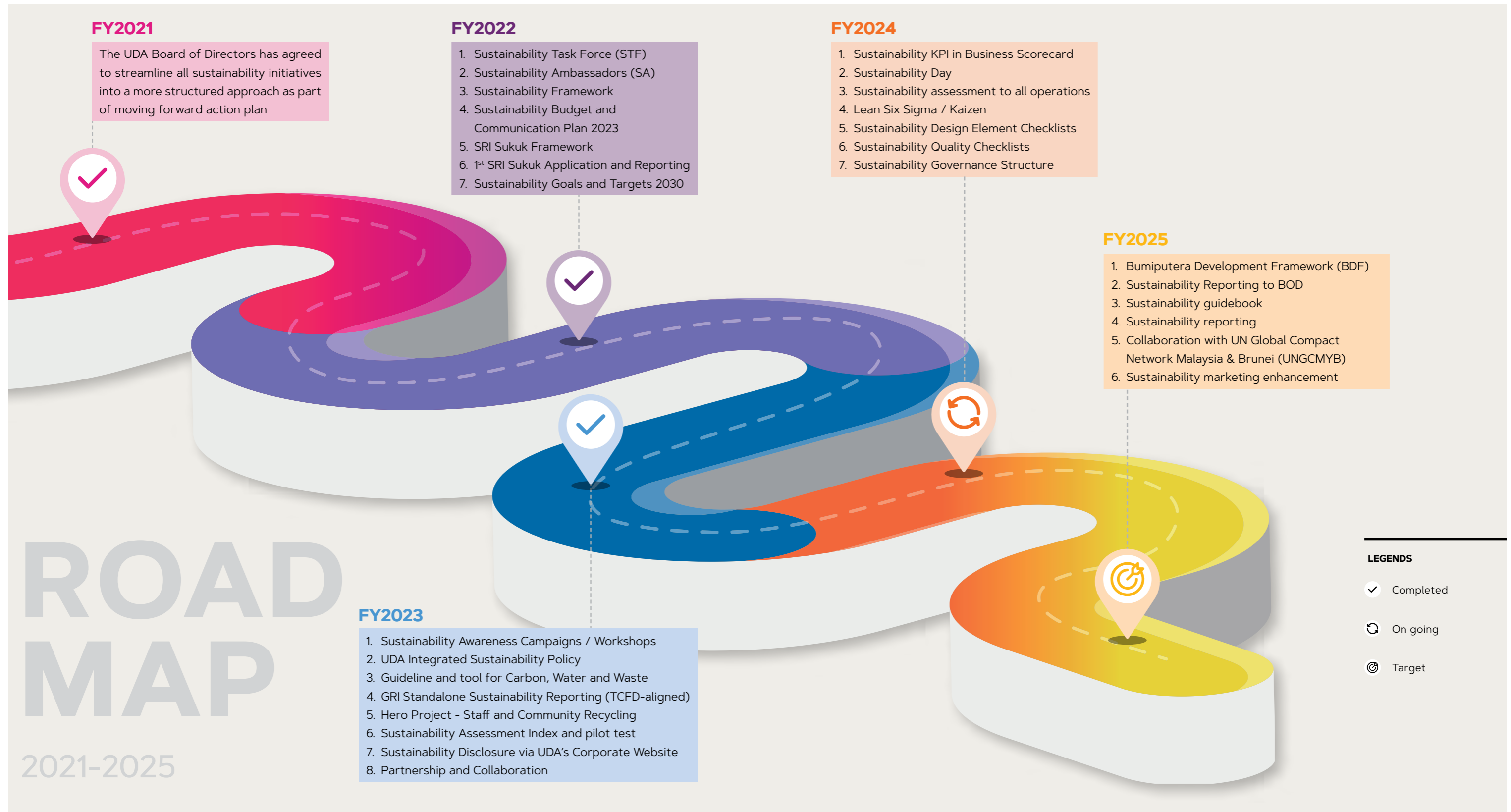
Key internal and external parties to engage and inform	<table style="width: 100%;"> <tr> <td style="width: 25%;"> Board of Directors and Employees</td> <td style="width: 25%;"> Customer, Tenants and Prospects</td> <td style="width: 25%;"> Government and Regulators</td> <td style="width: 25%;"> Shareholders / Investors and Analysts</td> </tr> <tr> <td> Industry Affiliations</td> <td> Suppliers / Contractors / Business Partner</td> <td> Local Community and NGOs</td> <td> Media</td> </tr> </table>	Board of Directors and Employees	Customer, Tenants and Prospects	Government and Regulators	Shareholders / Investors and Analysts	Industry Affiliations	Suppliers / Contractors / Business Partner	Local Community and NGOs	Media
Board of Directors and Employees	Customer, Tenants and Prospects	Government and Regulators	Shareholders / Investors and Analysts						
Industry Affiliations	Suppliers / Contractors / Business Partner	Local Community and NGOs	Media						

OUR SUSTAINABILITY ROADMAP

OUR SUSTAINABILITY ROADMAP

UDA Sustainability Roadmap FY2021

To advance our sustainability agenda, we developed a Sustainability Roadmap FY2021 to chart our course with strategic initiatives and milestones. This is to ensure that our efforts are focused, measurable and aligned with our corporate values, stakeholder expectations and long-term commitment to environmental and social sustainability.



OUR SUSTAINABILITY POLICY

Upholding Our Commitment: UDA Sustainability Policy

Introduced in FY2023, our Sustainability Policy aims to integrate EESG and sustainability into our business activities. Aligned with the UN SDGs, this policy comprises 22 sustainability statements categorised under the four key EESG pillars, as illustrated below. Serving as a guide in our actions and decision-making towards sustainable development and responsible business practices, the statements apply to the entire Group, encompassing employees and business partners conducting activities on behalf of the Group.



**Economic:
Enabling Business Growth**

- Investment Decision
- Product and / or Service Offering
- Sustainability Impact to the Vendors and Customers
- Continuous Improvement

**Environment:
Managing Environmental Footprint**

- Environmental Compliance
- Managing GHG Emissions
- Circular Economy
- Water Management
- Sustainability Features in Products and Services
- Sustainable Landscape and Biodiversity Management

**Social:
Improving Stakeholders' Welfare**

- Occupational Safety and Health
- Personal Data Protection
- Employee Wellbeing
- Diversity, Equity and Inclusivity
- Community Empowerment and CSR
- Customer Experience
- Entrepreneurship Development
- Affordable Housing
- Human Rights

**Governance:
Empowering Good Governance**

- Compliance to Policies and Procedures
- Corporate Ethics
- Sustainability Disclosure

OUR SUSTAINABILITY POLICY

Driving Sustainability: Implementation and Impact Measurement

We understand that sustainability hinges on our actions and measuring our sustainability performance is crucial. At UDA, we rely on specific mechanisms to drive sustainability forward by continuously assessing our progress to ensure we are making a meaningful difference.

The mechanisms include the following:

1. Sustainability Innovation Index (Sustainability KPI)
2. UDA Sustainability Management and Rating Tool (UDA SMART)
3. Eco-Efficiency Tool

Sustainability Innovation Index (SII)

The Sustainability Innovation Index (SII) measures the effectiveness of sustainability initiatives across three levels: Corporate, Divisional and Individual. It tracks company-wide progress in implementing our Sustainability Roadmap and monitors divisional and individual efforts in driving Economic, Environmental, Social and Governance (EESG) initiatives, fostering a cohesive and impactful approach to achieving our sustainability objectives.

For more information on SII, refer to the Sustainability Governance section on page 32 to 33.

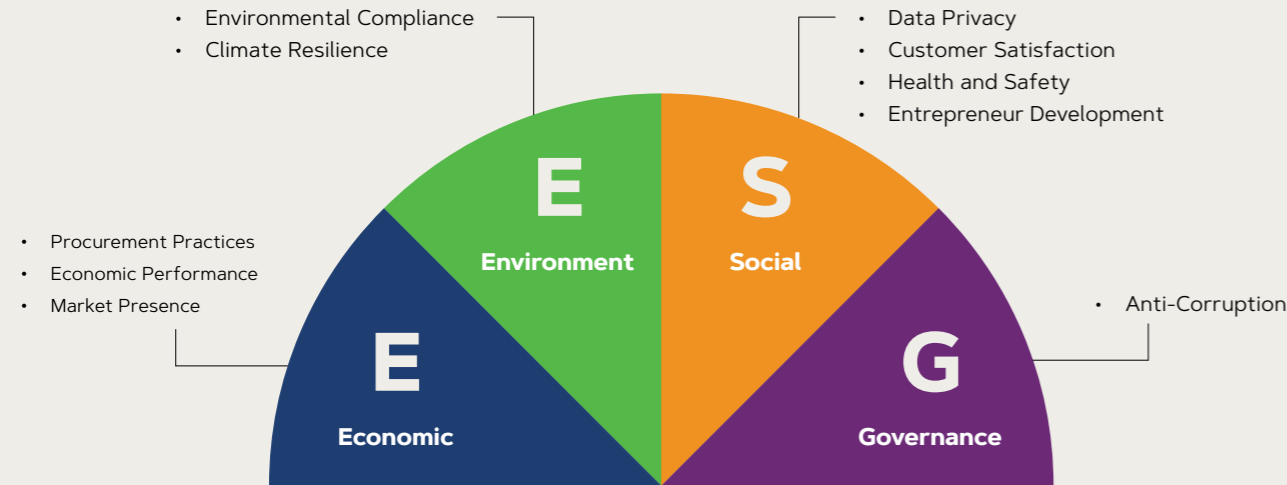
UDA Sustainability Management and Rating Tool (SMART) Framework

The UDA SMART Framework is designed to operationalise our Sustainability Strategy by integrating sustainable practices and nurturing a supportive culture across our business activities. The framework focuses on EESG, our 10 prioritised sustainability material matters and 42 indicators. The tool was developed through benchmarking exercise against international and local sustainability goals, green building certifications and ESG indexes.



OUR SUSTAINABILITY POLICY

UDA Sustainability Management and Rating Tool (SMART) Framework (cont'd)



ABOUT UDA SMART:

- Guided by 42 indicators with specific and measurable scoring criteria
- Once-a-year assessment covering all subsidiaries of UDA
- Scoring range as below:

a.	Platinum	>85%
b.	Gold	>75%-85%
c.	Silver	>65%-75%
d.	Bronze	>50%-65%

- Results will be presented to GMC and Board of Directors for continuous improvement

42
INDICATORS

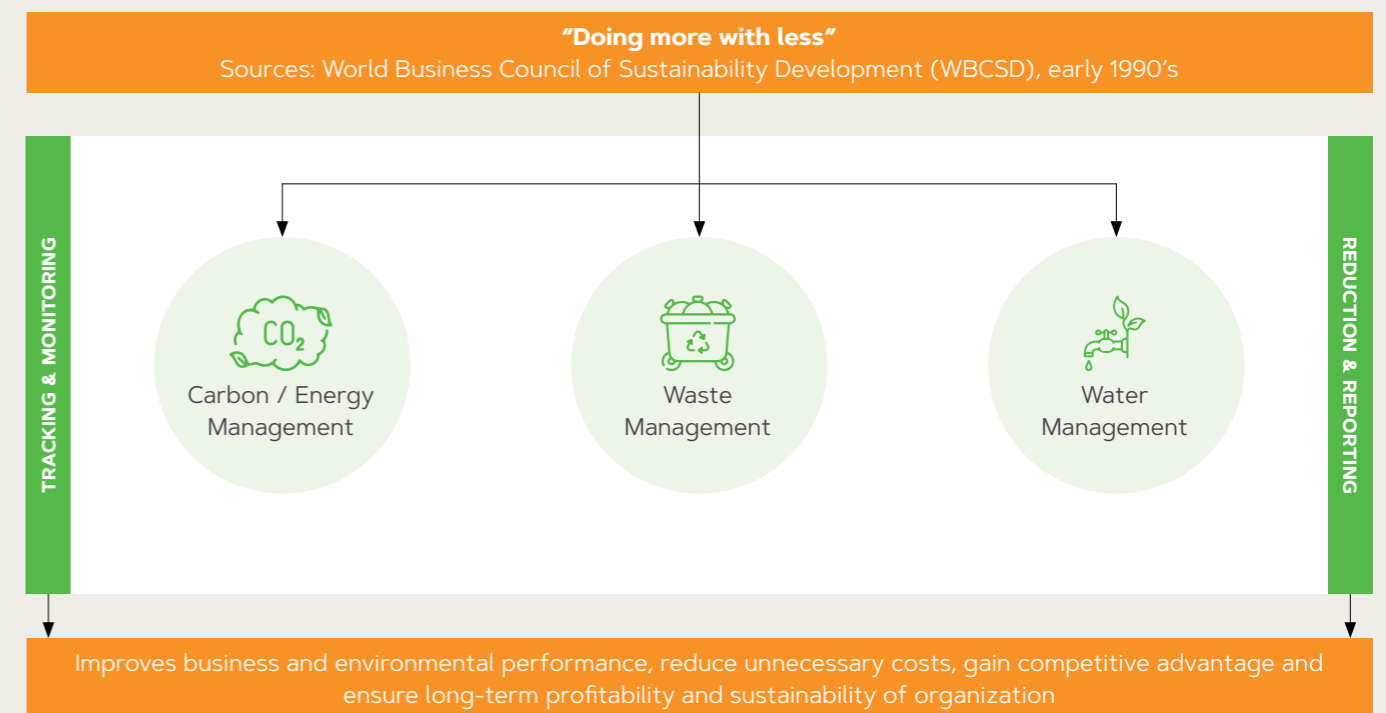


Anggun Residence , Kuala Lumpur

OUR SUSTAINABILITY POLICY

Eco-Efficiency Tool

The Eco-Efficiency Tool, introduced by the World Business Council for Sustainable Development (WBCSD) in the early 1990s, focuses on "doing more with less" by optimizing resource use in Carbon/Energy Management, Waste Management, and Water Management. This approach emphasizes tracking, monitoring, and reporting to improve environmental performance while reducing unnecessary costs. For UDA Holdings, adopting this methodology aligns with our sustainability goals, helping to enhance both business and environmental outcomes. By efficiently managing resources, UDA can lower costs, minimize its ecological footprint, and gain a competitive advantage. Through eco-efficiency, UDA aims to create lasting value while preserving resources for future generations, advancing both its growth and its role as a leader in sustainable practices.



Evoke, Penang

STAKEHOLDER ENGAGEMENT

STAKEHOLDER ENGAGEMENT

UDA STAKEHOLDER ENGAGEMENT

Stakeholder engagement is vital to UDA's success, as it enriches decision-making, builds trust and creates lasting value with positive outcomes for all involved. By actively engaging with stakeholders, we can gain diverse perspectives which improve our ability to identify risks and seize opportunities, ensuring alignment with stakeholder expectations. Furthermore, this engagement cultivates accountability and transparency, enabling us to maintain positive relationships with stakeholders and bolster our reputation.

Board of Directors and Employees		
Engagement Platform	Issues and Interests	Our Response
<ul style="list-style-type: none"> ■ BOD meetings ■ Business plans and board retreat ■ Divisional meetings ■ Townhalls ■ Onboarding programmes ■ Email announcements ■ Employee engagement survey ■ Employee engagement activities ■ Volunteering opportunities ■ Trainings or workshops ■ Individual performance review 	Organisational strategy, performance, employee welfare and development opportunities.	<ul style="list-style-type: none"> • Ensuring transparent communication • Providing regular updates on the company's progress • Addressing concerns through open dialogue • Implementing employee feedback mechanisms

Customers, Tenants and Prospects		
Engagement Platform	Issues and Interests	Our Response
<ul style="list-style-type: none"> ■ Project launches ■ Online or physical sales and marketing initiatives ■ Meetings with Joint Management Bodies (JMB) ■ Customer Feedback ■ Community events ■ Net Promoter Score (NPS) surveys 	Product quality, service delivery, pricing, responsiveness and customer satisfaction.	<ul style="list-style-type: none"> • Ensuring prompt resolution of customer issues • Communicating improvements on products/services • Providing customised support to address individual needs

Government and Regulators		
Engagement Platform	Issues and Interests	Our Response
<ul style="list-style-type: none"> ■ Business plans and strategies ■ Email communications ■ Seminars and congress meetings ■ Industry forums ■ Advisory groups 	<ul style="list-style-type: none"> • Entrepreneurship development • Compliance with regulations and legal obligations. 	<ul style="list-style-type: none"> • Aligning implementation in accordance with MECD policy and framework • Engaging regularly with regulatory bodies • Adhering to legal requirements • Providing regular updates on compliance measures • Participating in industry forums to address concerns

Media		
Engagement Platform	Issues and Interests	Our Response
<ul style="list-style-type: none"> ■ Press releases and statements ■ Networking sessions ■ Media briefings ■ Product launches and corporate events ■ Festive gathering and media events ■ Participation in news articles ■ Award ceremonies 	Accuracy of information, brand reputation, crisis management and public perception.	<ul style="list-style-type: none"> • Providing timely and accurate responses to media inquiries • Engaging with the media to address concerns • Ensuring transparent communication to maintain trust and credibility

Suppliers/ Contractors/ Business Partners		
Engagement Platform	Issues and Interests	Our Response
<ul style="list-style-type: none"> ■ Product kick-off meetings ■ Sustainability training sessions ■ Procurement and appointment processes ■ Vendor performance evaluations ■ Data collections ■ Meetings 	Payment terms, contract fulfilment, quality control and collaborative opportunities.	<ul style="list-style-type: none"> • Communicating our expectations to suppliers, contractors and partners • Ensuring that payments are made on time • Conducting regular performance evaluations • Participating in collaborative projects to foster long-term partnerships

Industry Affiliations		
Engagement Platform	Issues and Interests	Our Response
<ul style="list-style-type: none"> ■ Industry conferences ■ Working groups ■ Seminars or webinars ■ Collaborative projects 	Industry standards, market trends, collaboration opportunities and regulatory changes.	<ul style="list-style-type: none"> • Participating actively in industry events and sharing best practices • Collaborating in initiatives to address common challenges • Engaging with industry peers to facilitate learning, collaboration and collective action to drive the industry forward

Local Community and NGOs		
Engagement Platform	Issues and Interests	Our Response
<ul style="list-style-type: none"> ■ Community events ■ Volunteer programmes ■ CSR 	Environmental impact, community development, social responsibility and local employment.	<ul style="list-style-type: none"> • Organising and implementing community outreach programmes and CSR initiatives • Participating in local events • Collaborating with NGOs in impactful initiatives • Engaging communities to address concerns through open dialogue

Shareholders/ Investors and Analysts		
Engagement Platform	Issues and Interests	Our Response
<ul style="list-style-type: none"> ■ Sustainability reporting ■ One-on-one meetings ■ Email or phone communications ■ Site visits 	Financial performance, investment returns, corporate governance and strategic direction.	<ul style="list-style-type: none"> • Providing detailed financial reporting disclosures • Issuing regular updates on the company's strategic direction • Responding to investor inquiries • Engaging with shareholders on various matters

Legends:

- Annually Once per year.
- Half-yearly Occurring once every six months.
- Quarterly Occurring every three months, or four times a year.
- Weekly Occurring once a week.
- Monthly Occurring once a month.
- Daily Occurring every day.
- Ongoing Continuous or without interruption, with no fixed end date.
- Regularly Occurring at consistent intervals, without specifying a specific frequency.
- Periodically Occurring from time to time, with no fixed schedule or interval.



PRIORITISING MATERIAL MATTERS

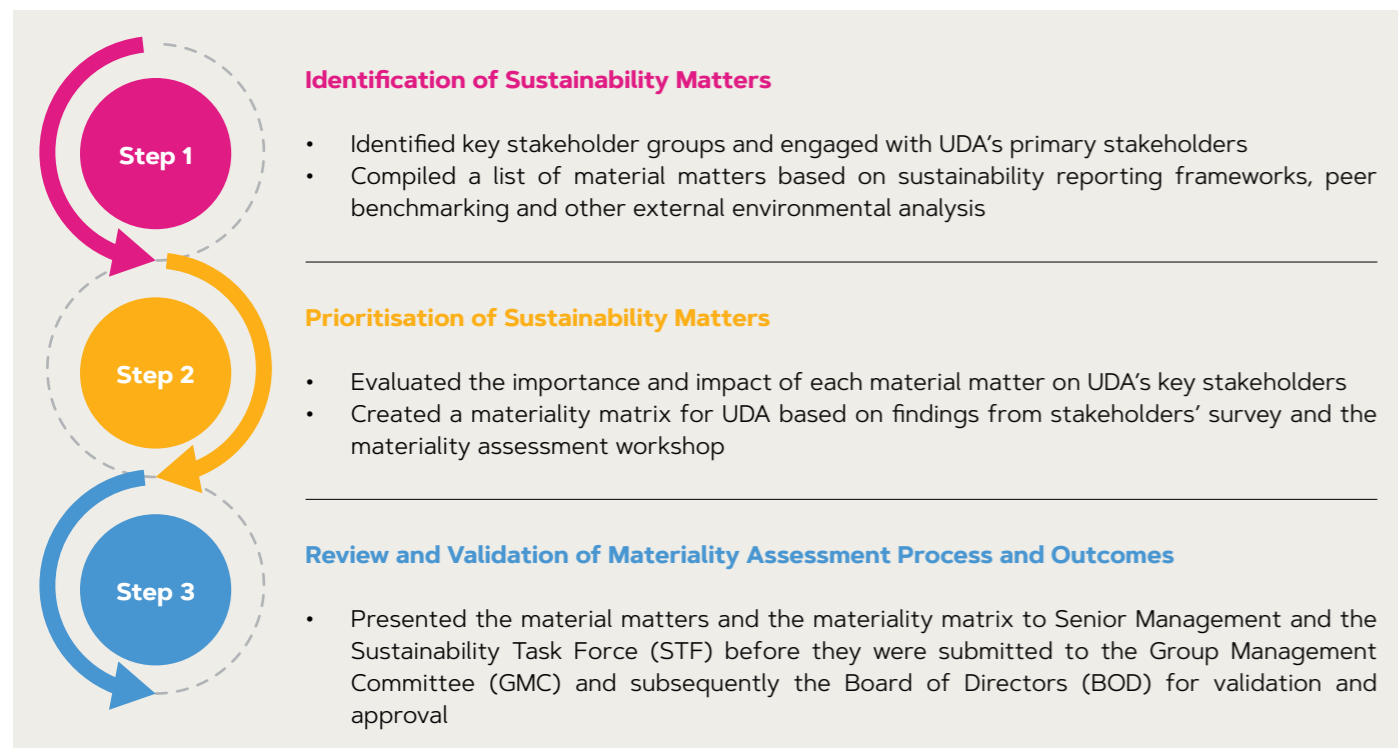
MATERIALITY ASSESSMENT

Material matters are key sustainability issues that represent an organisation's Economic, Environmental, Social and Governance (EESG) impacts. According to the GRI Standards, material matters reflect significant impacts on the EESG or substantively influence the assessments and decisions of stakeholders. These sustainability material issues hold significant importance for both the business and its stakeholders.

At UDA, identifying our sustainability material matters allows us to understand industry trends, assess risks and uncover opportunities. The process, known as a materiality assessment, is essential for us to manage risks effectively, enhance corporate resilience and uphold our commitment to sustainable development. The outcomes of the assessment will guide us in strategising our sustainability initiatives, enabling us to mitigate risks, seize opportunities and fulfil stakeholder needs.

In 2022, we embarked on our first materiality assessment by engaging an external consultant. The objective was to enhance our understanding of key material matters significant to us and our stakeholders. Our materiality assessment involved the identification of key stakeholder groups, the determination of sustainability material matters and the validation of the material matters. The process of the materiality assessment was guided by the Bursa Malaysia Materiality Assessment Toolkit (2nd Edition) and the GRI Standards, ensuring a comprehensive approach to identifying and prioritising material matters and stakeholder groups.

The assessment follows a three-step approach outlined below:



As a result of the materiality assessment, we have identified 20 material matters significant to both our business and stakeholders. Out of these, 10 material matters have been categorised as High Priority. We aspire to review our material matters regularly to ensure they stay aligned with evolving trends and emerging challenges.

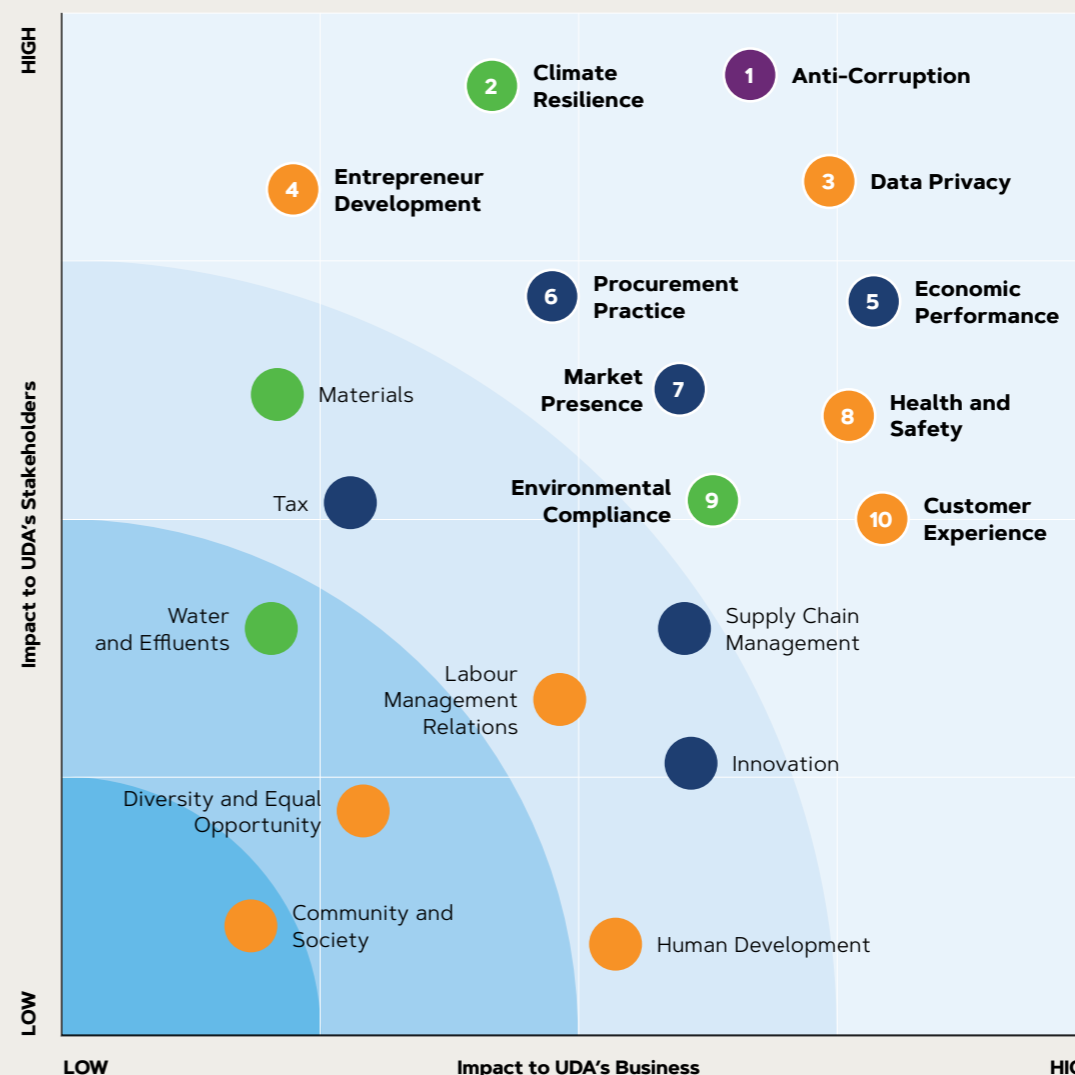
The strategic outcome of our material matters is the development of our comprehensive Sustainability Framework, which was subsequently approved by the GMC and the BOD. Serving as a foundational guide for integrating sustainability into our core operations, the framework ensures that our business practices align with our commitment to upholding environmental stewardship, social responsibility and governance excellence. By addressing the key issues identified through our materiality assessments, we are better equipped to navigate the complexities of the sustainability landscape, respond to stakeholder expectations and proactively manage emerging risks and opportunities.

PRIORITISING MATERIAL MATTERS

LIST OF UDA'S TOP MATERIAL MATTERS FOR FY2022

- 1 Anti-Corruption
- 2 Climate Resilience
- 3 Data Privacy
- 4 Entrepreneur Development
- 5 Economic Performance
- 6 Procurement Practices
- 7 Market Presence
- 8 Health and Safety
- 9 Environmental Compliance
- 10 Customer Experience

UDA's FY2022 Validated Materiality Matrix



- LEGENDS**
- Economic
 - Environmental
 - Social
 - Governance

PRIORITISING MATERIAL MATTERS

PRIORITISING MATERIAL MATTERS

DEFINITIONS OF OUR TOP MATERIAL MATTERS



MATERIAL MATTERS

LEGENDS

- Economic
- Environmental
- Social
- Governance

OUR SUSTAINABILITY GOVERNANCE

“ Sustainability at UDA is ingrained within our governance structure. We strive to embed sustainability considerations into our operations to meet stakeholder expectations and strengthen our resilience and long-term viability. Adopting a top-down approach in sustainability governance, our Board of Directors has oversight of sustainability-related matters including climate change. ”

The Board holds ultimate responsibility in steering the Group in its sustainability journey, ensuring effective governance and alignment with economic, environmental and social principles. The Board is informed of the progress and performance of UDA’s sustainability agenda by the Group Management Committee (GMC).

In addition, the Board and the GMC are supported by a Sustainability Task Force (STF), which ensures the implementation our sustainability agenda. Since its establishment in 2022, the STF has met five times to discuss, review and present to the GMC the implementation of UDA’s sustainability strategy, roadmap, governance and action plans.

UDA SUSTAINABILITY GOVERNANCE STRUCTURE



OUR SUSTAINABILITY GOVERNANCE

ROLES AND RESPONSIBILITIES

Roles	Responsibility
Board of Directors (BOD)	<ul style="list-style-type: none"> • Holds the responsibility for sustainability and for overseeing the development and adoption of the Group Sustainability Strategy related policies and risk mitigation plans
Group Management Committee (GMC)	<ul style="list-style-type: none"> • Advises and assists the Board for sound decision making on sustainability issues • Facilitates the overall goal towards improving and enhancing the Group’s sustainability performance
Sustainability Task Force (STF)/ Lestari Task Force (LTF)	<ul style="list-style-type: none"> • Reviews sustainability roadmap, governance, sustainability strategy and action plans • Reviews and monitors the implementation of the sustainability strategy and action plans • Reports on sustainability implementation status • Advises on gap closures related to sustainability implementations • Consents for sustainability related matters paperwork to be tabled at GMC for approval
Business Units/ Enablers	<ul style="list-style-type: none"> • Implement UDA’s sustainability strategy, goals and initiatives • Report on their performance against targets to the STF
Secretariat	<ul style="list-style-type: none"> • Drives coordination, consolidation and reporting of all sustainability activities across the Group • Aligns sustainability agenda with practices on the ground

INTEGRATING SUSTAINABILITY

We aspire to drive sustainable change, one measurable step at a time. To better instil a culture of sustainability, we have implemented the Sustainability Innovation Index (SII) to incorporate sustainability-linked elements into our businesses and employees’ yearly assessments. The SII, which has been approved by the Board, serves as a Key Performance Indicator (KPI) tool to measure sustainability performance at the corporate, divisional and individual level every year. Collectively, these metrics form a coherent framework that will steer strategic decision-making and cultivate a culture of innovation and accountability across our organisation.

Corporate KPI

- A measurement of overall sustainability innovation based on the Sustainability Roadmap

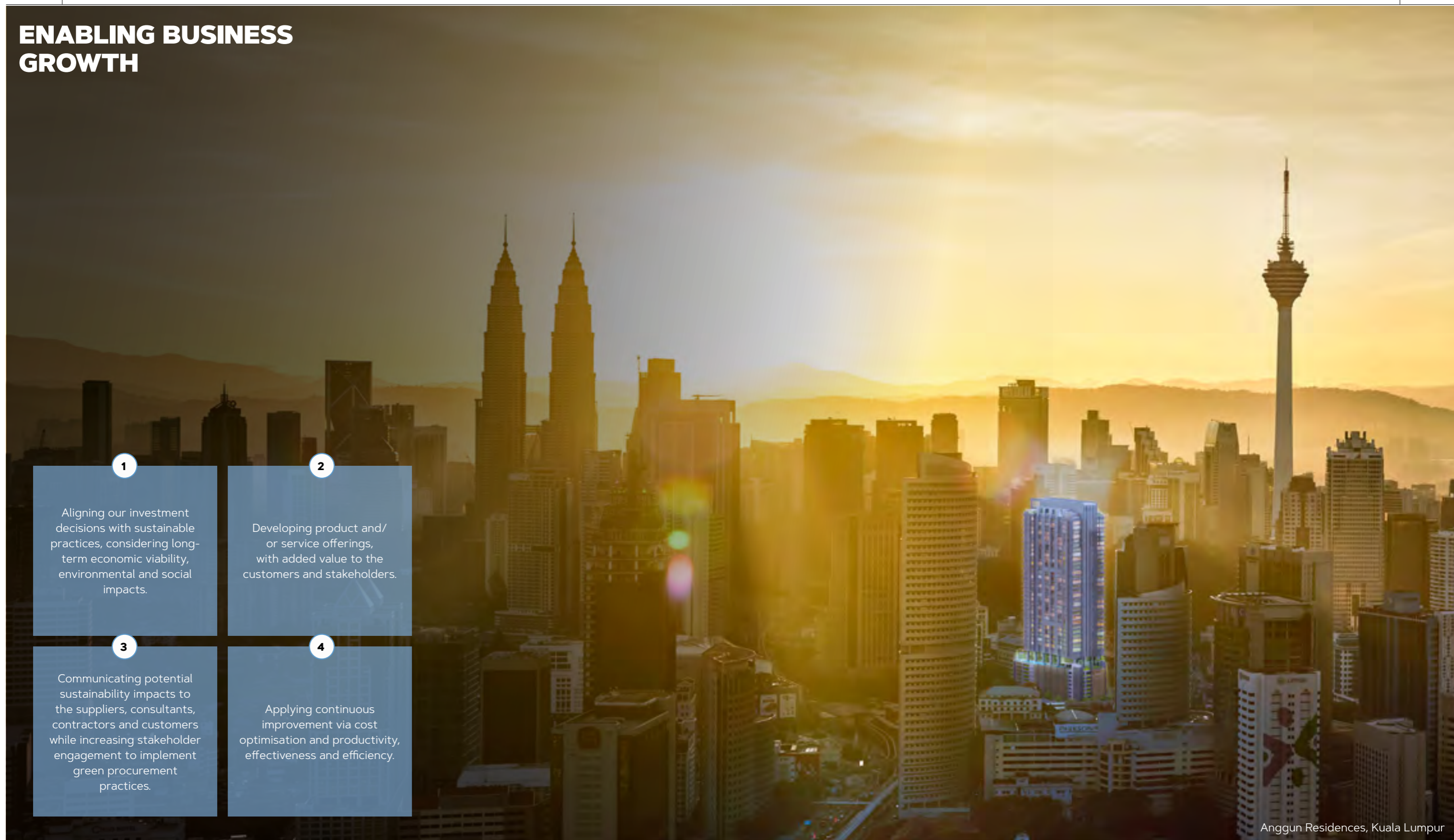
Divisional KPI

- A measurement of divisional sustainability innovation performance based on completion of various sustainability components

Individual KPI

- A measurement of individual sustainability innovation performance based on completion of tasks.
- Assesses an individual’s sustainability-related responsibilities such as participation in sustainability training and sustainability programmes

ENABLING BUSINESS GROWTH



Anggun Residences, Kuala Lumpur

1

Aligning our investment decisions with sustainable practices, considering long-term economic viability, environmental and social impacts.

2

Developing product and/or service offerings, with added value to the customers and stakeholders.

3

Communicating potential sustainability impacts to the suppliers, consultants, contractors and customers while increasing stakeholder engagement to implement green procurement practices.

4

Applying continuous improvement via cost optimisation and productivity, effectiveness and efficiency.

UN SDGs Alignment



Policy, Procedure and Guidelines

- Financial Policy
- Procurement Policy and Procedures (PPP)
- UDA SMART Guideline V1.0

INSIDE THIS SECTION

- 36 Economic Performance**
- 40 Market Presence**
- 42 Procurement Practices**

ENABLING BUSINESS GROWTH

ENABLING BUSINESS GROWTH

ECONOMIC PERFORMANCE

WHY IT MATTERS

Business activities can drive local economic growth and the community's well-being by offering job opportunities, contributing to government revenue through tax payments, and providing products and services. At UDA, we are cognisant of how our activities can contribute to the economy and the Bumiputera empowerment agenda, as we strive to generate economic value for our stakeholders through dividends, employment and tax contributions.

Maintaining healthy economic performance will enable us to deliver sustainable development and high-quality products and services. This will inherently foster long-term partnerships with our business associates, customers, suppliers, contractors and consultants, building and maintaining trust as we persist in delivering excellence. It also allows us to give back to our communities and to invest in our people's personal and career development. We will remain focused on maintaining a robust economic performance to promote the redistribution of wealth among stakeholders and sustainable business growth.

OUR APPROACH AND INITIATIVES

In contributing to economic development, we take into consideration our impacts on the economy, environment and the community. We align our investment decisions with sustainable practices and add value to our products and services to customers and stakeholders.

To inform our stakeholders of the potential sustainability impacts, we communicate closely with our suppliers, vendors, consultants, contractors and customers. This involves increasing stakeholder engagement to effectively drive green procurement practices. Additionally, we continuously enhance our operations through cost optimisation, productivity enhancement, effectiveness and efficiency. Beyond our operations, we forge enduring partnerships with our business partners, actively engaging with organisations that share common sustainability goals.

We are guided by the following Group policies and practices:

- Financial Policies and Procedures
- Malaysian Financial Reporting Standards (MFRS)
- Limits of Authority
- Procurement Policy and Procedures (PPP)
- UDA's Integrity and Anti-Bribery Policy



Neuvo Centro & Pisonia Ville - Bandar UDA Utama, Johor Bahru

UDA's Economic Value Generated, Distributed And Retained

In 2023, we generated about RM401.3 million and retained RM9.9 million for reinvestment. As a government-owned corporation, we are awarded grants for investments and developmental programmes. In the year under review, we received RM30 million from the Ministry of Entrepreneur Development and Cooperatives (MEDAC) under the Twelfth Malaysia Plan (RMK-12) assistance programs for the *Program Pembangunan Infrastruktur Keusahawanan UDA (PPIKU)*.

In September 2023, we increased our issued and paid-up capital from RM334.7 million to RM500 million by converting a RM165.3 million treasury loan from the Ministry of Finance into equity. In addition, we obtained a RM5 million soft loan through the Penang Regional Development Authority (PERDA) for the acquisition and development of a land parcel situated in Seberang Perai.

Direct Economic Value Generated	Revenue RM401.3 MILLION	Other Income RM146.8 MILLION	
Direct Economic Value Distributed	Operating Costs RM345.8 MILLION	Employee Wages and Benefits RM111.7 MILLION	Payments to Government RM24.0 MILLION
	Payments to Providers of Capital RM38.0 MILLION	Community Investments (Donation, Zakat payment, CSR, Rental incentives to Bumiputera and entrepreneur development programs) RM18.7 MILLION	
Direct Economic Value Retained	RM9.9 MILLION		

ENABLING BUSINESS GROWTH

ECONOMIC PERFORMANCE

Sustainability Sukuk Framework

In 2023, UDA launched a Sukuk Wakalah worth RM 1 billion in the form of Islamic Medium-Term Notes (IMTN) and Islamic Commercial Papers (ICP). The issuance of the Islamic financing instruments is guided by the UDA Sustainability Sukuk Framework, which serves as the foundation for UDA's sustainability initiatives. The framework considers sustainable development, community improvements and environmental concerns with wealth creation.

Rated "Gold" by MARC Ratings Berhad (MARC Ratings), the framework sets out the guidelines and principles for the utilisation of proceeds, project evaluation and selection, management of proceeds and reporting. The comprehensive assessment by MARC Ratings included an assessment of alignment with various sustainable investment frameworks and standards, such as the Sustainable and Responsible Investment (SRI) Sukuk Framework of the Securities Commission Malaysia (SC), the ASEAN Green Bond Standards (GBS) and ASEAN Social Bond Standards (SBS) of the ASEAN Capital Markets Forum (ACMF).

The framework defines six eligible types of projects to which the proceeds of the sukuk will be channelled. These six types of projects are aligned with seven UN Sustainable Development Goals (UN SDGs):

Projects	UN SDG
Green Projects	11 SUSTAINABLE CITIES AND COMMUNITIES
Renewable Energy, Energy Efficiency and Climate Action	7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES, 13 CLIMATE ACTION
Pollution Prevention and Control	3 GOOD HEALTH AND WELL-BEING, 11 SUSTAINABLE CITIES AND COMMUNITIES
Affordable Housing	11 SUSTAINABLE CITIES AND COMMUNITIES
Waqf	11 SUSTAINABLE CITIES AND COMMUNITIES
Socioeconomics Advancement and Empowerment	5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH

The framework represents a significant step in demonstrating our commitment to the recommendations outlined in the "Islamic Green Finance for Development, Ecosystem and Prospect" report, a document jointly published by the SC and the World Bank Group. These guidelines monetary security and economic expansion, wealth redistribution and poverty eradication, financial and social inclusion, environmental protection and combating climate change.

 For more information on our Sustainability Sukuk Framework, refer to <https://www.uda.com.my/sustainability>

Sukuk Programmes	Islamic Medium-Term Notes (IMTN) Programme of up to RM1 billion and Islamic Commercial Papers (ICP) Programme of up to RM100 million, with a combined aggregate limit of up to RM1 billion
Issuance Amount (RM) on 10 May 2023	500 million (IMTN) 25 million (ICP)
Company Rating on 8 Dec 2023	MARC-1 _{IS} /AA- _{IS} , Affirmed
Sustainability Sukuk Framework Assessment, Published on 10 Feb 2023	Rating by MARC Ratings Berhad - GOLD

ENABLING BUSINESS GROWTH

GOING FORWARD

As we continue to evolve, our commitment to robust economic performance remains at the heart of our sustainability strategy. We recognize that financial resilience is essential not only for business growth but also for delivering long-term value to our stakeholders, including shareholders, employees, communities and partners.

Moving forward, we will focus on:

Sustainable Growth

We are dedicated to pursuing responsible business expansion, ensuring that our projects and investments are both financially sound and aligned with our sustainability objectives. This approach allows us to balance profitability with positive social and environmental outcomes.

Innovation and Diversification

We will continue to explore innovative solutions and diversify our portfolio to drive economic value. By integrating new technologies and expanding into emerging markets, we aim to enhance our competitiveness and future-proof our business against evolving market trends.

Operational Efficiency

We are committed to optimizing our operations through lean processes, digitalization and resource efficiency. These efforts will not only enhance productivity but also reduce costs, contributing to stronger financial performance.

Value Creation for Stakeholders

Our economic success is intertwined with the prosperity of the communities and stakeholders we serve. We will continue to create shared value by delivering high-quality products and services while contributing to the local economy through job creation, vendor development and community investments.

We are committed to ensuring that our financial success supports a more inclusive and sustainable future for all.



Elevate @Gravitas , Penang

ENABLING BUSINESS GROWTH

MARKET PRESENCE

WHY IT MATTERS

Having a strong market presence is vital for our organisation’s long-term growth. It enables us to build strong relationships with the local communities where we operate and propel our reputation. It also allows us to contribute significantly to the development of local economy, as we seek to create sustainable value for all.

OUR APPROACH AND INITIATIVES

At UDA, we believe that the foundation of a successful and resilient organisation is built upon the well-being of its workforce. Ensuring that all employees receive fair wages is not just a legal requirement—it is a moral obligation that directly aligns with our commitment to social sustainability. By implementing and adhering to the minimum wage, we:

- Ensure that every individual, regardless of their role, is compensated equitably. This approach helps narrow income inequality, fosters financial security and enhances employee satisfaction, leading to improved productivity and retention.
- Simultaneously contribute to the broader economic well-being of the communities in which we operate. Fair pay promotes greater purchasing power among our employees, positively influencing local economies and creating a ripple effect of economic growth.
- Strengthen our reputation as an employer of choice, attracting top talent while fostering loyalty among our employees. This in turn enhances our overall market presence, as stakeholders—whether customers, investors, or partners—recognise UDA as a company that values its people and operates with integrity.

In addition to ensuring fair wages, we place a strong emphasis on hiring local talent for senior management roles. At UDA, we believe that empowering local leaders is key to understanding and addressing the unique needs of the markets we serve. This strategy not only deepens our connection to local communities but also enhances our market adaptability and strengthens our leadership pipeline where:

- UDA benefits from leaders who have an intrinsic understanding of local culture, market dynamics and community needs. This enables us to make more informed, culturally attuned decisions that resonate with stakeholders and drive business success.
- It reflects our role as a responsible corporate citizen. We believe in creating meaningful career pathways for local professionals, offering them opportunities to grow, lead and contribute to the development of their communities. This not only enhances our corporate responsibility but also positions UDA as a company that genuinely invests in its people.
- It enables us to remain agile and competitive in diverse markets. Local leadership fosters stronger relationships with stakeholders and drives innovation that is tailored to regional needs, positioning us to respond quickly to challenges and capitalise on opportunities.



minimum wage at **RM1,500**

For 2025, UDA to apply minimum wage of RM 1,700 as announced by the government



100% of UDA’s senior management is Malaysian citizen



Our senior management is responsible for **setting goals, formulating strategies** and overseeing the **overall operations** of UDA

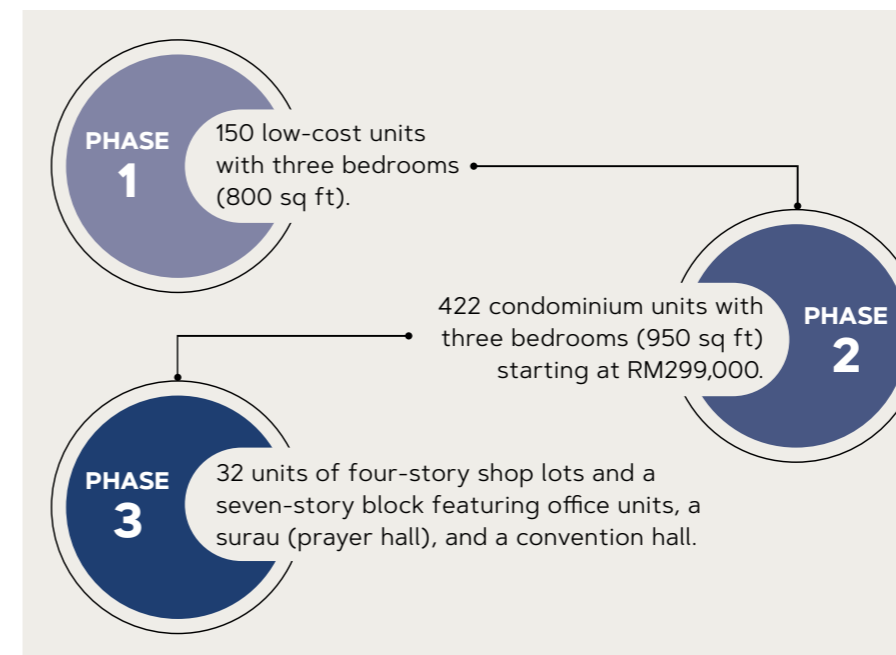
UDA Waqf

UDA Holdings Berhad (UDA), established by the Malaysian government on November 12, 1971, has been instrumental in advancing the nation’s urban development across business, industry, and housing sectors.

In recent years, UDA has focused on developing waqf properties—inalienable charitable endowments under Islamic law—to enhance economic growth and property ownership among Muslims in Malaysia.

ENABLING BUSINESS GROWTH

A notable project is Wakaf Seetee Aisah 2 in Seberang Jaya, Penang as an example of this initiative. Launched in June 2022, this mixed development spans 7.23 acres and comprises 611 residential and commercial units. The project is divided into three phases:



This development is a strategic collaboration between UDA and the Penang Islamic Religious Council (MAINPP), aiming to meet the increasing demand for affordable housing in the state.

Through these projects, UDA continues to play a pivotal role in empowering the ummah (Muslim community) by developing waqf properties in strategic urban areas, thereby contributing to the nation's socio-economic development and providing affordable housing solutions.

AFFORDABLE HOUSING

In an increasingly urbanizing world, the topic of affordable housing is emerging as one of the most critical dimensions of sustainable development. As cities continue to expand and diversify, the pressure on housing markets intensifies, leading to rising property prices, rental costs and associated living expenses. Without strategic interventions, these market dynamics can become formidable barriers for low- to middle-income households seeking to secure stable housing. From a macroeconomic perspective, affordable housing supports the development of more equitable and resilient societies. When housing costs are excessively burdensome, families have fewer resources to invest in education, healthcare and local businesses, thereby dampening socio-economic growth.

For UDA, affordable housing is more than just providing a roof overhead; it is about enabling access to safe and dignified living conditions for people of all income levels, especially for Bumiputera. As a government-linked urban

development entity, affordable housing aligns closely with our mandate and national priorities such as reducing poverty and narrowing societal disparities. By addressing housing affordability, UDA is directly contributing to multiple Sustainable Development Goals (SDGs), including SDG 1 (No Poverty), SDG 10 (Reduced Inequalities), and especially SDG 11 (Sustainable Cities and Communities). Furthermore, this focus resonates with globally recognized standards and guidelines, including the Global Reporting Initiative (GRI) Standards and ISO 26000 Social Responsibility Guidance, which encourage organizations to acknowledge and act upon their broader social impacts.

One of UDA’s latest affordable housing projects, Legasi Kampong Bharu, is a prime example of this commitment. With a total of 639 units, 206 units fall under the RUMAWIP (Rumah Mampu Milik Wilayah Persekutuan) category, priced at RM300,000 and offering a space of 807 sqft. This project addresses the demand for affordable housing, particularly for low- to middle-income households and contributes to fulfilling the nation’s housing needs.

GOING FORWARD

As we look to the future, our market presence will continue to be shaped by our dedication to fair employment practices and local leadership development. These principles form the bedrock of our approach to sustainable business growth. By embedding fairness and inclusion into our operations, it strengthening our position in the market and also ensuring that our success is shared with the people and communities that are central to our business.

ENABLING BUSINESS GROWTH

PROCUREMENT PRACTICES

WHY IT MATTERS

UDA is committed to ensuring effective procurement practices throughout our supply and value chains. This allows us to control costs by securing the best prices for materials, services and contracts. Capitalising on efficient procurement processes enables us to ensure the timely delivery of goods and services, which is critical to maintaining project schedules and meeting client expectations.

Implementing proper procurement practices is vital in mitigating risks associated with supply chain disruptions, price volatility and contractor reliability. Streamlined procurement processes not only reduce administrative burdens but also enhance overall operational efficiency, allowing us to focus on our core business activities. Additionally, embedding sustainable practices into our procurement processes enables us to meet regulatory compliance and environmental standards. This includes integrating good governance and transparency to build and maintain trust among stakeholders, demonstrating UDA's commitment to ethical and responsible business conduct. This makes our organisation more appealing to ESG-conscious investors and clients.

OUR APPROACH AND INITIATIVES

Our procurement approach is guided by UDA Procurement Policy and Procedures (PPP), which encompasses the following key policies and procedures.

The PPP lays out the rules and guidelines to ensure an uninterrupted supply chain in our daily operations:

- Procurement Policy
- Technical Procurement
- Vendor Management
- General Procurement Procedure
- Procurement of Consultants
- Procurement for Facilities Management

Enhancing Knowledge of Public-Private Partnership

To communicate the PPP to the relevant stakeholders, we conducted awareness programmes for all business units and business enablers. Engagement and knowledge-sharing sessions with specific business units were also held to address unique procurement needs and the challenges of each unit, providing them with customised support and guidance. These sessions facilitated the exchange of best practices and insights related to procurement, ensuring that our teams are well-equipped with the latest knowledge and strategies to optimise our procurement processes.

In 2023, we conducted:



Awareness Programmes

Total participants :

40 - 60



Engagement Sessions

Total participants :

20 - 25



Knowledge Sharing Sessions

Total participants :

30 - 60

Supporting Local Industries

At UDA our corporate mission goes beyond delivering value. We are deeply committed to fostering economic development and empowering local communities through our procurement practices. By supporting local vendors, we enhance our supply chain's resilience and contribute to the growth of the Malaysian economy.

Incorporating local vendors into our procurement strategy helps create more opportunities for micro, small and medium-sized enterprises (MSMEs) while driving sustainable and inclusive growth. Here are the key ways UDA supports local vendors:

1. Prioritising Local Sourcing

One of the way UDA supports local vendors is by prioritising the procurement of goods and services from businesses based in Malaysia. By sourcing locally, we ensure that the economic benefits of our projects remain within the country, helping to stimulate job creation and economic activity.

We work closely with MSMEs to help them meet the necessary standards, ensuring local vendors have an opportunity to participate in our supply chain.

2. Long-Term Partnerships with Local Vendors

At UDA, we view our vendor relationships as long-term partnerships. By cultivating trust and mutual growth with local businesses, we ensure that vendors have the support they need to thrive and grow alongside our projects. Establishing strong, lasting relationships often results in improved service delivery and innovation, benefiting both UDA and our vendors.

Long-term contracts and framework agreements, where appropriate, provide local businesses with predictable revenue streams, allowing them to invest in their capacity and capabilities.

3. Capacity Building and Knowledge Transfer

A crucial element of UDA's support for local vendors is the emphasis we place on capacity building. Through various training programs, we help vendors enhance their capabilities in areas such as compliance, quality management, innovation and sustainability.

As part of our commitment to sustainability, we work with local vendors to implement eco-friendly practices. Through initiatives like the UDA Eco-Efficiency Program, we help vendors reduce their environmental impact, improve energy efficiency and embrace sustainable production methods. This approach not only contributes to cost savings but also ensures that our vendors are aligned with global sustainability standards.

ENABLING BUSINESS GROWTH

4. Fostering Innovation and Sustainability

UDA actively encourages local vendors to innovate, especially in areas related to sustainability, digitalization and eco-friendly materials. By providing vendors with the resources and opportunities to develop innovative solutions, UDA supports the adoption of greener practices and cutting-edge technologies within its supply chain.

Our procurement strategy also places a strong emphasis on vendors that adhere to economic, environmental, social and governance (EESG) criteria. This ensures that the businesses we work with are not only competitive but also committed to sustainable and ethical practices.

5. Facilitating Access to UDA Projects

UDA strives to ensure that local vendors can easily participate in our procurement processes. We promote transparency by providing clear guidelines, making announcements in a timely manner and maintaining an accessible procurement portal. By simplifying the tendering process, UDA reduces barriers to entry and opens the door for a broader range of local vendors to take part in our projects yet guiding by procurement best practices, optimal transparency without compromising integrity and fairness.

“
In 2023,
100% of our vendors were
Malaysian-based companies.”

GOING FORWARD

UDA remains steadfast in advancing our procurement practices to foster sustainable growth and achieve operational excellence. Our approach prioritises comprehensive project planning, proactively identifying potential risks and developing robust mitigation strategies to ensure project resilience and adaptability in a dynamic environment. We are committed to embedding agility into our processes, enabling us to swiftly respond to emerging challenges and opportunities.

Recognising that the future of procurement demands continuous upskilling, we are dedicated to investing in the ongoing education and professional development of our teams. Through targeted training and development programs, we will empower our staff with cutting-edge knowledge and capabilities, ensuring they are well-equipped to drive innovation and navigate the rapidly evolving procurement landscape.

MANAGING ENVIRONMENTAL FOOTPRINT



Crescent Dew – Penang

1

Complying with all environmental Acts and Regulations.

2

Managing and reducing our greenhouse gas (GHG) emissions to support Malaysia’s target to become a net zero greenhouse gas emissions nation as early as year 2050.

3

Shifting our operations and projects to align with the principles of a circular economy.

4

Promoting responsible water usage management and implement water conservation measures in all our developments, premises and operations.

5

Embedding sustainable features in our products and services to build resilient communities with reduced climate change impact.

6

Incorporating sustainable landscaping approach that promotes protection and conservation of biodiversity eco-system into our product developments and portfolios.

UN SDGs Alignment



Procedures and Guidelines

- UDA SMART Guideline V1.0
- Guideline on Eco-Efficiency V1.0

INSIDE THIS SECTION

- 46** Climate Resilience
- 52** Environmental Compliance
- 54** Water and Effluents Management

MANAGING ENVIRONMENTAL FOOTPRINT

MANAGING ENVIRONMENTAL FOOTPRINT

CLIMATE RESILIENCE

WHY IT MATTERS

As climate change impacts escalate, climate resilience has become a crucial focus of many industries. Currently, we are witnessing an increased frequency and severity of extreme weather events, such as heatwaves, floods and biodiversity loss. With climate change impacts expected to intensify, it is vital to ensure that infrastructure and communities are resilient to these changes. To this end, we strive to build sustainable homes and support community well-being, aligning with global sustainability goals, such as those outlined in the Paris Agreement and the United Nations Sustainable Development Goals (UN SDGs).

We believe that climate resilience must be addressed to mitigate negative impacts, such as those related to climate resilience projects. These projects require significant upfront investments, stakeholder acceptance of new building designs and innovative approaches and extensive coordination and management. We acknowledge that the implementation of climate resilience measures is also costly and can potentially impact local economies, small businesses and property owners. Thus, it is vital to strive for a just transition to a low-carbon economy, ensuring that no one is left behind.

OUR APPROACH AND INITIATIVES

In our commitment to preparing our business to be climate resilience, we are guided by existing framework, policy, guideline and checklists.

- UDA Sustainability Framework
- Sustainability Policy
- UDA SMART Framework and Assessment Guideline
- Eco-efficiency Management Guidelines
- Standard Sustainability Design Elements Checklists

Since 2022, we have started tracking and monitoring our greenhouse gas (GHG) emissions, advancing our journey towards building climate resilience. Additionally, we have implemented energy efficiency initiatives to better manage our GHG emissions.



Managing Climate-related Risks and Opportunities

The effects of climate change have severely impacted daily lives, the environment and businesses. In UDA, rising temperatures and increased heatwaves can result in higher energy consumption for cooling buildings, necessitating greater investment in energy-efficient designs and cooling systems to mitigate heat stress and reduce operating expenses. Climate-related risks can also affect the valuation of real estate assets and influence investment decisions, posing challenges in securing financing or investment for projects in high-risk areas, particularly if lenders and investors perceive climate change as a significant financial risk.

To this end, the increased demand for climate-resilient properties, such as flood-resistant design, sustainable materials and renewable energy systems, presents an opportunity to attract environmentally conscious buyers and tenants, potentially increasing revenue.

To prepare our business for climate resilience, we have implemented the following strategies to effectively manage climate-related risks and opportunities:



Embracing sustainable design principles and green building practices

We adhere to the Standard Sustainability Design Elements Checklists, incorporating project features such as energy-efficient technologies, renewable energy sources, green spaces, waste management and low-impact materials into new construction and renovation projects.



Cultivating awareness

Our employees are trained via knowledge sharing and capability building initiatives to enhance awareness, skills and expertise in climate resilience and sustainability within the organisation. This includes equipping them with knowledge on climate change, regulatory compliance, best practices and emerging trends to empower staff at all levels to integrate climate considerations into their work.



Implementing UDA SMART and Eco-Efficiency tools

We conducted thorough assessments to identify climate-related risks and opportunities associated with current and future real estate assets. This included analysing exposure to physical risks such as extreme weather events, as well as transition risks related to regulatory changes, market shifts and technological advancements.


MANAGING ENVIRONMENTAL FOOTPRINT

CLIMATE RESILIENCE

Decarbonising Our Operations

UDA is committed to leading by example by reducing carbon emission and waste generation while addressing the urgency of climate change. We recognise the significant impact of the built environment and we are committed to minimising our carbon footprint through innovative and sustainable practices in our businesses. Whether it is through implementing energy efficient technologies, using eco-friendly materials or promoting sustainable practices among our work force and communities, we strive to contribute to a more environmentally responsible future.

To reduce our carbon emission and waste generation, we implemented the following initiatives:

-  Nominated eco-efficiency persons-in-charge (PICs) from all business units and operations
-  Provided intensive training through an eco-efficiency programme
-  Track and monitor our energy consumption through our Eco-Efficiency Programme
-  Conducted UDA Lestari campaign, which includes a lights off challenge, recycling, ride sharing to inculcate energy saving habits among our staff
-  Plan, communicate and execute our carbon, and waste reduction initiatives at our premises such as installation of solar PV, replacement to LED lightings, recycling, rainwater harvesting, etc

Managing Greenhouse Gas (GHG) Emissions

GHG emissions refer to the release of GHG gases into the atmosphere. This traps heat and contributes to the greenhouse effect which results in global warming and climate change. Given the urgency of addressing climate change, effective emissions monitoring and control are important for our operations, as our activities generate significant GHG emissions. Specifically, our carbon emissions stem from two main sources:

Scope 1 Emissions:

Emissions from the direct combustion of fossil fuels from sources controlled or owned by UDA. The primary energy sources for Scope 1 emissions are petrol and diesel used by heavy machineries in our construction sites, generator and petrol consumed by UDA-owned-vehicles.

Scope 2 Emissions:

Emissions derived from purchased electricity.

We acknowledge that managing Scope 3 emissions is crucial for fostering a sustainable value chain. While we have not yet commenced data collection for Scope 3 emissions, we plan to initiate this process soon to further advance our transition to a low carbon economy, aligning with the nation's goal of achieving carbon neutrality by 2050.

MANAGING ENVIRONMENTAL FOOTPRINT

Carbon Emissions and Waste Generation Summary

Total Carbon Emissions (kgCO₂-e)

9,154,547

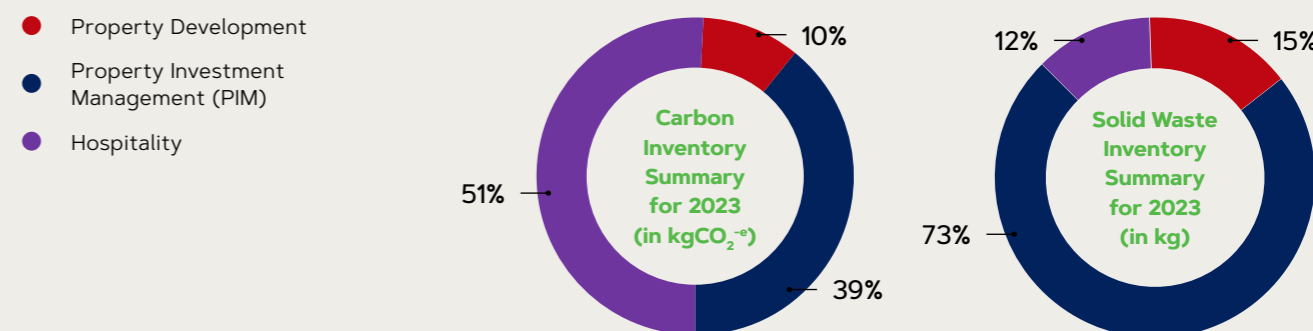


Total Waste Disposal (kg)

1,881,397



Carbon Emissions and Waste Generation Breakdown for 2023



Breakdown		FY2023 Results (kgCO ₂ -e)	FY2023 Results (kg)
UDA	Group	9,154,547	1,881,397
Property Development	Property Development	880,060	290,303
Asset Management	Property Investment Management (PIM)	3,559,333	1,363,743
	Hospitality	4,715,154	227,351







MANAGING ENVIRONMENTAL FOOTPRINT

CLIMATE RESILIENCE

Offsetting our Carbon Emissions through Solar Technologies

In 2023, UDA took a significant step towards reducing carbon emissions by implementing solar power systems at Angsana Ipoh and Angsana Seremban. These initiatives harness clean, renewable energy to power operations, significantly lowering reliance on conventional energy sources. The transition to solar energy aligns with UDA's commitment to environmental sustainability and Malaysia's target of achieving 31% renewable energy capacity by 2025 and 40% by 2035. This effort reflects UDA's proactive approach to addressing climate change and supporting the nation's journey toward a greener, more sustainable future.



- 
Location:
Angsana Ipoh
- 
Total Energy Generated for 2023:
1,350,778.83 kWh
- 
Estimated Cost Savings for 2023:
RM322,148.15
- 
Estimated Carbon Emission Offset:
906,372.59 kgCO₂



- 
Location:
Angsana Seremban
- 
Total Energy Generated for 2023:
46,340.00 kWh
- 
Estimated Cost Savings for 2023:
RM23,205.31
- 
Estimated Carbon Emission Offset:
31,094.14 kgCO₂

MANAGING ENVIRONMENTAL FOOTPRINT

Implementing Circular Economy

Efficient waste management is vital for our license to operate, and we have embraced the principles of the circular economy through various initiatives to reduce waste generation and drive sustainability. A key strategy focused on waste prevention involves improving material selection across our operations, prioritising recyclable or biodegradable materials to minimize waste. We also strive to reduce raw material usage through efficient resource management, promoting reuse and recycling wherever possible. These efforts reflect our commitment to environmental stewardship and the transition to a circular economy.

To manage waste responsibly, UDA



Engaged licensed waste collectors who are required to comply with all the relevant regulations and standards to minimise environmental harm and promote sustainable waste disposal practices.

Established a comprehensive tracking system that records data at various stages of waste management processes, including generation, collection, transportation and disposal via an online management portal to collect and monitor waste related data effectively.

Conducted audits and assessments to ensure compliance with waste management protocols and to identify areas for improvement. This enables us to optimise our waste management strategies and enhance our environmental performance.



GOING FORWARD

Our climate resilience efforts will improve infrastructure and planning, reduce climate-related risks and protect our developments from climate-related disruptions, thereby safeguarding livelihoods and property values. Additionally, sustainable practices will contribute positively to the environment and community health and safety, optimise costs, enhance UDA's reputation and increase stakeholder trust. Thus, we aim to implement comprehensive mitigation measures to identify and minimise climate-related physical and transition risks. This will include establishing a Standard Sustainability Design Elements Checklist for high-rise, landed and commercial buildings and developing a design-to-cost approach to control construction costs while embedding sustainability elements. We will also establish and implement UDA's Sustainability Management System (SMS) and enhance our capability building through in-house training and certification programmes for development and project managers.


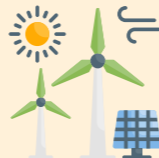






MANAGING ENVIRONMENTAL FOOTPRINT

ENVIRONMENTAL COMPLIANCE

WHY IT MATTERS

In our sustainability journey, environmental compliance is necessary for many reasons. It ensures compliance to environmental regulations, provides economic benefits, protects public health and the environment and enhances our social license to operate. We are committed to fully adhering to environmental laws and requirements to prevent non-compliances, which can lead to legal penalties, lawsuits and reputational damage. These non-compliances can pose health risks, erode stakeholder trust and potentially damage the company's reputation and market value. By prioritising environmental compliance, we can uphold our responsibility to the environment and our stakeholders, ensuring a sustainable future for everyone.

Example of key aspects of environmental compliance includes:

<p>1</p> <p>Conduct a comprehensive Environmental Impact Assessment (EIA) to evaluate potential environmental impacts and develop effective mitigation strategies. The EIA, mandated by the Environmental Quality Act 1974, is a critical regulatory requirement that ensures responsible project planning and environmental stewardship.</p> 	<p>6</p> <p>Adhere to the Renewable Energy Act 2011 to promote the use of renewable energy sources. This includes implementing renewable energy technologies such as solar panels, ensuring compliance with regulations for renewable energy generation and consumption and contributing to Malaysia's renewable energy targets for sustainable development.</p> 
<p>2</p> <p>Develop and implement an Environmental Management Plan (EMP) to outline the strategies and actions needed to mitigate identified environmental impacts. The EMP ensures continuous monitoring, compliance with environmental regulations and the adoption of best practices throughout the project's lifecycle based on the approved EIA report by Department of Environment (DOE) Malaysia.</p> 	<p>7</p> <p>Comply with the Environmental Quality (Clean Air) Regulations 2014 and Noise and Vibration Regulations, measures are implemented to manage air pollution, noise, and vibration impacts. Actions include controlling dust, emissions, and noise, minimising vibrations, conducting an Indoor Air Quality (IAQ) Assessment, and installing the Healthway Air Purifier (Deluxe Turbo) to enhance air quality.</p> 
<p>3</p> <p>Adhere to the Solid Waste and Public Cleansing Management Act 2007 (Act 672) to ensure proper waste management practices. This includes implementing effective waste segregation, recycling and disposal methods to minimize environmental impact and comply with national standards for solid waste management and public sanitation.</p> 	<p>8</p> <p>Adhere to the Environmental Quality (Scheduled Wastes) Regulations 2005 under the Environmental Quality Act 1974 to ensure the proper management of hazardous waste. This includes the safe handling, storage, transportation and disposal of hazardous materials to prevent environmental contamination and safeguard public health.</p> 
<p>4</p> <p>Comply with the Energy Efficiency and Conservation Bill 2023, which mandates energy management systems and audits for large users, sets performance standards, introduces energy-efficient labels, provides financial incentives, promotes public awareness and regular reporting.</p> 	<p>9</p> <p>Comply with the Water Services Industry Act 2006 (Act 655) to ensure the responsible use and management of water resources. This includes implementing water conservation measures, ensuring the quality of discharged wastewater and maintaining infrastructure for water supply and sewage treatment to protect water bodies and support sustainable development.</p> 
<p>5</p> <p>Adhere to the Energy Commission Act 2001 (Act 610) and the Efficient Management of Electrical Energy Regulations 2008 to promote energy efficiency in all aspects of built environment. This includes implementing energy-saving technologies, conducting energy audits and ensuring compliance with energy consumption standards to reduce environmental impact and operational costs.</p> 	<p>10</p> <p>Adhere to the National Forestry Act 1984 and the Wildlife Conservation Act 2010 to protect biodiversity within and around real estate developments. These acts regulate activities that may impact forests, wildlife habitats and endangered species, requiring mitigation measures to conserve biodiversity, promote habitat restoration and ensure sustainable land use practices.</p> 

MANAGING ENVIRONMENTAL FOOTPRINT

OUR APPROACH AND INITIATIVES

Our endeavour in environmental compliance is guided by these policies, guidelines and practices:

 <p>UDA Sustainability Policy</p>	 <p>Eco-efficiency Management Guidelines</p>
 <p>Health, Safety, Security and Environmental (HSSE) Policy</p>	 <p>Best Management Practices (BMPs) for:</p> <ul style="list-style-type: none"> - Scheduled Waste Management - Air, Noise and Vibration Management - Erosion and Sediment Control
 <p>UDA SMART Framework and Assessment Guideline</p>	 <p>Environmental Impact Assessment (EIA) and Environmental Management plan (EMP)</p>

GOING FORWARD

UDA's commitment to environmental compliance will enhance our brand reputation and attract consumers, partners, investors and shareholders who prioritise sustainability. Our initiatives aim to position UDA as an industry leader in sustainability, fostering trust and recognition among peers and stakeholders.

We will implement robust accountability and oversight mechanisms to promptly address compliance issues while transparently communicating our environmental initiatives and achievements. This includes disclosing key performance metrics, such as GHG emissions, energy consumption and waste diversion, to our stakeholders.

Active engagement with regulatory agencies will ensure strict adherence to compliance requirements, with environmental expectations integrated into our contracts with suppliers, contractors and partners. To further our environmental commitment, we will establish partnerships to collaboratively address pressing environmental challenges. Additionally, we will engage with communities, local organizations, and environmental advocacy groups to drive positive change.

Through these strategic actions, UDA is dedicated to setting a benchmark for environmental excellence and leading the way in sustainable practices.



MANAGING ENVIRONMENTAL FOOTPRINT

WATER AND EFFLUENTS MANAGEMENT

WHY IT MATTERS

Minimising adverse effects on the environment is imperative for our licence to operate. As the nature of our business operations relies on natural resources such as land and water, it is vital for us to protect and conserve these resources. This will also enable us to mitigate risks such as regulatory non-compliances, increased costs for suppliers and contractors and disruptions to local communities. Additionally, efficient management of water and effluents is essential for protecting the health and safety of our workers and the general public.

OUR APPROACH AND INITIATIVES

We have adopted a comprehensive approach to water and effluent management, which also allows us to adapt to climate change, reduce operational costs and attract investors.

Our commitment to efficient water and effluent management is guided by the following UDA policies, guidelines and practices:



Sustainability Policy



Health, Safety, Security and Environmental (HSSE) Policy



UDA SMART Framework and Assessment Guideline



Eco-efficient Management Guidelines



Best Management Practices (BMPs) for Erosion and Sediment Control Plan (ESCP)

At UDA, water is primarily used in construction for processes such as dust control, soil compaction and concrete mixing. Our property management division utilises water for various purposes, including irrigation, sanitation and cooling systems. To identify water-related impacts, we conduct Environmental Impact Assessments (EIAs) during the planning and development stages of new projects to assess potential water impacts. We also regularly review and ensure full compliance with local governmental water regulations and standards, aligning with the latest guidelines from the Department of Environment (DOE) Malaysia and the National Water Services Commission (SPAN).

During the year, we implemented the following initiatives to enhance our water and effluents management:



- Installed low-flow faucets, showerheads and dual-flush toilets in our residential and commercial properties



- Implemented rainwater collection systems for irrigation and non-potable uses



- Conducted water audits to assess and improve water consumption

MANAGING ENVIRONMENTAL FOOTPRINT

Management of Wastewater Discharge

UDA's residential, commercial properties and construction sites generate wastewater. The following infographic illustrates the sources of our wastewater, and the control measures we have implemented to mitigate their impacts:

WASTEWATER SOURCES

- 1. Residential Properties**
(water from bathrooms, kitchens and rainwater)
- 2. Commercial Properties**
(water from restrooms, kitchens, HVAC systems and restaurants)

Control Measures

Municipal Sewer Systems

- **Treated Wastewater** – residential and commercial wastewater is **directed to municipal sewage treatments plants for processing** before it is released into natural water bodies
- **Stormwater Systems** – **rainwater and surface runoff are collected and managed** through municipal stormwater infrastructure

WASTEWATER SOURCES

- 3. Construction Sites**
(water run-off from construction activities and from excavation sites or foundations)

Control Measures

Erosion and Sediment Control

- **Silt fences** are installed around the perimeter of construction sites to **capture sediment runoff** and **prevent sediment from entering** surrounding water bodies
- **Sediment basins or ponds** collect and store runoff, allowing sediment to settle before water is discharged, **reducing sediment load** in runoff and protecting downstream water quality
- To protect storm-drain inlets, **barriers** are placed around them to **filter out sediment and debris, preventing clogging of drainage systems** and reducing sediment pollution
- Dams in swales or drainage channels are regularly **inspected to ensure water flow** and capture sediment, reducing erosion and promoting sediment deposition
- Site inspections are regularly conducted to ensure that all BMPs are functioning correctly. These inspections also help to identify and address potential issues before they escalate



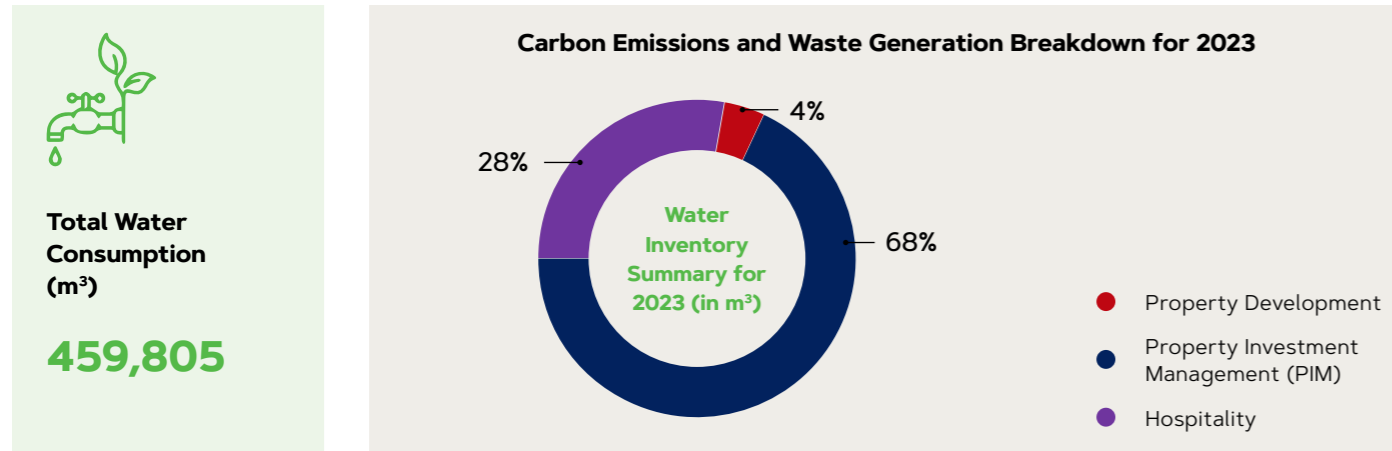
KTGR, Terengganu

MANAGING ENVIRONMENTAL FOOTPRINT

MANAGING ENVIRONMENTAL FOOTPRINT

WATER AND EFFLUENTS MANAGEMENT

Water Consumption Summary



Breakdown		FY2023 Results (m³)
UDA	Group	459,805
Property Development	Property Development	17,962
Asset Management	Property Investment Management (PIM)	313,769
	Hospitality	128,074

GOING FORWARD

In future, UDA will enhance water and effluents management through precise measurement and tracking of water withdrawal, rainwater usage, third-party water treatment and water discharge, where applicable. These initiatives will drive us toward long term sustainability goals, strengthen corporate governance, improve decision-making and reduce operational costs, all while safeguarding public health and the environment from pollutants.

Our action plans include aligning water management strategies with long-term objectives, building internal capabilities and adopting industry best practices to exceed regulatory compliance.

We will also provide training for suppliers and contractors to meet environmental standards, engage local communities to understand and address their needs and invest in advanced water and effluent management systems to optimise costs and mitigate risks.

Through these focused efforts, UDA is committed to leading in sustainable water management while contributing to environmental protection and community well-being.

UDA LESTARI CAMPAIGN 2023

In the spirit of fostering environmental responsibility, UDA launched the UDA Lestari 2023 campaign, themed “*Alam Sekitar, Tanggungjawab Bersama*” (Environment, Our Shared Responsibility). Running from 25th September to 24th October 2023, this one-month initiative aimed to inspire collective action towards sustainability, emphasising the importance of protecting our planet for future generations. Through shared efforts, participants embraced their role in creating a greener and more sustainable world.



Lights Off Challenge
300 Participants



Knowledge Sharing Session (KSS)
4 sessions conducted
1,000 Participants



Ride Sharing
300 Participants



Urban Farm: Farming Frenzy
1,152 pots
100.5 kg collective yield (5 Harvests)



House of Heroes
110 Participants



5R: Refuse, Reduce, Reuse, Repurpose, Recycle
722 kg recycle items collected
120 Participants



IMPROVING STAKEHOLDER WELFARE

<p>1</p> <p>Providing a safe, secure and healthy environment to all our stakeholders which aligned with internal policy on Occupational, Safety and Health.</p>	<p>2</p> <p>Complying with all relevant data protection laws and regulations concerning the collection, processing and storage of personal data.</p>	<p>3</p> <p>Prioritising employee wellbeing is crucial to foster a positive work-life environment, which plays a vital role in managing and retaining talent.</p>
<p>4</p> <p>Nurturing diversity, equity and inclusion to cultivate innovation, harmony and fairness within organizations and society.</p>	<p>5</p> <p>Strengthening community empowerment, sense of community and social development through CSR activities.</p>	<p>6</p> <p>Creating positive and memorable experiences for our customers by building enduring relationships.</p>
<p>7</p> <p>Driving entrepreneurship initiatives to support Micro, Small and Medium Enterprises (MSMEs).</p>	<p>8</p> <p>Contributing to affordable housing solutions and advocate for sustainable and inclusive urban development to support government initiatives.</p>	<p>9</p> <p>Upholding human rights in every aspect of our businesses and operations, fostering an environment of inclusivity, respect and fairness.</p>



Anggun Residences, Kuala Lumpur

UN SDGs Alignment



Procedures and Guidelines

- Dasar Keselamatan dan Kesihatan Pekerja (OSH)
- UDA SMART Guideline V1.0

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IMPROVING STAKEHOLDER WELFARE

ENTREPRENEUR DEVELOPMENT

WHY IT MATTERS

As the backbone of the economy, entrepreneurs play a key role in fuelling sustainable economic growth. Besides creating job opportunities, entrepreneurs foster innovation and serve as a catalyst in stimulating economic activities. In Malaysia, small and medium enterprises (SMEs) form at least 97% of the economy, accounting for 48% of employment and contributing 38% of the total Gross Domestic Product. We acknowledge that entrepreneurship empowers individuals, promotes community engagement and drives local economic growth, ultimately spurs the demand for properties and investment opportunities.

OUR APPROACH AND INITIATIVES

In line with UDA's goal of driving economic development within urban areas, we consistently support entrepreneurs, enabling them to navigate barriers while leveraging on their creativity to provide sustainable solutions to urban challenges. Our support includes offering training and workshops to sharpen their business acumen and creating platforms for business opportunities.

“ In 2023, we allocated **RM30 million** in entrepreneur development programmes.

5 major entrepreneur development programmes were completed

and we reached out to **1,585** entrepreneurs, surpassing our target of **1,100** entrepreneurs.

The participating entrepreneurs churned up a sales value of **RM41.53 million.** “

- 4 Completed Programmes
- 1 Ongoing Programme



● UDA One Stop Retail
- MARI Mart



● UDA Niaga



● UDA Craft Corner
- Kirana



● Programme Insentif Usahawan UDA (PIUU)



● Malaysian Entrepreneur Hub

IMPROVING STAKEHOLDER WELFARE

KARNIVAL UDA 2023

“ As part of our entrepreneur development programmes, we organised a series of **Karnival UDA** across **Johor, Penang, Perak and Sabah** over **12 days** from **September to December 2023.** “



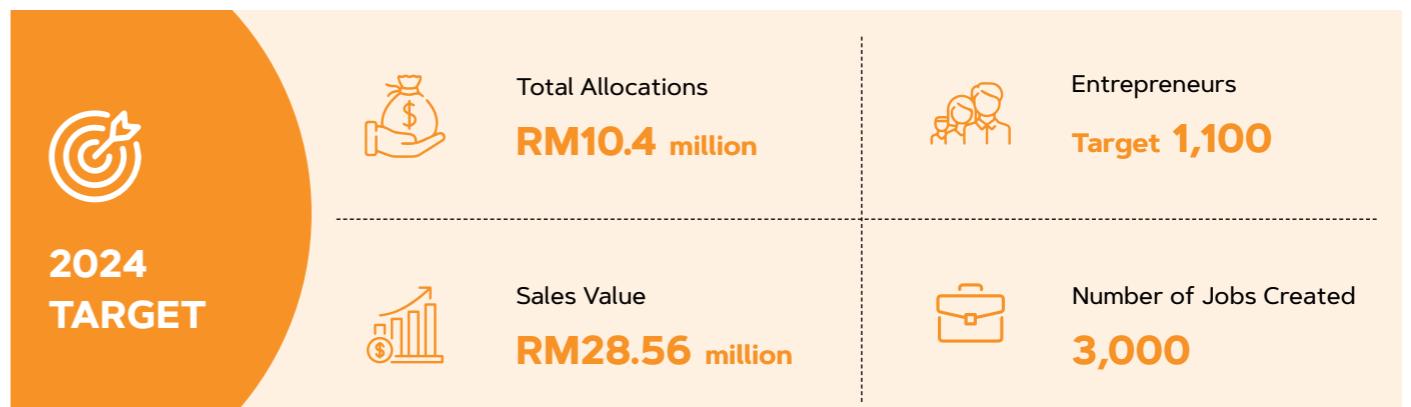
Held for the second year, the carnival aimed to stimulate economic growth and foster entrepreneurship and property ownership, spurring wealth creation to develop a thriving community.

Consisting of two key UDA programmes, the USHAniaga Entrepreneur Programme and the UDA Ria Property Campaign, the carnival attracted RM10 million in sales from 500 participating entrepreneurs and RM30.8 million in property sales.

USHAniaga helps entrepreneurs to promote their businesses and enhance their sales and marketing experience, while UDA Property Campaign promotes UDA properties from various states. The properties featured at the carnival were:

- Amaanee Residences and Crescent Dew (Penang)
- 38 Bangsar Residensi and Legasi Kampong Bharu (Kuala Lumpur)
- Dedaun Residensi (Selangor)
- UDA Heights, Pisonia Ville, Neuvo Centro and Areca Terrace (Johor)
- Pelindung Heights (Pahang)
- Sarai (Terengganu)
- Neu Pendington (Sarawak)

Among the highlights of the event included free business consultation and advice from the Ministry of Entrepreneur and Cooperatives Development through its BizClinic and BisKaunselor platforms.



IMPROVING STAKEHOLDER WELFARE

DATA PRIVACY

KARNIVAL UDA SABAH 2023

In 2023, UDA's dedication to community engagement was exemplified through the successful organization of the UDA Carnival 2023 @ Sabah, held at Lintasan Deasoka. This event highlighted UDA's continued commitment to connecting with local communities and improving living standards, while fulfilling its mission to modernize and shape major cities in Malaysia. One of the key platforms of the carnival, USHANIaga, provided a unique opportunity for local entrepreneurs to promote their products, further reinforcing UDA's commitment to supporting MSMEs.

Through its programs, such as MARI Mart and KIRANA, UDA works in alignment with the Ministry's objectives to increase MSME participation in high-value sectors and open global market opportunities for local businesses. These efforts contribute to UDA's long-term sustainability goals by ensuring that local entrepreneurs have the resources and opportunities to thrive in competitive markets.

STAKEHOLDER ENGAGEMENT

The stakeholder engagement session (Sesi Libat Urus) for the Wealth Creation Corporate Enforcement Cluster, chaired by YBhg. Tan Sri Abdul Wahid Omar, Chairman of Bursa Malaysia, took place at the Hotel Royale Chulan Damansara in Petaling Jaya, Selangor. This session is part of the Kongres Ekonomi Bumiputera (KEB).

This session, organized by UDA Holdings Berhad together with Ekuiti Nasional Berhad (Ekuinas) and Bursa Malaysia as the secretariat for the Wealth Creation and Corporate Empowerment cluster, was attended by a total of 300 participants. YBhg. Datuk Sr Mohd. Salem Kailany, President/Chief Executive Officer of UDA, was also selected as the moderator for the forum session "Bumiputera Property Ownership." Also present at this engagement session was the Senior Management of UDA.

The topics discussed during the engagement session were:

1. Public Investment Equity Ownership
2. Bumiputera Entrepreneurship and Wealth Creation
3. Bumiputera Property Ownership
4. Worker and Human Capital Development in Financial Services and the Capital Market



At the UDA Carnival in Sabah, the agency successfully engaged 100 entrepreneurs across various sectors, including food, fashion, accessories, health products, and services, with a sales target of RM2 million. UDA's initiatives in four locations—Johor, Penang, Sabah, and Perak—have already shown strong results, with nearly 300 entrepreneurs participating in the events and generating sales of RM5.48 million. With a total sales target of RM10 million for the year, UDA is poised to make a significant impact on local businesses and contribute to the nation's economic growth.

UDA's proactive approach to empowering local entrepreneurs and supporting the national economy through its sustainable initiatives reflects its dedication to driving positive social and economic change. By continuing to foster a collaborative environment with KUSKOP and other stakeholders, UDA is helping to shape a more sustainable and prosperous future for Malaysia.

KONGRES EKONOMI BUMIPUTERA (KEB)

The objective of Kongres Ekonomi Bumiputera (KEB) is to propose new directions and approaches for the Bumiputera empowerment agenda that are fairer, more equitable, and more inclusive, as well as to propose new methods of measuring the level of Bumiputera participation and economic control in a more meaningful way.



GOING FORWARD

In the pursuit of supporting entrepreneurs, we are committed to ensuring sustainable business growth. With this in mind, we plan to continue engaging with stakeholders including local communities, businesses and government agencies to gather input, address concerns and build consensus around entrepreneur development initiatives. This includes fostering collaborations and partnerships to leverage collective expertise and resources.

IMPROVING STAKEHOLDER WELFARE

WHY IT MATTERS

Data privacy has become a pressing issue in Malaysia, with over 22 million internet users generating vast amounts of personal data. According to the Malaysia Computer Emergency Response Team (MyCERT), there were more than 10,000 reported cases of data breaches in 2023 alone. As digital interactions grow, so does the importance of protecting personal information from misuse and ensuring privacy rights are upheld. For UDA, safeguarding this data is essential to maintaining the trust of our stakeholders and supporting our commitment to sustainability.

Data privacy is a key material issue in today's interconnected world. For UDA, it's not just about compliance with Malaysia's Personal Data Protection Act (PDPA) 2010—it's about ensuring the integrity of our business operations and upholding the trust our customers, employees and business partners place in us. Mishandling data can lead to significant reputational damage, legal risks and financial losses. As we pursue our sustainability goals, protecting personal data also means fostering a culture of responsibility, transparency and security in every aspect of our operations.

OUR APPROACH TO DATA PRIVACY

At UDA, we adopt a robust and proactive approach to managing data privacy:

Data Protection Measures

We employ advanced security technologies, including encryption, firewalls and access controls, to safeguard the personal information of our stakeholders. Regular system audits and risk assessments ensure that our defenses are continuously strengthened.

Clear and Transparent Data Use

We ensure that the collection and use of personal data are for legitimate purposes, clearly communicated to those involved and processed in accordance with their consent. Transparency is key in building trust and we make sure stakeholders are informed about their rights and our practices.

Rights of Data Subjects

We empower individuals to control their personal information by enabling access, correction and deletion of their data. We respond to all requests regarding data rights in a timely and respectful manner.

Vendor and Cross-Border Data Compliance

Where third-party service providers or cross-border data transfers are involved, we ensure that all partners meet stringent privacy and security requirements, aligning with both local and international regulations.

GOING FORWARD

As we look ahead, data privacy will continue to play a pivotal role in UDA's digital and sustainability strategies. We are committed to continuously enhancing our privacy policies, adopting emerging technologies that improve security and fostering a data protection culture across all levels of the organization. By prioritising data privacy, we not only safeguard the rights of individuals but also contribute to a resilient, responsible and sustainable business model for the future.

In an era where data is a valuable asset, UDA remains steadfast in its responsibility to protect and respect personal data—ensuring that our stakeholders can trust us today and for years to come.

We adhere to the following frameworks in safeguarding our data information:

- Personal Data Protection Act (PDPA) 2010
- ISO/IEC 27001:2013 ISMS (Information Security Management System)
- UDA Holdings Berhad IT Policy (Polisi Teknologi Maklumat (IT) UDA Holdings Berhad)
- UDA Holdings Berhad IT Guidelines (Garis Panduan IT UDA Holdings Berhad)
- IT Project Management Framework (GITD SOP)

In 2023,
we conducted the **second Information Security Awareness Campaign (ISAC)**

to promote awareness on data privacy among our employees

Knowledge sharing via webinars were attended by **312 employees**

Upgraded
our **antivirus system**
with an Artificial Intelligence (AI) driven system

In 2023, there were ZERO substantiated complaints concerning breaches of customer privacy and losses of customer data received from external parties or regulatory bodies.

IMPROVING STAKEHOLDER WELFARE

HEALTH AND SAFETY

WHY IT MATTERS

The occupational safety and health (OSH) of our employees and contractors' workers are crucial to ensuring smooth daily operations. We recognise the imperative of strict adherence to legislative and regulatory frameworks. Keeping our workforce safe by ensuring strict safety compliance will minimise and mitigate financial and reputational risks associated with workplace injuries. This will not only enhance individual well-being but also boost productivity and the morale of our workforce. Additionally, it is imperative to nurture a safety culture to enable everyone to feel secure, respected and empowered to perform at their best. Our commitment extends beyond mere compliance; it is an ethos that underscores our dedication to fostering a workplace culture where safety, well-being and excellence are paramount.

OUR APPROACH AND INITIATIVES

We adhere rigorously to the stipulations laid down in the Occupational Safety and Health Act (OSHA) 1994. This dedication emanates from our profound concern for the welfare of every individual within our organisation, compelling us to focus on several key priorities: cultivating a comprehensive understanding of occupational health and safety principles among all stakeholders and fostering an environment where individuals feel assured of their health and security. We will continue to improve our OSH by conducting incident analysis, benchmarking safety performance, adopting best practices and leveraging on leading indicators. We comply with the Department of Occupational Safety and Health (DOSH) requirement, MS ISO 9001:2015 Quality Management System (QMS), MS ISO 45001:2018 Occupational Health & Safety Management System (OHS), MS ISO 14001:2018 Environmental Management System (EMS), ISO 41001:2018 Facility Management System (FMS) and Risk and Business Continuity Management (BCM) Standard Operating Procedures (SOPs) & framework.



We are guided by the following policies, SOPs, guidelines and practices:

- 1 **Occupational Safety and Health Act 1994 (Act 514);**
- 2 **OSH (Amendment) Act 2022;**
- 3 **OSH (Safety and Health Committee) Regulations 1996;**
- 4 **OSH (Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease) Regulations 2004;**
- 5 **OSH (Use and Standards of Exposure of Chemicals Hazardous to Health) Regulations 2000;**
- 6 **OSH (Classification, Labelling and Safety Data Sheet of Hazardous Chemicals) Regulations 2013;**
- 7 **Factories and Machinery Act 1967 and Factories and Machinery (Notification of Fitness and Inspections) Regulations 1970;**
- 8 **Employee's Social Security Act 1969 and Employee's Social Security (General Regulation) 1971;**
- 9 **Fire Services Act 1988 and Regulation 1999;**
- 10 **Electricity Supply Act 1990 and Electrical Regulation 1994 (Amendment 2015) Uniform Building By-Laws 1988;**
- 11 **Contractual and General Requirements - Health and Safety Regulations and Environmental Regulations;**
- 12 **UDA Policy Statement for Occupational Safety and Health;**
- 13 **UDA Occupational Safety and Health Manual;**
- 14 **UDA OSH SOP.**

IMPROVING STAKEHOLDER WELFARE

In addition, we consistently implement a range of initiatives that ensure workplace safety, reflecting a cohesive strategy in creating a safe and healthy working environment for all employees.

 Awareness Programmes	 Yearly Evacuation Drills
 Regular Communication via Email to All Employees	 The Establishment of an Emergency Response Plan (ERP)
 Implementation of Work Health Promotion Programmes	 Dedicated Emergency Response Teams (ERT) and Occupational Safety and Health (OSH) Committees
 Targeted Training Sessions	 Implementation of Anti-Slip Measures Such as Anti-Slip Tiles
 Thorough Workplace Inspections	 Indoor Air Quality (IAQ) Monitoring

Hazard Identification, Risk Assessment and Incident Investigation

As part of our safety procedure to identify and assess potential hazards, we conduct workplace inspections, OSH committee meetings and audit meetings. This involves assigning trained and experienced personnel to assess both common and uncommon hazards.

We have put in place a comprehensive Hazard Identification, Risk Assessment and Risk Control (HIRARC) management to identify and address potential dangers. This is complemented by our You See You Act (UCUA) platform, which empowers employees and contractors' workers to report any hazardous incidents or unsafe conditions at work. We have also established an OSH Manual that guides employees and workers to remove themselves from work situations which they believe could cause injury or ill health. Additionally, employees may report any identified hazards or hazardous incidents to the Health, Safety, Security and Environment (HSSE) department or the respective Safety and Health Committee (SHC) via email.



IMPROVING STAKEHOLDER WELFARE

HEALTH AND SAFETY

Occupational Health Service

We ensure the well-being of our workers by providing essential medical support within the premises. This includes providing a dedicated Sick Bay facility that is equipped with basic medical kits, as well as first aid kits available on every floor for immediate assistance. There is also an Automated External Defibrillator (AED) for emergencies situations and an emergency contact list displayed at selected levels in Pertama Complex.

Worker Participation, Consultation and Communication on Occupational Health and Safety

Worker participation and consultation are integral to the development, implementation and evaluation of our occupational health and safety management system. In compliance with the OSHA 1994 (Act 514), our workplace health and safety is governed by an OSH Committee at the headquarters, encompassing representatives from all levels and departments. Additionally, we have a dedicated Quality, Assurance, Safety, Health and Environment (QASHE) unit which oversees all site activities, ensuring alignment with health and safety standards.

By actively monitoring and assessing safety practices, we aim to identify and address potential hazards and risks promptly, fostering a culture of safety excellence across all aspects of our operations. This centralised approach ensures consistency and accountability across various departments and construction sites. All health and safety committees meet regularly to discuss safety concerns, make decisions regarding safety protocols and ensure that all workers are adequately represented. At each of our construction site, we have ensured that there is a SHC, with representatives from employer and employees, as required by DOSH. These SHCs are provided with health and safety training periodically to ensure that we uphold high safety standards at all our sites.

Worker Training on Occupational Health and Safety

We prioritise the safety and well-being of our workforce through providing comprehensive occupational health and safety training initiatives. Employees receive training in a range of areas, including firefighting and Emergency Response Plan (ERP) procedures to ensure they are prepared to respond effectively in the event of emergencies. Additionally, mental health first aider sessions equip employees with the skills to provide support and assistance to colleagues experiencing mental health challenges. Basic Occupational First Aid (BOFA) training covers essential skills such as CPR and AED usage, further enhancing employees' ability to respond to medical emergencies. Furthermore, the SHC training ensures that members are well-informed and equipped to contribute actively to safety protocols and procedures. Regular evacuation drills are conducted to familiarise employees with emergency procedures and enhance their preparedness.

“
In 2023, we provided health and safety training to over 200 employees.”

Promotion of Worker Health

We place a high emphasis on the holistic well-being of our workforce by facilitating access to a range of non-occupational medical and healthcare services. Through regular communication and bulletins distributed via email, employees are informed about available services and initiatives aimed at promoting their health and well-being. This includes access to trained Mental Health First Aiders (PFA) who provide support and assistance to individuals experiencing mental health challenges.

Additionally, work-life balance initiatives are implemented to help employees manage their personal and professional lives effectively. Voluntary health promotion services and programmes are encouraged, addressing major non-work-related health risks. Email blasts and notifications are sent to inform all employees about these programmes, fostering a culture of proactive health management within the organisation.

IMPROVING STAKEHOLDER WELFARE

OSH Performance

We are pleased to report that we have maintained zero fatalities in the last three years due to stringent safety measures across our operations and sites.

Work-Related Injuries

Fatalities as a result of work-related injury			
All Employees	2023	2022	2021
Number	0	0	0
Fatality	0	0	0

High-consequence work-related injuries			
All Employees	2023	2022	2021
Number	0	0	0
Fatality	0	0	0

GOING FORWARD

Looking ahead, we are dedicated to fortifying our health and safety approach by prioritising several key initiatives. We will continue to enforce strict safety regulations to ensure compliance and accountability. Furthermore, we will persist in fostering a culture that places the health and safety of all individuals within our organisation at the forefront. Additionally, we recognise the significance of investing in safer technologies and processes to further elevate workplace safety standards. Moreover, we aspire to implement comprehensive mental health programmes and assessments to bolster the overall wellbeing of our workforce. We aim to roll out an Integrated Management System and Occupational Health and Safety Management System by 2025 to ensure comprehensive coverage of all employees and workers, including contract workers and part-time employees.



IMPROVING STAKEHOLDER WELFARE

CUSTOMER EXPERIENCE

WHY IT MATTERS

Customer engagement has a significant impact on our business, as it can lead to increased customer loyalty, higher satisfaction levels and improved brand perception. Engaging with customers will allow us to identify their needs and demands, ultimately It will also enable us to enhance our approach to managing customer expectations as we continuously seek to provide a world-class customer experience.

OUR APPROACH AND INITIATIVES

Our approach to enhancing customer experience is guided by a comprehensive set of standard operating procedures (SOPs).



SOP Customer Careline



SOP Manage Customer Complaints



SOP Customer Appreciation



SOP Pre-VP Inspection Prior to Handing Over Unit



SOP Pemilikan Kosong dan Serahan Kunci Kepada Pembeli



SOP Customer Service Procedure – Defect Handling



Customer Experience Index

We have implemented strategic initiatives to provide exceptional support in connecting with customers. These initiatives are designed to ensure a seamless and satisfying experience for our customers.



CX: 86%

Based on the average Satisfaction and Engagement Scoring, across multiple touchpoints providing a comprehensive view of how customers perceive and interact with our services.



IMPROVING STAKEHOLDER WELFARE

This year we have focused on establishing personalized end-to-end services and digital platforms in building customer relationships. Leveraging both on hi-tech and hi-touch initiatives, we aimed to create a more meaningful customer experience.

HI-TECH INITIATIVES	HI-TOUCH INITIATIVES
<ul style="list-style-type: none"> Birthday Greetings Personalised birthday wishes to customers 	<ul style="list-style-type: none"> Customer Engagement Programs Hosting exclusive customer engagement events based on customer segmentation requirements
<ul style="list-style-type: none"> Festive Greetings Extending festive wishes in celebrating with our customers 	<ul style="list-style-type: none"> Collaboration Engagement Partnering in programs with interested parties benefiting customers and communities such as Karnival UDA and product launches
<ul style="list-style-type: none"> Welcoming Newly Signed SPA Customers Welcoming and thanking newly signed SPA Customers wishes 	<ul style="list-style-type: none"> Road to Ambassador Engaging activities with customers via private events and online contests
<ul style="list-style-type: none"> Quick-Touch Awareness Sharing information & promotions for customer awareness and benefits 	<ul style="list-style-type: none"> Loyal Customer Privileged Special appreciation rewards for customers purchased more than one unit based on customer segmentation
<ul style="list-style-type: none"> Personal In-trend Updates on product promotions based on customer preference history 	<ul style="list-style-type: none"> Repeat Customer Rewards Rewarding repeat customers during specific campaign period
<ul style="list-style-type: none"> Property Customer Contact Centre Customer Careline: 016-2999518 Property Customer General Email: pcrs@udanet.com 	<ul style="list-style-type: none"> New Customer Appreciation Offering housewarming gift as honouring new customer
<ul style="list-style-type: none"> Digital Platform Mobile application for Handing Over Vacant Possession and defect handling process for customer convenience 	<ul style="list-style-type: none"> Customer Survey Gathering feedback from customers throughout customer engagement activities



GOING FORWARD

We are committed to refining our strategies to enhance customer engagement. Improving our engagement approach is crucial to fostering stronger connections with our customers and ensuring they fully benefit from the services and initiatives offered by UDA. Our goal is to build a more engaged and loyal customer base, contributing to the long-term success and sustainability of the organization.

IMPROVING STAKEHOLDER WELFARE

HUMAN DEVELOPMENT

WHY IT MATTERS

We believe that enhancing the growth and skills of our employees is crucial for maintaining a competitive edge and fostering a culture of continuous improvement. By providing comprehensive training programmes, mentorship opportunities and resources for professional development, we empower our workforce to thrive and adapt the evolving challenges in their roles.

This commitment not only boosts individual performance and job satisfaction but also enhances overall organisational capability and resilience. Emphasising on human capital development ensures that our employees are equipped with the necessary skills and knowledge to contribute effectively to our collective success, thereby supporting sustainable growth and innovation across UDA.

OUR APPROACH AND INITIATIVES

We are committed in enabling our people to grow professionally, as we strive to adapt to the evolving business landscape and remain agile. This means investing in our people by providing learning and development opportunities that will shape a future-proof workforce, ensuring that our employees are equipped with updated industry knowledge and skills.

We have continuously provided learning and development programmes for all levels of employees across the organisation.

This includes offering technical and non-technical training such as leadership and soft skill programmes, as illustrated in the following infographic:



Advanced Management Development Programme

27 participants

Senior Management Development Programme

15 participants

Management Development Programme

14 participants

Objectives:

- To prepare for bigger roles with added responsibilities with a focus on Qualified Leaders
- To identify potential and plan the career moves, taking into consideration the staff's career interests and inclination



IMPROVING STAKEHOLDER WELFARE



Executive Development Programme

23 participants

Non-Executive Development Programme

39 participants

Objective:

- To provide exposure and sharpen the skills to build capability



HR for non-HR

26 participants

Objective:

- To provide an understanding of the fundamentals and principles of management within the Human Capital Department



Finance for non-Finance

38 participants

Objective:

- To provide an understanding of the basics and principles of management and financial performance reporting of an organisation, so they can apply this knowledge in their daily tasks



Behavioural Event Interview For Hiring Managers

15 participants

Objective:

- To enhance and refine hiring decisions with confidence by utilising the latest techniques in competency-based behavioural interviewing

IMPROVING STAKEHOLDER WELFARE

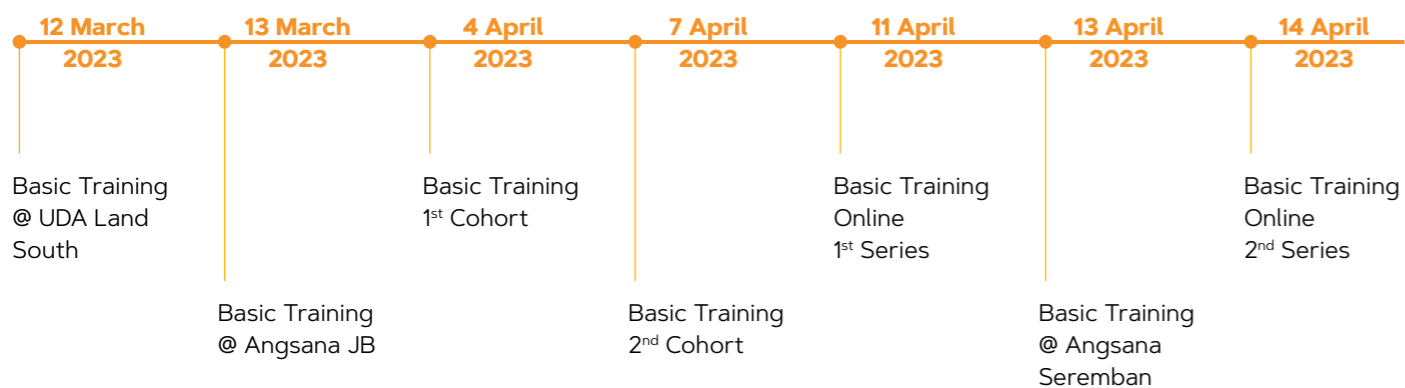
HUMAN DEVELOPMENT

Enhancing UDA's Sustainability with Capability Building

In addition to learning and development programmes, we also prioritise capability building in sustainability through a range of strategic training initiatives. These programmes are designed to empower our teams with the knowledge and skills needed to champion proactive environmental stewardship and integrate responsible business practices into everyday operations, thereby contributing to our broader sustainability goals.

Basic Sustainability Training

From March until November 2023, we conducted various sessions of Basic Sustainability Training for our employees to deepen their understanding of sustainability principles and complement our ongoing sustainability efforts:



IMPROVING STAKEHOLDER WELFARE



UDA Sustainability World Café Workshop Cohort 1
20 December 2023



UDA Sustainability World Café Workshop Cohort 2
23 December 2023

Average Hours of Training Per Year Per Employee

Years	By Gender					
	2023		2022		2021	
Training Hours/ Gender	Male	Female	Male	Female	Male	Female
Total No. of Employees	570	407	242	243	129	135
Total No. of Training Hours	9,774.4	8,678	12,373.5	14,548.5	6,565.1	4,879
Average Training Hours Per Employee	17.15	21.32	51.13	59.87	50.89	36.14

Years	By Employee Category		
	2023	2022	2021
Employee Category	Average Training Hours Per Employee	Average Training Hours Per Employee	Average Training Hours Per Employee
Non-Management	11.49	35.81	31.87
Management	29.12	77.66	23.94
Senior Management	45.99	57.51	101.76

GOING FORWARD

In 2024, UDA is strategically focused on advancing its Leadership Development and Career Management Programs through innovative enhancements aimed at increasing their relevance, engagement and value. These initiatives will prioritise talent cultivation, leadership skills development and the establishment of clear career progression pathways. By seamlessly integrating these programmes with the company's strategic objectives in accordance with the company's five years roadmap, UDA seeks to empower its workforce to perform at their best while driving organisational growth, fostering alignment with business priorities and securing long-term success.

IMPROVING STAKEHOLDER WELFARE

DIVERSITY AND EQUAL OPPORTUNITIES

WHY IT MATTERS

Diversity and equal opportunities form an essential foundation for cultivating an inclusive and innovative workplace. By fostering inclusivity, we can enhance employee morale and retention, bolstering UDA's capacity to attract and retain top talent. This enables us to harness a diverse array of perspectives and talents, advocating creativity and ensuring excellence throughout our operations.

OUR APPROACH AND INITIATIVES

We are committed to promoting equal opportunities for all employees, ensuring fair treatment and access to career advancement based on merit and potential. Embracing diversity within our workforce brings together a variety of perspectives, experiences and ideas, which enrich our organisational culture and drive creativity.

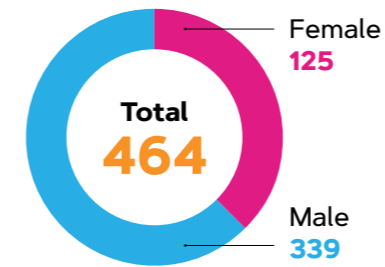
In addition, we strive to maintain transparency and inclusivity in our workforce demographics, as demonstrated in the table below, which displays the gender distribution across different categories of our employees. We believe that a diverse team not only strengthens our ability to tackle challenges but also enhances our capacity to achieve excellence across all aspects of our operations. We are against all forms of discrimination including age, gender, ethnicity, cultural background and nationality. We are pleased to note that there were no incidents of discrimination reported in the last three years.



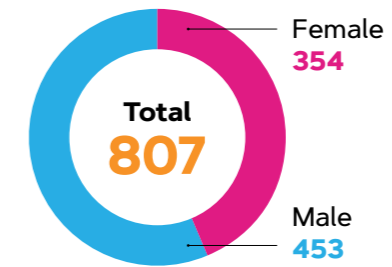
IMPROVING STAKEHOLDER WELFARE

As at 31 December 2023

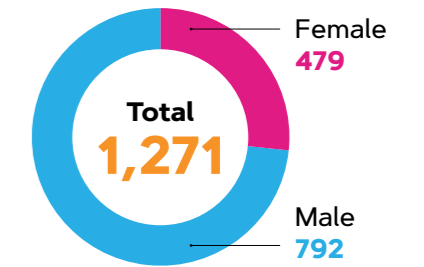
Number of contract employees (headcount/FTE)



Number of permanent employees (headcount/FTE)

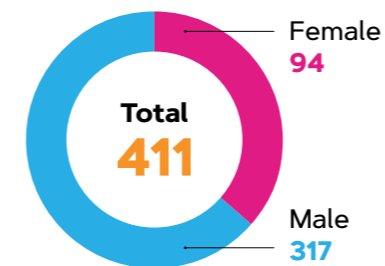


Total number of employees (headcount/FTE)

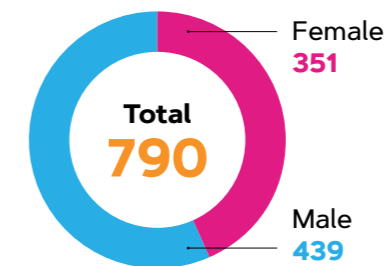


As at 31 December 2022

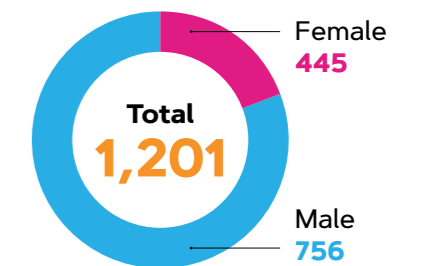
Number of contract employees (headcount/FTE)



Number of permanent employees (headcount/FTE)

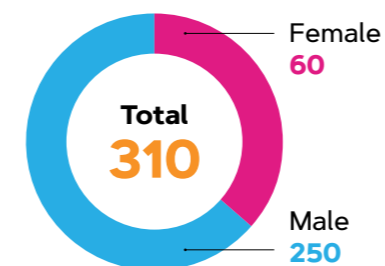


Total number of employees (headcount/FTE)

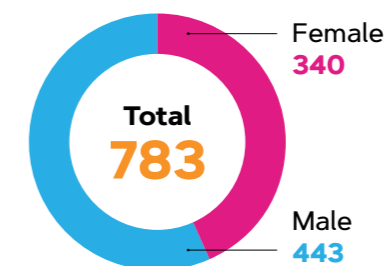


As at 31 December 2021

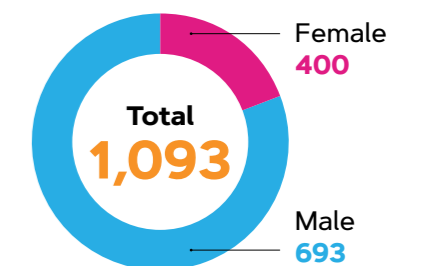
Number of contract employees (headcount/FTE)



Number of permanent employees (headcount/FTE)



Total number of employees (headcount/FTE)



IMPROVING STAKEHOLDER WELFARE

DIVERSITY AND EQUAL OPPORTUNITIES

Creating a Thriving and Inclusive Environment

We are committed to fostering a dynamic and supportive work environment where both new employee hires and existing team members thrive. This includes actively recruiting and supporting diverse team members across genders and age groups, ensuring our workforce reflects a broad spectrum of perspectives and experiences.

By nurturing an inclusive environment, we aim to minimise turnover and cultivate long-term commitment among our employees, promoting a workplace where everyone feels valued and empowered.

GOING FORWARD

Looking ahead, we will focus on implementing comprehensive initiatives that drive inclusivity and professional development. These efforts will include:

- 1) Building diverse talent pipelines and adopting inclusive hiring practices to build a workforce that mirrors the communities we serve and values varied perspectives.
- 2) Providing targeted mentorship programs, customized career growth opportunities and robust leadership development initiatives to support and empower both new hires and seasoned team members.
- 3) Hosting regular diversity and inclusion workshops, celebrating cultural milestones and fostering open dialogue platforms to nurture mutual respect and a sense of belonging.
- 4) Introducing policies that champion work-life balance, such as flexible work arrangements and family-friendly benefits, to address the needs of a diverse and multi-generational workforce.
- 5) Setting clear and measurable goals and leveraging on employees feedbacks and performance metrics to continuously refine our inclusivity programmes to ensure lasting impact.

By taking these deliberate and strategic steps, we aim to create a vibrant workplace where every employee feels valued, empowered and inspired to drive collective success.



IMPROVING STAKEHOLDER WELFARE

LABOUR MANAGEMENT RELATIONS

WHY IT MATTERS

Labour management relations play a pivotal role in creating a productive and harmonious workplace environment. By cultivating open communication, trust and mutual understanding between management and employees, we strengthen our operational effectiveness and promote efficient conflict resolution. It also promotes transparency and accountability within our organisation, enhancing employee satisfaction and enabling us to address challenges through collective efforts. This will contribute to a supportive and collaborative work environment where all team members can thrive and contribute to our sustainable growth.

OUR APPROACH AND INITIATIVES

We are committed to nature positive labour management relations at UDA and we comply with all the necessary labour laws and regulatory rules, including the Employment Act 1955. As such, we ensure that our employees are fairly-compensated, as we strive to go beyond the required minimum wage. We acknowledge that a comprehensive benefits package is crucial for our employees' overall satisfaction and productivity. Our commitment extends beyond providing a salary, as we aim to create a supportive environment where employees feel valued and cared.



Insurance such as Group Hospitalisation Scheme, Group Personal Accident and Group Term Life



Pilgrimage and Hajj Leave



Outpatient Treatment, Health Screening, Optical and Dental Treatment



Retirement benefits (for former employee of Perbadanan Pembangunan Bandar)



Compassionate Leave



Flexible Working Arrangement (FWA)



Flexible Working Hours



Vehicle and Computer Loan

Supporting Parenthood

We believe that fostering a supportive and inclusive work environment includes valuing the roles of parenthood and facilitating a smooth transition for employees as they navigate this important life stage.

Number of employees entitled to parental leave:

Men (Paternity)	Women (Maternity)	Total
7	98	105

Number of employees who took parental leave:

Men (Paternity)	Women (Maternity)	Total
38	17	55

Number of employees who returned to work after parental leave ended:

Men (Paternity)	Women (Maternity)	Total
38	17	55

Number of employees who returned to work after parental leave ended and were still employees 12 months after their return to work:

Men (Paternity)	Women (Maternity)	Total
34	16	50

Return to work rate:

Men (Paternity)	Women (Maternity)	Total
89.47	94.12	90.91

Retention rate:

Men (Paternity)	Women (Maternity)	Total
89.47	94.12	90.91

IMPROVING STAKEHOLDER WELFARE

LABOUR MANAGEMENT RELATIONS

Managing Employee Retirement Funds

The retirement plans for our employees are managed through a dedicated fund administered by Amanah Raya Berhad. Currently, participation in the retirement plan is limited to former employees of *Perbadanan Pembangunan Bandar*, with only 28 individuals still benefiting from this arrangement. Employee contributions to the retirement plan typically range from 5 - 7% of their basic salary, ensuring a collaborative effort towards securing their financial futures. Employees who are not eligible for retirement benefits will receive an employer's EPF contribution higher than the statutory rate, ranging from 15% to 17%.



GOING FORWARD

As UDA moves forward, we remain steadfast in our commitment to fostering positive and collaborative labour management relations. Building on our compliance with the Employment Act 1955 and dedication to fair treatment, we aim to enhance engagement through transparent communication and mutual respect.

Our focus will be on expanding employee benefits, providing competitive compensation and ensuring a supportive environment where every team member feels valued and cared for. By prioritising continuous dialogue and aligning with best practices, we will address evolving workforce needs which empower our employees to contribute meaningfully to UDA's growth.

We aspire to cultivate a workplace culture that sets benchmarks in promoting trust, inclusivity and shared success for a sustainable future.

IMPROVING STAKEHOLDER WELFARE

COMMUNITY AND SOCIETY

WHY IT MATTERS

At UDA, our commitment to community and society is a fundamental aspect of our corporate philosophy. Engaging with and contributing to the communities where we operate is not only a moral obligation but also a strategic imperative that drives our long-term success.

Supporting community development enhances the social fabric and economic vitality of the communities we serve, creating a positive environment for our business operations. By investing in local initiatives, we foster goodwill and build strong relationships with community members, which can lead to increased customer loyalty and brand reputation. Moreover, our involvement in societal issues aligns with our sustainability goals.

OUR APPROACH AND INITIATIVES

Our Corporate Social Responsibility (CSR) initiative began with the launch of the 'UDA Cares' brand, designed to raise awareness about our continuous efforts to empower local communities. Alongside its establishment, we introduced and redefined four CSR pillars to streamline all CSR activities within our group of companies:

UDA CARES



UDA Cares - Educational

Improve the well-being of children through adopted schools within our business community



UDA Cares - Entrepreneur

To play a role in promoting entrepreneurship related to our business or targeted group



UDA Cares - Project RE_ (React, Rebuild, Reenergize)

Our aim is to React, Rebuild, Reenergize by upgrading an area/community, providing 'after service' engagement within our business areas



UDA Cares - Enriching Life

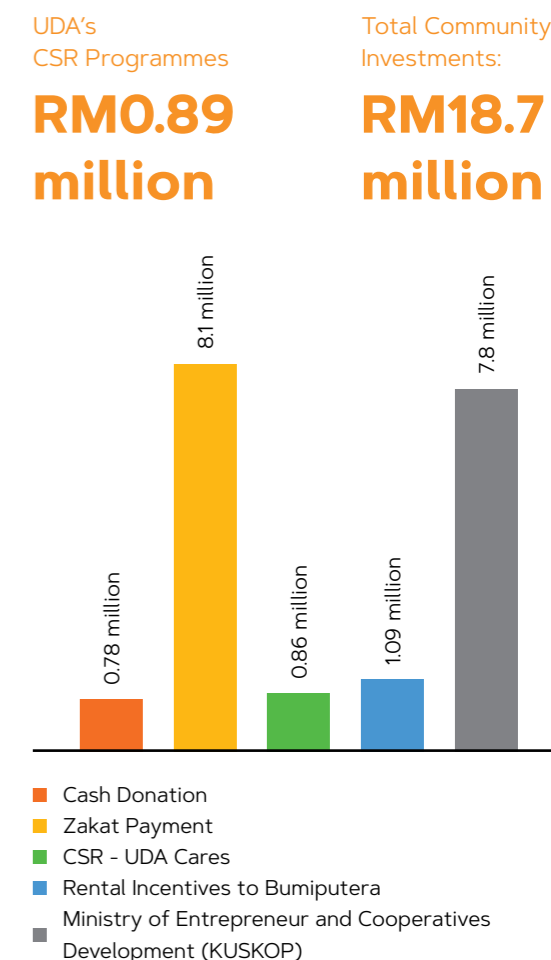
UDA connects with business at regions to carry out the distributions. It benefits subsidiaries in terms of networking and support from local community

Since its expansion in 2019, UDA Cares has been recognised for its dedication to CSR and its positive impact, receiving prestigious awards in sustainability and CSR. In 2023, we actively contributed to the community under the four pillars of UDA Cares. These included contributing to students from the B40 households and Bumiputera entrepreneurs from the asnaf community, as well as bringing cheer to underprivileged during festive seasons.

Further to that, we organised a series of Karnival UDA 2023* to foster entrepreneurship and property ownership. This event attracted RM10 million in sales from 500 entrepreneurs and RM30.8 million in property sales over 12 days across Penang, Perak and Sabah.

Through UDA Cares, we continue to demonstrate our commitment to making a positive impact on society and supporting the communities in which we operate.

* For more information, refer to Entrepreneur Development on pages 60 to 61.



IMPROVING STAKEHOLDER WELFARE

COMMUNITY AND SOCIETY

**UDA Cares - Educational**

At UDA, we recognise the transformative power of education in shaping the future of our communities. Our efforts focus on creating opportunities and removing barriers to education, ensuring that every child has the chance to succeed.

Contribution:

RM85,000.00

- UDA Cares; Back to School 2023@Sabah: RM60,000
- UDA Cares; Back to School 2023@Johor: RM25,000

Beneficiaries:

449 students in Sabah

200 students in Johor



Malaysian Entrepreneur Hub @ Morten Walk, Melaka

UDA Cares - Entrepreneur

UDA is committed to fostering entrepreneurship related to our targeted group and business. By nurturing the entrepreneurial spirit, we strive to create a thriving economic environment that benefits not only the entrepreneurs but also the broader community.

Contribution:

RM84,500.00

Beneficiaries:

31 asnaf entrepreneurs

For more information on UDA's support for entrepreneurs, refer to Entrepreneur Development from pages 60 to 61.

**UDA Cares - Project RE_ (React, Rebuild, Reenergise)**

Through UDA Cares - Project RE_, UDA is dedicated to responding to and supporting the rebuilding and reenergising of communities in need. Whether it is through disaster relief, infrastructure development, or community revitalisation projects, our goal is to react swiftly and effectively to challenges and reenergising communities for a sustainable future.

Contribution:

RM394,920.00

IMPROVING STAKEHOLDER WELFARE

**UDA Cares - Enriching Life**

The UDA Cares - Enriching Life initiatives reflect our commitment to enhancing the quality of life for individuals and families within our communities. These efforts encompass a broad range of activities, including zakat payments, charitable donations, festive celebrations and welfare programmes, all aimed at providing support to those in need.

In addition, our Buka Puasa events are an integral part of UDA's commitment to fostering community spirit and supporting those in need during the holy month of Ramadan. These events provide an opportunity for charitable donations and communal breaking of fasts with the underprivileged such as old folks homes residents and orphans.

Zakat

RM100,000.00

Majlis Serahan Sumbangan Zakat Kepada Lembaga Zakat Negeri Kedah

Majlis Berbuka Puasa

Contributions:

RM221,535

Beneficiaries:

713 individuals; **18** organisations

**Resettlement Initiative Of Tanjung Tokong**

Following the successful completion of three phases in the redevelopment of Tanjung Tokong, UDA Holdings Berhad (UDA)—the sole developer providing free residential units to the area's original residents—remains committed to enhancing the former fishing village. This dedication is reflected in the launch of its fourth development phase, which began in 2014.

Under this phase, the **Pangsapuri Warisan Tanjung Phase 4A** project was introduced, comprising 550 free residential units. Each unit spans 850 and 800 square feet and includes three bedrooms, constructed on a 3.2-hectare site.

The project carries an estimated cost of RM84 million, with 361 units offered free of charge to eligible original residents. Market valuations place each unit at approximately RM400,000.

The development provides families with modern and more comfortable homes, complemented by essential amenities such as a multipurpose hall, prayer room (surau), and multi-level parking. Its strategic location also offers proximity to shopping malls, schools, and other conveniences.



IMPROVING STAKEHOLDER WELFARE

COMMUNITY AND SOCIETY

Driving Economic and Social Growth

The fourth phase of development serves as a catalyst for transformation, bringing economic, social, and infrastructural benefits to the community. The project introduces modern and functional facilities such as playgrounds, recreational spaces, and community halls, offering an improved quality of life.

Enhanced infrastructure, including new roads, better public transportation connectivity and upgraded utility systems, further supports long-term growth and accessibility for residents.

A Commitment to Sustainable Urban Development

The redevelopment of this area reflects a holistic approach, starting with thorough feasibility studies, detailed development plans and collaborations with industry stakeholders. Compliance with regulatory requirements and engagement with the local community have also been prioritised throughout the process.

By integrating sustainable planning principles, the initiative aims to deliver lasting value to the area while addressing the needs of its residents. It also aligns with national policies to promote equitable urban development and increase property ownership opportunities, particularly among targeted groups.

This approach underscores the vision of creating sustainable urban lifestyles while supporting economic inclusivity and enhancing long-term resilience within the community.

Moving forward, the redevelopment initiative aims to sustain its positive impact by fostering inclusive growth and enhancing urban resilience. With a focus on modern infrastructure, community-centric amenities, and sustainable planning, the project is set to create a thriving environment that supports economic opportunities and social well-being. Future phases will continue to prioritise equitable development, aligning with national goals to empower targeted groups and promote property ownership in urban areas. By embracing innovation and sustainability, the initiative seeks to build a connected and vibrant community, ensuring long-term value for residents and contributing to broader urban transformation.

Sponsorship Of Rumah Tenun



Build Weaving Machines for the Weaving Community

The collaboration between UDA Land (Sarawak) Sdn Bhd and UiTM Samarahan resulted in the sponsorship of Rumah Tenun & The Belungei Beach Cleaning programme.

UDA sponsored the development of three units of weaving machines by the university's students while the students volunteered for the Belungei Beach Cleaning programme.

The weaving machines were then passed to Rumah Tenun Kampung Mang, Samarahan as part of the CSR programme.

Students who took part in the programme are from the Bachelor of Science (Architecture).



Total Cost:
RM1,852.00



D'Lima Songket, Kampung Mang, Samarahan & UiTM Kampus Samarahan



22 Participants from UiTM



3 wooden weaving machines (rumah tenun) handover

UN SDGs alignment



Belungei Beach Cleaning Programme



The Belungei Beach Cleaning programme, involving students and consultants, aims to foster sustainability by achieving UDA's mission, combating climate change, and revitalising partnerships for sustainable development. It also highlights UDA's role in economic, environmental, and social aspects.



Belungei Beach (500 meter)



43 bags of trash



44 Volunteers



157kg trash collected



- UDA Land Sarawak
- Sarawak Eco Warriors
- UiTM Kampus Sarawak
- PU Architects Sdn Bhd
- PCS Konsultant Sdn Bhd
- Perunding CHL Sdn Bhd
- Pakatan International Md. Isahak dan Rakan-rakan Sarawak

UN SDGs alignment



IMPROVING STAKEHOLDER WELFARE

COMMUNITY AND SOCIETY

URBAN FARM

In 2023, a series of five Urban Farming Workshops took place, each session attracting approximately 40 participants. Over 200 staff members engaged in these workshops, patiently waiting a month to reap the rewards of their hard work. Between October and December 2023, a collective total of 100.5kg of fresh vegetables was harvested and distributed among the staff.

Embarking on a journey to food security

Implemented an urban farm project at a rooftop, promoting food security and sustainability. This initiative provided fresh produce for the community and served as a model for urban agriculture.



IMPROVING STAKEHOLDER WELFARE

GOING FORWARD

As we move forward, we recognise that our success is intertwined with the well-being of the people and environments around us. We are dedicated to fostering meaningful partnerships, enhancing social equity and creating lasting positive impacts in every community we touch.

We believe that true sustainability goes beyond environmental stewardship; it encompasses social responsibility, community engagement and inclusivity. Our approach involves listening to the needs of our communities, responding with empathy and actively participating in initiatives that promote economic growth, education, health and social cohesion.

As we advance, we will focus on:

Collaboration and Partnership

We will strengthen our collaborations with local organisations, government agencies and other stakeholders to address pressing social challenges and drive collective action toward sustainable solutions.

Promoting Inclusivity

We are committed to fostering an inclusive environment where diverse voices are heard and valued. By ensuring equal opportunities for all, we can build stronger, more resilient communities.

Measuring Impact

We will implement robust frameworks to assess the social impact of our initiatives, ensuring transparency and accountability in our efforts to uplift communities.



Food court @ Pertama Complex

EMPOWERING GOOD GOVERNANCE

1

Adhering to relevant Act and Regulations, internal policies and procedures and best practices which relate to sustainability.

2

Embedding ethical practices and corporate values within the organization's operations and spheres of influence.

3

Strengthening public disclosure of sustainability initiatives and integration into business practices to promote transparency and compliance with requirements and regulations.



Neu Pendington – Sarawak

UN SDGs Alignment



Policy, Procedure and Guidelines

- *Polisi Anti-Rasuah dan Integriti Kumpulan*
- Internal Audit Charter
- Board Charter (BARC)
- Group Risk Management Policy
- UDA SMART Guideline V1.0
- *Kod Tatalaku dan Etika Perniagaan*

INSIDE THIS SECTION

88 Anti-Corruption

EMPOWERING GOOD GOVERNANCE

EMPOWERING GOOD GOVERNANCE

ANTI-CORRUPTION

WHY IT MATTERS

At UDA, our unwavering commitment to combatting corruption and championing governance excellence stands as the cornerstone of our operations in the property development and asset management sectors. We recognise that in a corporate environment where trust and credibility are paramount, there is no room for compromise, as we go above and beyond to fortify our control measures and adequate procedures across every facet of our business.

We firmly believe that by upholding the highest standards of integrity, accountability, transparency, equality and compliance, we not only level the playing field but also inspire confidence among our investors, stakeholders, business partners and the wider community. We understand that achieving comprehensive governance may entail extra effort, but we embrace this challenge wholeheartedly. It is through our relentless pursuit of mitigating risks and adhering to regulatory norms that we cement our position as a beacon of trustworthiness and efficiency in the market.

Moreover, we view these initiatives not merely as obligations but as opportunities to redefine industry norms and set new benchmarks for anti-corruption, integrity and ethical business conduct. Our dedication to cultivating a culture of transparency, equity and sustainable progress stands as a testament to our commitment to nurturing an ecosystem where anti-corruption, integrity and governance is paramount.

OUR APPROACH AND INITIATIVES

In our ongoing mission to tackle corruption head-on, we have implemented a wide range of initiatives and procedures, all aimed at strengthening our anti-corruption, integrity and governance framework and upholding the highest ethical standards. These initiatives, ingrained in our organisational culture, not only mitigate risks but also reinforce the ethical foundation upon which sustainable growth and credibility thrive. By fostering a culture of transparency, equality, accountability and compliance, we not only strengthen our governance practices but also demonstrate our commitment to combating corruption at every level of our organisation.

LEADERSHIP COMMITMENT

The Board of Directors (BOD) and Top Management have demonstrated leadership and firm commitment to anti-corruption, governance and integrity by monitoring and providing assurance on the following governance structure, processes, practices and engagement with authoritative partners:

Board Audit and Risk Committee (BARC)

A committee comprising all independent directors that assist the BOD in overseeing matters relating to internal control, governance, anti-corruption, integrity, risk management, financial reporting, compliance through management's quarterly reporting. The chairman of BARC also serves as the ombudsman.

Group Risk Management and Integrity (GRMI)

An independent function of governance, risk management, anti-corruption and integrity with direct reporting to the BARC, headed by a Certified Integrity Officer (CeIO) recognised by the Malaysian Anti-Corruption Commission (MACC).

Group Internal Audit (GIA)

An independent function reporting to BARC, focused on providing objective, risk-based assurance, insights, and foresight to support the organization's objectives. It systematically evaluates and enhances the effectiveness of governance, risk management, control processes, ethical practices, and compliance.

Policies, Procedures, Guidelines and Plans

- Limits of Authority
- Board Charter
- BARC Terms of Reference
- Anti-Corruption and Integrity Policy and Procedures
- Anti-Corruption Management Systems Manual
- Group Risk Management Policy and Procedures
- Group Procurement Policy and Procedures
- Organisational Anti-Corruption Plan (OACP) 2019-2023 (A 5-year plan that documents the implementation of initiatives and programmes to address weaknesses in anti-corruption, governance and integrity to ensure UDA achieve the OACP vision, mission and goals)

Reporting

- BOD and BARC
- Anti-Corruption Committee, Ministry of Entrepreneur Development and Cooperative (JAR-KUSKOP)
- Integrity Performance Management Division, MACC
- Chief Integrity and Governance Officers Committee

Corporate Membership and Partnership

- MACC
- The Malaysian Institute of Integrity (IIM)
- Malaysian Institute of Corporate Governance (MICG)
- Transparency International - Malaysia (TI-M)

CORRUPTION RISK MANAGEMENT

We review corruption risk assessments annually across all our business operations to identify, analyse, assess and prioritise the internal and external corruption risks of UDA and document them in the respective corruption risk registers. The risk assessments are used to establish appropriate processes, systems and controls, as the corrective measures and mitigation action plans approved by the Management, to the identified corruption risks. Among the potential risks we have identified include abuse of power, bribery, false claims and manipulation, collusion and leakage of confidential information. As such, appropriate control and corrective measures have been implemented to ensure the effectiveness of the corruption risk management.

“ In 2023, **100%** of our operations were assessed for risks related to corruption. ”

COMPREHENSIVE CONTROL MEASURES

To address corruption risks exposures and gaps in the existing procedures, we implement the following key control measures to strengthen the anti-corruption, governance and integrity practices:

Whistleblowing Management

Accessible, confidential and trusted reporting for all staff, business partners, stakeholders or public to raise concerns in relation to real or suspected corruption, improper conduct and violation or inadequacy of policies and procedures, through various channels such as face-to-face, whistleblowing email, direct line, corporate website and correspondence.

Anti-Corruption and Integrity Policy and Procedures

- Corruption Risk Assessment
- Anti-Corruption
- Due Diligence
- Integrity Pact
- External Support (Letter of Support)
- Conflict of Interest
- Giving and Acceptance of Benefits
- Money Laundering
- Whistleblowing
- Investigation and Action
- Annual Declaration
- Block Leave
- Non-Collusion Form

Integrity Pact

A set of declaration to ensure all parties involved (staff and business partners) in the procurement process:

- Do not to commit any form of corruption, any violation to the applicable laws, policies and procedures and conflict of interest
- Comply with all contractual requirements and obligations
- Understand and agree the consequences of any violation or non-compliance to the integrity pact

Declaration of Assets and Liabilities

Annual declaration made by the BOD, Management and staff on the following assets and liabilities:

- Moveable and immovable properties
- All borrowings, financings, overdrafts, credits from financial institutions

The declaration is aimed to:

- Enhance accountability and trustworthiness
- Prevent and detect any conflict of interest
- Validate income and detect any ill-gotten ownership and self-enrichment
- Detect any lifestyle that exceed current financial standing and affordability level

Due Diligence

Background checks, document verifications, interviews, filtrations from the enforcements, beneficial ownerships, related parties or investments and other appropriate due diligence procedures prior to the following:

- Strategic investments, ventures, mergers or acquisitions
- Appointment of business partners
- Hiring of staff
- Corporate social responsibilities, sponsorships, donations and contributions

EMPOWERING GOOD GOVERNANCE

ANTI-CORRUPTION

INDEPENDENT REVIEW AND BENCHMARK THE ANTI-CORRUPTION, INTEGRITY AND GOVERNANCE PROGRAMMES

In reviewing and providing assurance to the adequacy and effectiveness of the anti-corruption, integrity and governance programmes and practices, we have obtained the following international standards certification and prestigious local recognition for standards of excellence:

Anti-Bribery Management Systems (ABMS)

Through the ISO 37001:2016 Anti-Bribery Management Systems (ABMS) certification since 31 August 2021, an independent and accredited certification body performs annual review on the performance of anti-corruption programmes and monitor the implementation of corrective action plans as continual improvement to raise the compliance level and best practices.

Anugerah Integriti, Governans dan Anti-Rasuah (AIGA)

Annual IIM award in recognition to the anti-corruption, integrity and governance performance, benchmarking against the public and private entities in Malaysia. UDA obtained the Gold Award for 2023.

Integrity Assessment Tool (IAT)

Based on the Global Ethics and Integrity Benchmark developed by Joan Elise Dubinsky and Alan Richer in 2008, the IIM's 12-dimensional questionnaire-based assessment covers:

- The Group-wide integrity, ethical standard, culture and risk management
- The maturity of governance, integrity and anti-corruption initiatives and programmes
- The level of best practices and improvements implementation

UDA obtained an overall score of 83.41% for 2023 against the following GLC industry averages:

- Banking – 84.93%
- Investment Holdings – 84.17%
- Professional Services – 82.33%
- Agrobusiness – 81.23%
- Digital – 62.85%

EMBEDDING CULTURE AND IMPACTFUL ENGAGEMENT FOR HEALTHY BUSINESS ENVIRONMENT

Fundamental to achieving impactful engagement and establishing the right culture, UDA has ensured that all information pertaining to the applicable laws, government directives and circulars, policies, procedures, manual, guidelines and manuals are launched, communicated and disseminated to the BOD, Management and staff as appropriate through various channels such as emails, newsletters, alerts, posters and digital media. In addition to that, the abovementioned documents are made available and accessible from the corporate website, internal intranet portal and other physical and digital platforms.

Throughout 2023, UDA continued to inculcate the right anti-corruption, integrity and governance culture with the following impactful engagements attended by the BOD, Management and staff as illustrated by the accompanying key infographics:

- Trainings conducted by credible external speakers from the enforcements, consultancies and main industry players
- Hari Integriti UDA event which comprised of a forum with reputable panellists, mass integrity declaration pledge led by the President/Chief Executive Officer and quizzes on anti-corruption, integrity and governance
- Town hall updates on major anti-corruption, integrity and governance initiatives that had been carried out and to be implemented

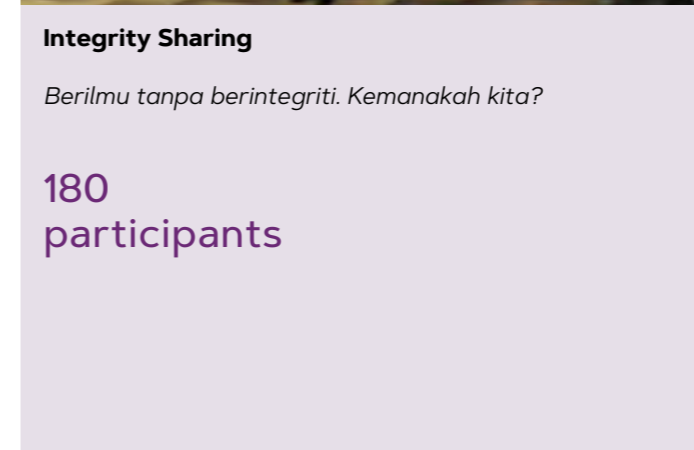
EMPOWERING GOOD GOVERNANCE



Hari Integriti UDA

Berilmu tanpa berintegriti. Kemanakah kita?

211 participants



Integrity Sharing

Berilmu tanpa berintegriti. Kemanakah kita?

180 participants



Confirmation of Attendance for the Anti-Corruption & Integrity Policy Briefing Session

- Auditor
- UDA Dayaurus
- UDA Land Central
- UDA Mall
- UMD

124 participants



Integrity Sharing Webinar

Dokumen Kod Tatakelakuan Dan Etika Perniagaan Sebagai Panduan Kearah Pemeriksaan Dan Kelestarian Integriti Organisasi

23 participants



EMPOWERING GOOD GOVERNANCE

EMPOWERING GOOD GOVERNANCE

ANTI-CORRUPTION

Approved Anti-Corruption Policies and Procedure Training

Board of Directors	
No. of Board of Directors Informed on Anti-Corruption Policies and Procedures	9
Percentage of Board of Directors Informed on Anti-Corruption Policies and Procedures (%)	100
Methods of Communication (e.g: email, intranet, etc.)	BOD Meeting (Approval Polisi Anti-Rasuah dan Integriti)

	Employee Category	No. of Employees Informed on Anti-Corruption Policies and Procedures	Percentage of Employees Informed on Anti-Corruption Policies and Procedures	Methods of Communication (e.g: email, intranet, etc.)
Employees	Senior Management	70	100%	UDA i-portal, physical, MS Teams, email and quiz
	Management	294	100%	
	Non-Management (Executive/ Non-Executive)	784	100%	

Business Partners, Vendors, Suppliers and Contractors

No. of Business Partners, Vendors, Suppliers and Contractors Informed on Anti-Corruption Policies and Procedures	0
Percentage Informed on Anti-Corruption Policies and Procedures (%)	0
Methods of Communication (e.g: email, intranet, etc.)	0

Anti-Corruption Training

Board of Directors	
No. of Board of Directors Received Training on Anti-Corruption	1
Percentage of Board of Directors Received Training on Anti-Corruption	11%
Initiatives or Programmes Implemented for Anti-Corruption Training (e.g: e-module on anti-corruption)	Certified Integrity Officer module

	Employee Category	No. of Employees Received Training on Anti-Corruption	Percentage of Employees Received Training on Anti-Corruption	Initiatives or Programmes Implemented for Anti-Corruption Training (e.g: e-module on anti-corruption)
Employees	Non-Management	644	82%	Briefings, Webinars and Talks
	Management	166	56%	
	Senior Management	30	42%	

GUIDELINES ON ADEQUATE PROCEDURES PURSUANT TO SUBSECTION (5) OF SECTION 17A UNDER THE MACC ACT 2009 (GAP), ISSUED BY THE PRIME MINISTER'S DEPARTMENT

We strongly believe that the above approach and initiatives that we have implemented adequate in proportion to UDA's scale, nature, industry, risks and complexity of business operations based on the outlined T.R.U.S.T principles:



Adhering to ISO Standard

UDA is committed to operational excellence and sustainable practices across its business units. At the Group level, UDA upholds the ISO 9001:2015 Quality Management System (QMS), ensuring consistent delivery of high-quality services and customer satisfaction. UDA Dayaurus, a subsidiary of UDA, further reinforces this commitment with multiple ISO certifications, including ISO 45001:2018 Occupational Health & Safety Management System (OHSMS) for workplace safety, ISO 14001:2015 Environmental Management System (EMS) for environmentally friendly operations, and ISO 41002:2018 Facility Management System (FMS) for efficient facility management. These certifications reflect UDA's dedication to quality, safety and sustainability in every aspect of its operations.



GOING FORWARD

Notwithstanding the adequacy of our adequate procedures in relation to the T.R.U.S.T principles of the GAP, we are steadfast in our commitment to continue strengthening our anti-corruption, integrity and governance measures at the core of everything we do. Looking ahead, UDA aims to bolster the existing measures and procedures to reflect the latest requirements by implementing in the next coming years the following additional governance system:

- **Enhanced Integrity Pacts** that shall cover procurement staff, members of procurement committees and approving authorities at all levels as well business partners' registration, participation in procurement exercises and appointments
- **Annual online Declaration of Anti-Corruption and Integrity** by all BOD, Management and staff
- **Online register** for submission and approval of **Giving and Acceptance of Benefits**
- **Scheduled training and awareness programmes** as well as other **targeted engagements** for staff and business partners
- **Organisational Anti-Corruption Strategy and Plan 2025-2029** as an enhancement and continuation to the Organisational Anti-Corruption Plan 2019-2023, in line the recently introduced National Anti-Corruption Strategy 2024-2028 (NACS)
- Raise the governance structure, process and practices to be abreast with the **ISO 37000:2021 - Governance of Organizations (Guidance)**
- **Block Leave Policy** to govern mandatory leave imposed on staff holding or carrying out important, critical or high-risk positions, functions or work processes that are potentially exposed to conflict of interest, external pressure or influence
- **Establishment of the Centre of Excellence Committee.** The objective of the COE Committee is to review and evaluate the proposed new Policy or Standard of Operating Procedure (SOP) from the Process Owner, ensuring its alignment with UDA Group's business policies, sustainability goals, and strategic objectives

POSITIVE IMPACTS

POSITIVE IMPACTS

Awards & Recognitions

In 2023, UDA Holdings Berhad proudly received several prestigious sustainability awards and recognitions, underscoring our unwavering commitment to sustainable development and corporate responsibility. These accolades reflect our innovative initiatives and strategic efforts to integrate sustainability into our business practices while enhancing the quality of life for our stakeholders.

These awards are not just milestones; they represent our ongoing journey toward becoming a responsible corporate citizen. They reaffirm our belief that sustainability is a collective effort, one that involves collaboration with our employees, customers, communities, and partners.



AWARDS

- 1 **Life at Work Awards 2023 (LAWA)**
CHRO
Champion Malaysia Organization Category
UDA Holdings Berhad
- 2 **Life at Work Awards 2023 (LAWA)**
Promising Young
HR Malaysia Organization Category
UDA Holdings Berhad
- 3 **The BrandLaureate Entrepreneur Awards 2023**
Leadership Branding Category
Datuk Sr Mohd Salem Kailany
- 4 **Malaysia Shopping Malls Association (PPK Malaysia) Gala Dinners & Awards - Silver Award**
Best Experiential Marketing 2022/2023 National Award
Angsana Johor Bahru Mall (Projek Glitz & Glam Raya)

- 5 **Anugerah Integriti, Governans dan Antirasuah (AIGA) 2022**
Kategori Emas
UDA Holdings Berhad
- 6 **The BrandLaureate Sustainable Business & Brands Inspirational Achievement Awards 2022-2023**
Property Management
Property Investment & Management Division
UDA Holdings Berhad
- 7 **The International Business Review Borneo Awards 2023**
Leadership Legacy In Integrated Property Development Category
Datuk Sr Mohd Salem Kailany
- 8 **Sustainability & CSR Malaysia Awards 2023 Personality of The Year**
Sustainable Community Award Builder
Datuk Sr Mohd. Salem Kailany

- 9 **Sustainability & CSR Malaysia Awards 2023 Company of The Year (Property Development & Services)**
Outstanding Community Spirit Award
UDA Holdings Berhad
- 10 **Malaysia Management Excellent Award 2023**
Team of the Year (Real Estate) Category
UDA Holdings Berhad
- 11 **HR Asia Digital Transformation Awards 2023**
HR Asia Digital Transformation Awards 2023
UDA Holdings Berhad
- 12 **The Edge Malaysia Best Managed & Sustainable Property Awards 2023**
Special Mention
10 Years Above Specialist Category
Wisma Darul Iman

- 13 **FIABCI Star Malaysia Developer Awards 2023**
Joint Venture Category
(Bukit Bintang City Centre)
UDA Holdings Berhad
- 14 **MCMC Supplier Award 2023**
The Most Active Supplier in Facilities & Maintenance
UDA Dayaurus Sdn Bhd
- 15 **HR Asia Best Companies to Work for in Asia 2023**
HR Asia Best Companies to Work for in Asia 2023 (Malaysia Chapter)
UDA Holdings Berhad
- 16 **Graduates' Choice Award**
2024 Graduates' Choice of Employers to Work For (Facilities Management Category)
UDA Holdings Berhad

GRI CONTENT INDEX

GRI CONTENT INDEX

Statement of use	UDA Holdings Berhad has reported the information cited in this GRI content index for the period 1 January 2023 to 31 December 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	Not Applicable

GRI Standard	GRI Indicator	Page reference
GRI 2: GENERAL DISCLOSURES		
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	Organisational details	2-3
2-2	Entities included in the organisation's sustainability reporting	2-3
2-3	Reporting period, frequency and contact point	2-3
2-4	Restatements of information	-
2-5	External assurance	This Report has not been externally assured
ACTIVITIES AND WORKERS		
2-6	Activities, value chain and other business relationships	4-9
2-7	Employees	75
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2-9	Governance structure and composition	88 Board Charter (BARC), https://www.uda.com.my/corporate/leadership
2-11	Chair of the highest governance body	- Tan Sri Dato' Seri Mohd Annuar Zaini
2-12	Role of the highest governance body in overseeing the management of impacts	32-33
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2-14	Role of the highest governance in sustainability reporting	32-33
2-15	Conflicts of interest	89
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2-22	Statement on sustainable development strategy	10-13
2-23	Policy commitments	44, 58, 86, 88
2-24	Embedding policy commitments	19, 32-33, 88-90
2-25	Processes to remediate negative impacts	89
2-26	Mechanisms for seeking advice and raising concerns	89
2-27	Compliance with laws and regulations	52, 63, 88
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2-29	Approach to stakeholder engagement	26-27

GRI 2: General Disclosures 2021

GRI Standard	GRI Indicator	Page reference	
ENABLING BUSINESS GROWTH			
MATERIAL MATTER: ECONOMIC PERFORMANCE			
GRI 3: Material Topics 2021	3-3	Management approach	36-38
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	37
	201-2	Financial implications and other risks and opportunities due to climate change	38
	201-4	Financial assistance received from government	36
MATERIAL MATTER: MARKET PRESENCE			
GRI 3: Material Topics 2021	3-3	Management approach	40-41
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	40
	202-2	Proportion of senior management hired from the local community	40
MATERIAL MATTER: PROCUREMENT PRACTICES			
GRI 3: Material Topics 2021	3-3	Management approach	42-43
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	43
MANAGING ENVIRONMENTAL FOOTPRINT			
MATERIAL MATTER: CLIMATE RESILIENCE			
GRI 3: Material Topics 2021	3-3	Management approach	46-51
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	49
	305-2	Energy indirect (Scope 2) GHG emissions	49
	305-5	Reduction of GHG emissions	50
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	51
	306-2	Management of significant waste-related impacts	51
	306-3	Waste generated	49
	306-5	Waste directed to disposal	49
MATERIAL MATTER: ENVIRONMENTAL COMPLIANCE			
GRI 3: Material Topics 2021	3-3	Management approach	52
MATERIAL MATTER: WATER AND EFFLUENTS MANAGEMENT			
GRI 3: Material Topics 2021	3-3	Management approach	54-56
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	54
	303-2	Management of water discharge-related impacts	55
	303-5	Water consumption	56

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GRI 203: Indirect Economic Impacts 2016	203-2	Significant indirect economic impacts	60-63
MATERIAL MATTER: DATA PRIVACY			
GRI 3: Material Topics 2021	3-3	Management approach	63
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	63
MATERIAL MATTER: HEALTH AND SAFETY			
GRI 3: Material Topics 2021	3-3	Management approach	64-67
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	64
	403-2	Hazard identification, risk assessment and incident investigation	65
	403-3	Occupational health services	66
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	403-5	Worker training on occupational health and safety	66
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