



Ranhill



— MOVING TOWARDS —
CIRCULAR ECONOMY

SUSTAINABILITY REPORT

2016



Cover Rationale

The cover of Sustainability Report 2016 (SR 2016) is intentionally designed to be similar to our Annual Report 2016 (AR 2016).

Browsing both reports will provide readers a complete narrative of how Ranhill achieved its triple bottom-line objectives.

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OUR BUSINESS

G4-3, G4-4, G4-5, G4-6, G4-7, G4-8, G4-9

Water Supply Services in Johor, Malaysia

- **Exclusive license to provide source-to-tap** water supply services throughout the entire State of Johor
- Johor is the **second most populous state**, with approximately 3.7 million population as at December 2016
- **44 water treatment plants**
- Total treatment design capacity of 1,986 MLD

Non-Revenue Water Businesses

- NRW management and consultancy services in relation to various water-related projects
- **Clients include** state water operators in Malaysia namely **Johor, Melaka, Kedah, Terengganu, Kelantan and Pahang**
- One of the NRW trainers for United States Agency for International Development (USAID) and World Bank's NRW Programme

Water Concessions in Thailand

- Concession agreement with industrial park developers and other private enterprises
- **8 water and wastewater treatment plants and 1 reclamation plant**
- Total treatment design capacity of 102 MLD

HEADQUARTERS

Ranhill Holdings Berhad
Level 13, Wisma Perkeso
No. 155, Jalan Tun Razak
50400 Kuala Lumpur
Malaysia

Power Business in Sabah, Malaysia

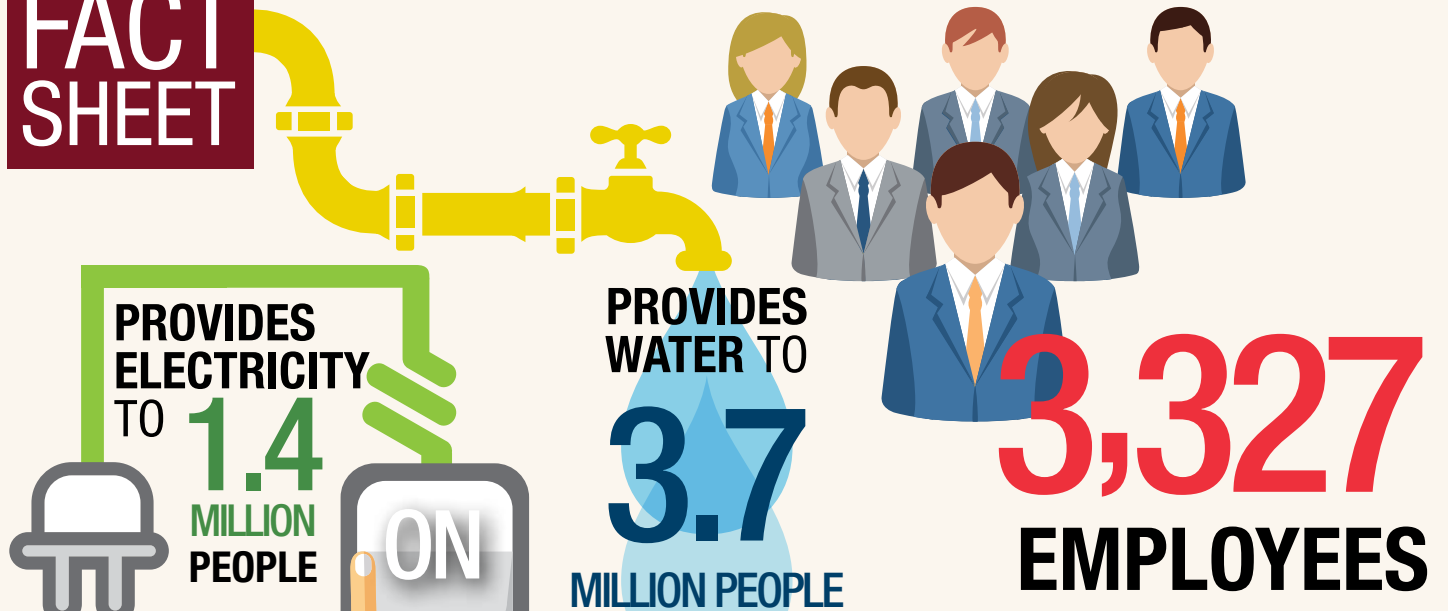
- **The largest Independent Power Producer (IPP)** in Sabah, Malaysia
- Operates two 190 MW Combined Cycle Gas Turbine (CCGT) power plants in Kota Kinabalu Industrial Park
- 21-year Power Purchase Agreements (PPAs) with Sabah Electricity for the sale of up to 380 MW of electrical generating capacity and electricity production
- **Total capacity** represents approximately **37% of combined installed capacity of all IPPs in Sabah**

Water Concessions in China

- Concession agreement with local authorities or industrial park management councils
- **11 wastewater and reclamation treatment plants**
- Total treatment design capacity of 260 MLD

RANHILL FACT SHEET

FACT SHEET



WATER SUPPLY CAPACITY

2,348 MLD

WASTEWATER
TREATMENT
CAPACITY

306 MLD



CLEAN ENERGY

380 MW

Operate and Maintain 2 X 190 MW

Johor has one of the
lowest NRW per KM
of water pipe length at



VISION, MISSION & VALUES

G4-56



Aerator in Semangar Water Treatment Plant

Our Vision

ENRICHING LIVES THROUGH SUSTAINABLE SOLUTIONS

ENRICHING LIVES

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

SUSTAINABLE SOLUTIONS

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

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

We inspire our employees to be innovative in providing solutions beyond customer's expectation.

Our Mission

To be a regional leader in the Environment and Power sectors.

We target to have the capacity of 1,000 MW clean energy by 2020 and 3,500 MLD of water & wastewater treatment capacity by 2020 in the Asian region.

Our Values

RESPECT

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

RESOURCEFUL

Determination in sourcing and adopting innovative solutions.

RESULT

Focused on delivering growth and value to our stakeholders.

GROUP FINANCIAL HIGHLIGHTS

G4-9, G4-17, G4-EC1

REVENUE (RM'000)

2013	1,199,140*
2014	1,294,342*
2015	1,315,121
2016	1,455,054

PROFIT FROM OPERATION (RM'000)

2013	217,183*
2014	193,145*
2015	125,804
2016	241,204

TOTAL ASSET (RM'000)

2013	3,142,893*
2014	2,862,253*
2015	3,593,516
2016	3,206,598

NET PROFIT FOR THE YEAR (RM'000)

2013	84,647*
2014	90,783*
2015	22,345
2016	72,120

	As per Combined Statements		As per Consolidated Audited Financial Statement	
	2013 RM'000	2014 RM'000	2015 RM'000	2016 RM'000
Revenue	1,199,140	1,294,342	1,315,121	1,455,054
Profit from Operation	217,183	193,145	125,804	241,204
Net Profit for the Year	84,647	90,783	22,345	72,120
Weighted Average Number of Ordinary Share ('000)	565,995	565,995	565,995	822,266
Basic Earnings per Ordinary Share (sen)	14.96	16.04	3.95	8.77
Total Asset	3,142,893	2,862,253	3,593,516	3,206,598
Shareholders' Equity (RM'000)	892,804	811,962	172,868	578,804
Net Asset per Share (RM)	1.58	1.43	0.31	0.70

*Note: The Company was incorporated on 28 April 2014. Accordingly the comparatives are not comparable. The continuation and combination of Ranhill Entities via the Company are accounted for using the pooling of interest method therefore the comparatives of the Group are presented as if the entities have always been combined from the beginning of the earliest period presented in the financial statements. Such comparatives are not audited as the combined Group was not in existence in the previous financial year.

MESSAGE FROM THE PRESIDENT/CHIEF EXECUTIVE

G4-DMA, G4-1, G4-56

IT IS MY PLEASURE TO PRESENT THE FIRST SUSTAINABILITY REPORT FOR RANHILL HOLDINGS BERHAD (RANHILL OR THE GROUP), FOLLOWING OUR DEBUT ON THE MAIN BOARD OF BURSA MALAYSIA IN MARCH 2016.

The Sustainability Report 2016, which covers a momentous milestone year for Ranhill, is aimed at conveying our commitments, successes and challenges and highlighting our values, principles and performance with regards to sustainable development.

More so, it reflects Ranhill's fervent commitment to undertake its responsibilities to all stakeholders - our people, our community and our environment, as we strive to enhance good governance across the Group.

As our core business hinged on management of water and power, we aspire to forge a leading and exemplary role in sustainability by taking the economic, environmental and social factors into account at every level we operate in.

While Ranhill has already made commendable progress in integrating sustainability into our operations, there are still many more steps that we need to take for us to become an industry benchmark and we look forward to sharing with you our development and progress in our Sustainability Reports in coming years.

We are fully committed to upholding the four pillars of our Sustainable Strategy which will be broadly discussed over the next pages of this report, alongside the materiality issues. They are Environmental Awareness and Perseverance, Contributions Towards Social Wellbeing, Inspirational Workplace and Culture and Enhancing Governance across the Group.

The report observes each of the pillars and explains on how the Group has been adding value in the materiality identified in the areas.

LOOKING AHEAD

Since the establishment of Ranhill, sustainability has been a corner stone of our operations and will continue to be an integral part of our future. It is reflected by our vision statement of "Enriching Lives through Sustainable Solutions".



TAN SRI HAMDAN MOHAMAD
President/Chief Executive

Under our strategy to be a regional leader in the Environment and Power sector, we have targeted capacity of 1,000 MW of clean energy and 3,500 MLD capacity of water and wastewater treatment by 2020 in Asia. This mission is part of our continuous efforts to drive Ranhill towards sturdier growth and augment long-term value.

With the surge of economic interests in the water and power sectors, we remain optimistic of achieving sustained progress and are confident of making better headlines from this year forward.

I hope that this report provides a balanced narrative of Ranhill's positives and shortcomings on the performance on its sustainability goals, transparently and comprehensively and what we are poised to do in the future.

The Sustainability Report 2016 is our first attempt to benchmark our operations against world-class reporting standards, indicating our commitment to improvement. Much time was taken in collating and documenting this report and we hope that you will be able to get a better understanding of Ranhill from it.

We want you to be a part of our sustainability journey and welcome all forms of feedback and inputs on the activities reported.

Thank you.

A handwritten signature in black ink, appearing to read 'Hamdan', written over a white background.

TAN SRI HAMDAN MOHAMAD
President/Chief Executive

ABOUT THIS REPORT

G4-15, G4-18, G4-20, G4-28, G4-30, G4-31, G4-32, G4-33

REPORTING APPROACH & GUIDELINES



This is RANHILL's first Sustainability Report, covering its responsibilities to stakeholders and commitments to transparency and accountability.

It is aimed at sharing the Group's performance on economic, environmental and social issues, in recognising the importance of wider engagement with stakeholders in sustainability management. This Sustainability Report is written in accordance with and guided by:

- Global Reporting Initiative (GRI) G4.0 framework (The GRI Content Index Service "In Accordance" Option Core)
- Bursa Malaysia's Main Market Listing Requirements relating to Sustainability Statements in Annual Reports.

For this reporting, we collated data from the head office and key subsidiaries to ensure that the information is comprehensive, transparent and aligned with our Annual Report 2016.

SCOPE



Our Sustainability Report covers the economic, environmental and social impacts of RANHILL and:

- covers all key subsidiaries (first level) of RANHILL Holdings only
- does not include outsourced activities, joint ventures and suppliers

We have made an effort to report on all issues that are material to RANHILL, and this report should be read together with our Annual Report 2016. The report contains qualitative and quantitative results for all indicators presented (indicators and initiatives which are partial and related to certain subsidiaries are labelled accordingly).

REPORTING PERIOD



The scope of this Sustainability Report refers to the period of 1 January 2016 to 31 December 2016, unless specified otherwise.

It also includes 3 years of data for selected performance indicators which have been tracked and monitored as a standard practice.

ASSURANCE



We have obtained internal limited assurance from the Group Corporate Assurance Department (CAD) on selected data in this report.

To further enhance the credibility of future sustainability reporting, we will assign an independent external party to provide assurance services.

DISTRIBUTION & FEEDBACK



Our Sustainability Report is available online at www.ranhill.com.my.

We welcome your invaluable feedback on our first sustainability report as we seek to improve our reporting and overall performance in the years ahead.

Please send your comments, advice or questions to:

Corporate Sustainability, Group Corporate Affairs,
RANHILL Holdings Berhad,
Level 13, Wisma Perkeso,
155, Jalan Tun Razak, 50400 Kuala Lumpur.

Tel: +603 2685 5200

Fax: +603 2685 5102

Email: sustainability@ranhill.com.my

SUSTAINABILITY AT RANHILL

G4-14

Sustainability at Ranhill is anchored on four tenets, addressing various issues of importance to our stakeholders and to us as a company.

Our core business of providing water and power to the communities requires us to rely heavily on natural resources. Therefore, preserving the environment is vital to ensure our business sustainability. Under the environmental tenet, we are giving priorities to climate change, preservation of water resources and optimisation of resources by adopting the circular economy principle.

As a responsible corporate citizen, we strive to create values to the communities living in the localities where we operate. One of the main initiatives we embark on is bridging the basic utilities gap between urban and underserved areas. In Sabah for instance, we do not rest on our laurel of being the largest IPP. We are constantly exploring opportunities to enhance the number of people we serve in the state which currently stood at 1.4 million, a 37% of the total population in Sabah.

In line with our aspiration to be the leader in the environment and power sectors, we actively involved in industry development activities. We share our experience and expertise by presenting papers at national and international levels, creating awareness about the industry to university students to attract the youngsters into the industry by taking part in NRW knowledge transfer programme conducted by ADB and USAID.

In addition to extending our core expertise of providing water and power, we also conduct various community programmes as part of our local engagements.



Recognising the importance of attracting, developing and retaining talents, we have implemented various initiatives across the multi-level of employment categories. Among the initiatives focused on are performance based reward, talent management and new culture internalisation programme.

At Ranhill, we adhere to a high standard of governance to ensure our business and operations are managed in a transparent and responsible manner. We strive to improve the quality of services provided to our consumers by getting feedback through various channels of communication. We also put strong emphasis on their health and safety by providing clean and safe treated water for consumption and by generating clean energy for a better environment.

GOVERNANCE & LEADERSHIP

G4-18, G4-34

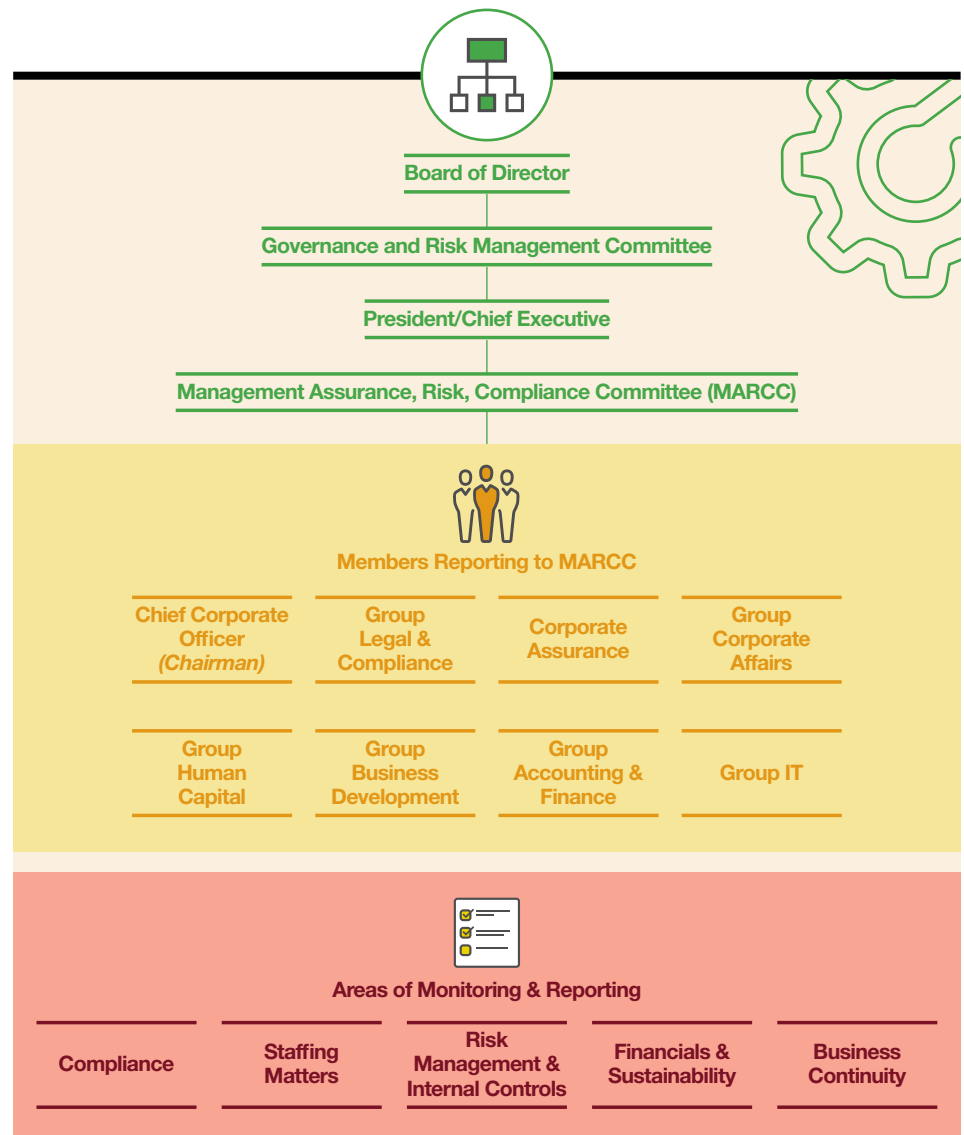
Ranhill's Board of Directors hold ultimate responsibility for considering all sustainability issues, by providing insight and oversight on existing and new policies while Group Corporate Affairs monitors the implementation of the Group's Sustainability Strategy and its related plans.

As guided by the company's corporate governance principles, the Board is committed towards promoting sustainability practices and maintaining good balance in the economic, environmental and social aspects of the Group's businesses.

The Board's oversight of sustainability comes under the Governance and Risk Management Committee (GRMC). Among the GRMC's primary roles are:

- i. Review and assess sustainable impacts of major business decisions and recommend appropriate actions required;
- ii. Review and recommend to the Board the sustainability strategies and plans that will create long term shareholder value including budget required in implementing sustainability initiatives;
- iii. Advise the Board on adoption of Corporate Sustainability (CS) targets and innovative initiatives;
- iv. Examine the annual assessment of Ranhill's environmental performance and progress, to consider and approve methods of measuring, assessing or validating the Group's Corporate Sustainability performance, and where appropriate, to commission an external independent assessment of the direct and indirect impact of any aspect of the Group's operations;
- v. Assess the effectiveness of Group policies and systems in identifying and managing health and safety at the workplace;
- vi. Assess the environment and community risks that are material to the achievement of the Group's objectives;
- vii. Monitor and provide recommendations to the Board on public policy, consumer, stakeholder, corporate and public trends, issues and developments that could impact the Group;
- viii. Review business continuity management including emergency plans and crisis readiness as well as to review incidents within the scope of GRMC and assess remedial actions; and
- ix. Review and recommend the Sustainability Statement to be incorporated in the Annual Report for Board approval.

Sustainability Governance Structure



STAKEHOLDER ENGAGEMENT

G4-24, G4-25, G4-26, G4-27

Active engagements with our stakeholders are vital for us to understand their needs and expectations, which will be used as our drivers for continuous improvement and long-term business sustainability.

For this inaugural Sustainability Report, we conducted our own stakeholder mapping and prioritised list of stakeholders who can influence or impact our businesses. From the mapping, we identified 9 internal and external stakeholder groups - employees, consumers, financial community, government, local communities, media, NGOs, regulators and supplier/vendors.

We have also engaged with our stakeholders via various platforms such as e-mail correspondence, social media, meetings, briefings and participation in conferences, forums and events.

Ranhill's Stakeholder Mapping

	Stakeholder	Key Topics	Engagement Platforms
1	Employees	• Culture Internalisation Programme • Code of Conduct • Whistle Blowing	• Townhall sessions • Email updates • Employee engagement activities
2	Consumers	• Water quality and quantity • Water supply	• Social Media • SAJ Info Centre • Press release • Media announcement • Community projects
3	Financial Community	• Business performance and outlook	• AGM • EGM • Financial Reports • Investor Relations initiatives
4	Government	• Water demand management • Water conservation	• Meetings • Emails • Correspondences • Proposals
5	Local Communities	• Access to power and water • Water conservation programmes	• CSR programmes
6	Media	• Financial & operational highlights • NRW awareness	• Press release • Press Conference • Interviews • Media familiarisation trips
7	NGOs	• Water supply • Water conservation	• Continuous engagement through various platforms
8	Regulators	• Compliance	• Bursa announcements • Reports • Meetings and correspondences
9	Suppliers/Vendors	• Procurement processes	• Tender briefings • Meetings • Signing ceremony of integrity pledge

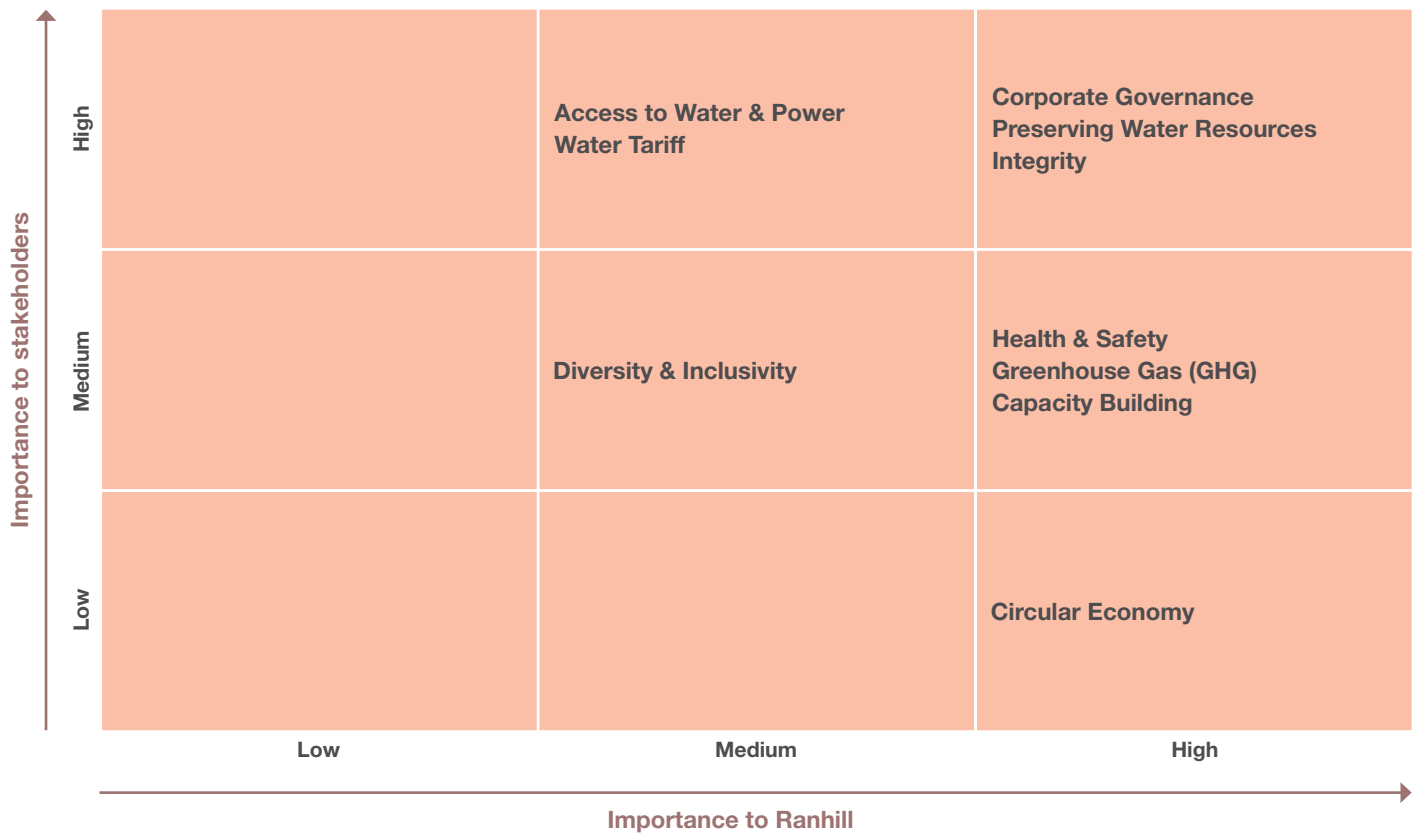
MATERIALITY MATRIX

G4-14, G4-19

We identified and prioritised economic, environmental and social issues that are most likely to affect our business operations, either negatively or positively.

The matrix below shows how the issues are prioritised, according to impact on stakeholders and bearing on Ranhill. Our focus was on the issues that are most material to our business and our stakeholders, as aligned with our four Sustainability Pillars. We also conducted a check and balance exercise of these issues against our Risk Matrix to assess the accuracy of our identification and prioritisation.

Towards improving the reporting process, we will conduct a broader materiality mapping for 2017. Although the key issues might tend to be the same, we seek to show improvements on our engagement with stakeholders in addressing these issues.



ENVIRONMENTAL AWARENESS & PERSEVERANCE

G4-DMA, G4-EC2, G4-EN3, G4-EN4, G4-EN5, G4-EN6, G4-EN7, G4-EN8, G4-EN9, G4-EN10, G4-EN15, G4-EN16, G4-EN17, G4-EN18, G4-EN19, G4-EN21, G4-S01



Raw water source

Prevent contamination at intake points



Treatment Plant

Optimise treatment process by removing or reducing contamination per water quality target



Distribution

Prevent the contamination of potable water along distribution network



Consumers

Protect the quality of potable water at point of use



Greenhouse Gas (GHG)

Adapting to Climate Change

In addition to meeting regulatory requirements where we operate, we also take voluntary steps to proactively comply with the most stringent rules, guidelines and best practices to reduce our impact on the environment and balance our operational requirements accordingly.

SAJ has initiated action plans and tracked its performances in reducing harm to the environment. We are also consistently monitoring the effects of climate change on our water resources as changes in weather conditions affect the availability and distribution of rainfall, river flows and other water sources.

Adapting to the effects of climate change in our business operations in Johor involves working with the state government and strategic partners to manage risks and ensure that our services to the communities are not affected. Among the immediate mitigation initiatives, SAJ is coordinating with the state government on managing the water resources, such as the tee-off water pipe from the Seluyut Dam to the Lebam Dam via RAPID Petronas. We have also formulated an Emergency Response Plan (ERP) to proactively detect emergencies, react rapidly and provide instant updates to the local authorities and federal agencies for coordination.

As the public's health and safety is given utmost priority under the plan, the community will be notified on what is happening, including the actions being taken to repair damages to minimise system down time. SAJ also set up a Water Safety Plan (WSP) to ensure water safety by eliminating all forms of contamination at the source. WSP, which was launched in 2011, is expected to be fully completed to cover all areas of our operation by 2017.

ENVIRONMENTAL AWARENESS & PERSEVERANCE (CONT'D)

The management of Non-Revenue Water to ensure continuous access to clean water and relieve the stress on water resources is another initiative that we have taken in adapting to climate change. We have also taken some measures to reduce the impact of Greenhouse Gas (GHG) of our business operations and efforts to preserve the environment is also reflected by SAJ's carbon footprint initiatives and its target to reduce emissions to 5% of every cubic meter of water produced by 2017. Ranhill is currently reviewing its measures to reduce the carbon footprint and planning to enable all subsidiaries to adopt the initiatives.

G4-DMA, G4-EN3, G4-EN5, G4-EN6, G4-EN7

Energy Management

In 2016, our total electricity consumption at SAJ was 213.34 GWh. As improving energy efficiency is the most effective way to reduce GHG emissions, SAJ is committed towards promoting efficient use of energy in delivering its services to customers.

The objectives of SAJ's Energy Policy are improving efficiency in consumption, reducing utility costs and optimising capital expenditure. Some of SAJ's initiatives towards energy efficiency in the previous years included:

- Embarking on Carbon Footprint Assessment
- Increasing pump & motor efficiency
- Increasing energy efficiency through MS ISO 50001
- Implementing a holistic NRW Strategic Plan to reduce NRW which has direct impact on electricity consumption in the production of potable water
- Replacing water cooling system to air cooling system
- Using power saving lighting through the replacement of 2,121 units of conventional lighting to LED/power saving-lighting at SAJ's headquarters

As a result of these efforts by SAJ, 8 of its water treatment plants are ISO 9001 certified while 5 water treatment plants are certified with ISO 50001 energy management certification.

3 years of total electricity consumption

Performance Measure	2016	2015	2014
Electricity consumption (GWh)	213.34	274.93	229.49

We aim to extend energy consumption calculation to other business units in our next reporting cycle.



ENVIRONMENTAL AWARENESS & PERSEVERANCE (CONT'D)

G4-DMA, G4-EN15, G4-EN16, G4-EN18, G4-EN19, G4-EN30

Carbon Management

We are also working towards low-carbon operations and further reduce direct and indirect emissions. On its part, SAJ has embarked on reporting the effects of its GHG emissions since 2011 in pursuing opportunities for carbon reductions.

Its efforts were recognised by emerging as the 2nd runner-up in MYCarbon Awards 2014 and as the 1st runner-up in MYCarbon Awards 2015, respectively.

3 years of total CO₂ emission*

Performance Measure	2016	2015	2014
Total CO ₂ e emissions (tonnes)	269,268.24 mt CO ₂ eq	256,825.20 mt CO ₂ eq	208,152.86 mt CO ₂ eq
Scope 1 CO ₂ e emissions (tonnes)	4,579.48 mt CO ₂ eq	3,360.77 mt CO ₂ eq	3,512.57 mt CO ₂ eq
Scope 2 CO ₂ e emissions (tonnes)	242,060.79 mt CO ₂ eq	231,009.34 mt CO ₂ eq	182,729.54 mt CO ₂ eq
Scope 3 CO ₂ e emissions (tonnes)	22,627.97 mt CO ₂ eq	22,455.09 mt CO ₂ eq	21,910.75 mt CO ₂ eq

3 years of total carbon intensity*

Performance Measure	2016	2015	2014
Carbon Intensity	0.3590 kg CO ₂ eq/m ³ raw water	0.4114 kg CO ₂ eq/m ³ raw water	0.3592 kg CO ₂ eq/m ³ raw water

G4-EN21

Emissions

3 years of total NO_x and SO_x emission**

Performance Measure	2016	2015	2014
NO_x Emission (tonne)			
Ranhill Power O&M (ug/m ³)	55.5	44.9	84.1
Ranhill Power II O&M - Stack HRSG1A (g/m ³)	0.623	0.019	0.260
Ranhill Power II O&M - Stack HRSG1B (g/m ³)	0.898	0.011	0.147
SO_x Emission (tonne)			
Ranhill Power O&M (ug/m ³)	145	119	116
Ranhill Power II O&M - Stack HRSG1A (g/m ³)	0.257	0.129	0.173
Ranhill Power II O&M - Stack HRSG1B (g/m ³)	0.187	0.030	0.174

ENVIRONMENTAL AWARENESS & PERSEVERANCE (CONT'D)

G4-DMA, G4-EN23

Sludge & Waste Management

3 years of sludge disposal*

Performance Measure	2016	2015	2014
Total Sludge (KG)	86,328,579	82,848,276	72,631,971

G4-DMA, G4-EN8, G4-EN9, G4-EN10

Water Management

In keeping with the principle of Circular Economy, we have also embarked on water saving initiatives across all subsidiaries.

The reduction of 5,531,150m³ of water used for own operations in 2016 as compared with the previous year shows that our efforts are showing positive results.

3 years of raw water withdrawn from sources (m³/year)*

Performance Measure	2016	2015	2014
Total volume of water withdrawn from sources (rivers and dams)	635,595,263	624,442,423	532,464,648

3 years record of treated water (m³/year)*

Performance Measure	2016	2015	2014
Total volume of treated water	607,754,575	591,053,243	500,577,157

3 years record of water used for own operations (m³/year)***

Performance Measure	2016	2015	2014
Water consumption for own operation	27,964,667	33,495,817	32,104,976

* SAJ

** Ranhill Power

*** SAJ, Ranhill Power & RWS

ENVIRONMENTAL AWARENESS & PERSEVERANCE (CONT'D)

G4-EN22

Preserving Water Resources

As the core of our business growth is in water and wastewater treatment operations, we truly understand the importance of conserving the precious resource and the need for more efficient use of the country's natural water resources. Water ecosystems replenish and purify water resources but like everywhere in the world, the sustainability of many ecosystems has been impacted by development and land use changes, in addition to droughts and contamination.

As such, finding ways of reducing water usage and saving as much of the resource is crucial. Taking note of this, we started a water education programme with schools in Johor in 2010 through our subsidiary SAJ Ranhill Sdn Bhd (SAJ) and Badan Kawal Selia Air Negeri Johor (BAKAJ). This programme is also an on-going collaboration with Kementerian Tenaga, Teknologi Hijau Dan Air (KeTTHA), Suruhanjaya Perkhidmatan Air Negara (SPAN), Malaysian Water Association (MWA) and Forum Air Malaysia. A total of 24 schools were involved in the programme in 2016.

PROGRAMME NAME SAJ's Water Education Programme  CONCEPT  Learn Experience Action Conserve	OBJECTIVE  ✓ To educate school children on the importance of water conservation and preserving the environment ✓ To develop comprehensive module towards water conservation through idea generation via young students ✓ Part of a build-up campaign for World Water Day celebration on 22nd of March yearly ✓ Part of SAJ's initiative to have smart partnerships and collaborations with related government agencies/NGOs	TARGET AUDIENCE  Primary School Students in Johor <table><tr><th>Year</th><th>No. of Schools</th></tr><tr><td>2010</td><td>12</td></tr><tr><td>2011</td><td>20</td></tr><tr><td>2012</td><td>35</td></tr><tr><td>2016</td><td>24</td></tr></table> Note: No programme conducted in 2013-2015 as the team focused more on community outreach activities relating to drought and other water conservation activities. THE RESULTS IN 2016 34 % Highest reduction of water consumption 17 % Average reduction of water consumption	Year	No. of Schools	2010	12	2011	20	2012	35	2016	24
Year	No. of Schools											
2010	12											
2011	20											
2012	35											
2016	24											

The finale for SAJ's Water Education Programme in 2016 was a public speaking competition for 8 finalists at the Indoor Arena, Kompleks Sukan EduCity, Iskandar Puteri, Johor Bahru. The event was officiated by Datuk Ir. Hasni bin Mohammad, Chairman of Johor's Public Works, Rural and Regional Committee.



Educational Exhibition



Winners of Public Speaking Competition

ENVIRONMENTAL AWARENESS & PERSEVERANCE (CONT'D)

During the World Water Day celebration on 22 March 2016, among the activities involved were educating students and the public on how Ranhill treats raw water resources into clean potable water and the importance of reducing Non-Revenue Water (NRW). SAJ shared how water quality is assessed using a monitoring tool. We deem it as our responsibility to teach young Malaysians about the significance of water conservation and how everyone can share the load in helping to keep water resources clean and safe for the current and future generations.

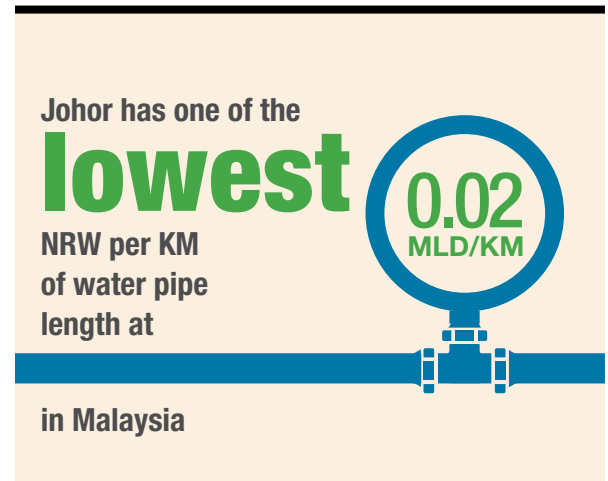
We also take pride in constantly advocating better management of Non-Revenue Water (NRW) projects nationwide, in keeping with the national agenda to reduce NRW to 25% by 2020. Through Ranhill Water Services (RWS), the experts in managing our NRW, we have succeeded in reducing to an average of 14.4% through our projects in Johor, Pahang, Kelantan, Melaka and Kedah.

We are proud to say that Johor has one of the lowest NRW per KM of water pipe length at 0.02 MLD/KM while the NRW level for the state stands at 25.9% (as at 31 December 2016), which translates to accumulated savings of over 189 MLD, over 10 years.

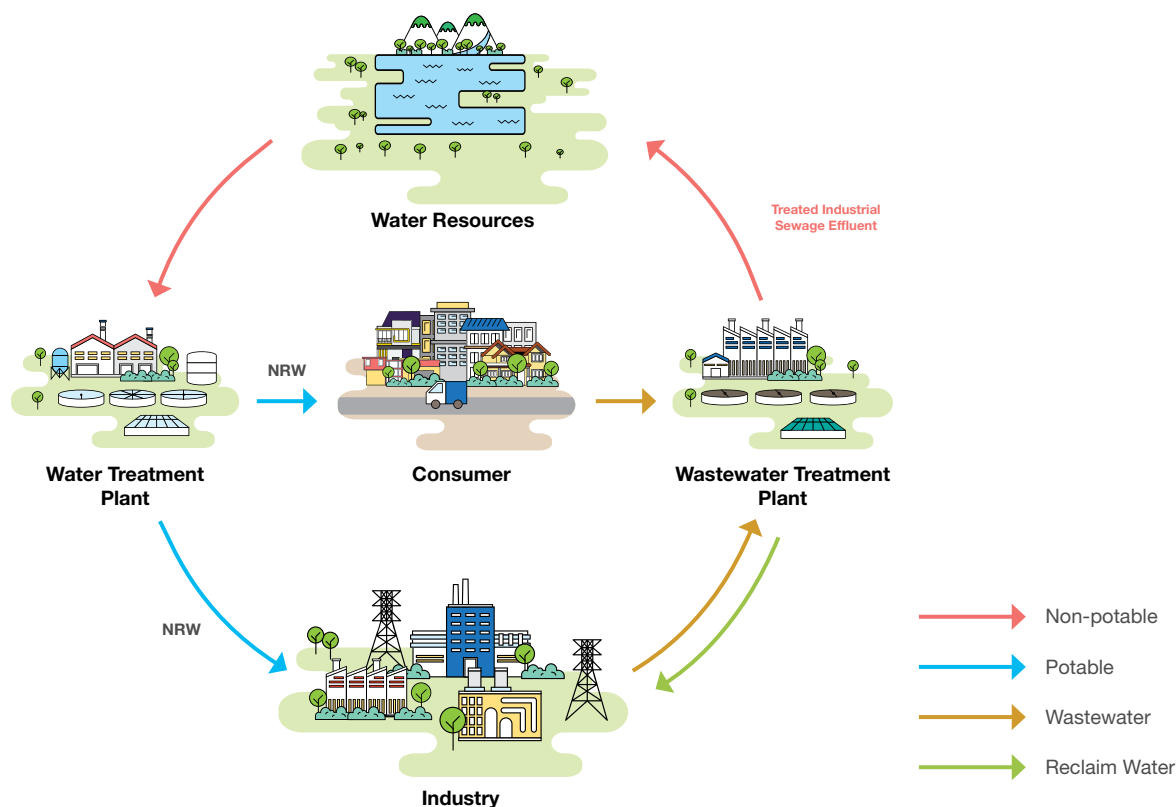
	Achieved	Achieved	Targets
Key Performance Indicators	Operating Cycle 2 July 2012 – Dec 2014	Operating Cycle 3 2016 (2 nd Year)	Operating Cycle 3 Jan 2015 – Dec 2017
Water Loss (NRW)	26.8%	25.9%	24.8%



Testing water quality



ENVIRONMENTAL AWARENESS & PERSEVERANCE (CONT'D)



Circular Economy

Circular Economy is an alternative to a traditional linear economy where resources are extracted, processed, used and disposed after use. Circular economy, on the other hand, keeps resources in use for as long as possible, extracting the maximum value from them while in use, then recovering and regenerating products and materials at the end of each service life.

Based on the same principle of circular economy, the International Water Association (IWA) developed a guideline titled “Water Utility Pathways in a Circular Economy” to help water operators identify “pathways” that could help them incorporating circular economy throughout their operations. The pathways identified are water, material and energy.

Ranhill, having interests in the water sector, has already been adopting circular economy in its services through reclaim wastewater and water loss reduction. As at end December 2016, Ranhill has 260 MLD reclaim wastewater plant in China and 45.5 MLD in Thailand.

At Amata Nakorn Industrial Estate in Thailand, the effluent from existing wastewater treatment plant enters the reclamation plant to be treated to required standard. The plant is part of the industrial park’s efforts for ‘zero discharge’.

In terms of energy, SAJ embarked on a carbon initiative in 2011 and has since reduced its energy use from 229.49 GWh in 2014 to 213.34 GWh in 2016. More information on this is available in Energy Management section on page 13.

As for sludge, a by-product of water treatment process, we will be exploring opportunities for its repurposes in the future.

Ranhill owns and operates 2 combined cycle power plants, each rated at 190 MW in Sabah, contributing 380 MW electricity-generating capacity and electricity production for 21 years. The Combined Cycle Gas Turbines (CCGT) uses both a gas and a steam turbine together to produce up to 50% more electricity from the same fuel than a traditional simple-cycle plant. This enables us to reduce our carbon footprint and produce clean energy for Sabah.

The readings on NO_x and SO_x emissions are available on page 14.

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING

G4-DMA, G4-16, G4-EC8, G4-S01



Motivational Talk

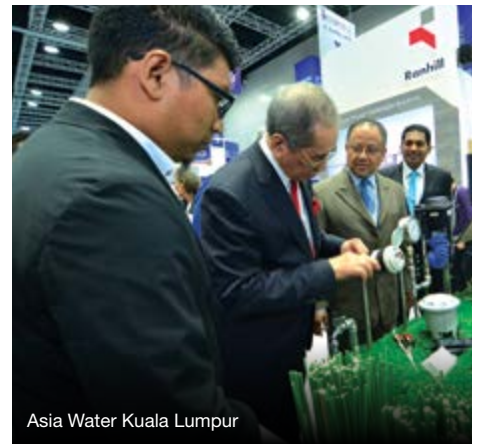


2,300

people involved in the
“Program Komuniti
Jimat Air”



Polytechnic Visit



Asia Water Kuala Lumpur

Community Engagement

SAJ plays an important role in water conservation awareness among local communities through the “Program Komuniti Jimat Air”. The programme is targeted at supporting the government’s and SAJ’s objectives on the preservation and conservation of water resources.

Ranhill Water Services (RWS), our subsidiary specialising in Non-Revenue Water, is actively involved in NRW management awareness programmes to targeted groups.

In 2016, RWS signed a pledge with Asiawater Responsible Business Alliance (AWBRA), an alliance initiative by industry players to bring leading charities from across Southeast Asia together under a mission to bring clean and safe drinking water and sanitation to the underprivileged in underdeveloped countries of the region.

In May 2016, Ranhill Power organised an Educational Motivational Talk for the families of its employees at the Pacific Sutera hotel in Kota Kinabalu, Sabah. The programme was arranged for the family members of Ranhill Power O&M Sdn Bhd and Ranhill Power II O&M Sdn Bhd employees.

CONTRIBUTIONS TOWARDS SOCIAL WELLBEING (CONT'D)

A total of 37 children attended the programme, steered by professional motivational speakers while several Ranhill employees also shared their first-hand experiences of their careers in the company and their successes.

We also actively encourage our employees to participate in community programmes, disaster relief efforts and other such efforts whenever the need arises and inculcate and spread the volunteering spirit to all employees across the Group.

Industry Development

RWS has been contributing towards the development of the water industry by sharing its expertise and training on NRW in events such as Water Loss Asia 2016 in Bangalore and Jakarta, Asia Water 2016 in Kuala Lumpur, Southeast Asian Water Utilities Network (SEAWUN) in Vietnam and Malaysia and the Smart Water Technology Workshop in Singapore.

RWS is also recognised as one of the NRW trainers for the United States Agency for International Development (USAID) and World Bank's NRW programme.

In addition to motivational talks, Ranhill Power also accommodates educational and working visits from polytechnics, colleges and officers of the Department of Occupational Safety and Health (DOS) (Jabatan Keselamatan dan Kesihatan Pekerjaan, JKKP).

Ranhill is also actively involved with Malaysia Water Association (MWA), through which we share our knowledge and expertise to organisations and practitioners in the water industry.

Access to Water & Power

Access to Water for the Underprivileged

SAJ has been supporting the government's effort in providing water rebates to the target groups comprising the hardcore poor and poor in the state. Besides helping to ease the burdens of these groups, this also raises public awareness about water consumption among the community. A total of 2,910 households (2,833 poor and 77 hardcore poor) have benefited from this programme in 2016.

A total of 7 households across Kota Tinggi, Kluang, Batu Pahat, Tangkak, Kulai, Iskandar Puteri and Pontian have also been connected by water pipes and given access to consistent sources of clean water through our CSR project. We aim to have more philanthropic CSR related activities with the surrounding communities at the localities where we operate in via partnerships or collaborations with the local authorities with the focus on providing access to power and water in order to improve the wellbeing.

Access to Power for the Rural Communities

Through its local CSR Programme, Ranhill Power contributed in setting up a micro-hydro project in Kg Babalitan, Sabah which has an approximate of 300 villagers. This initiative provided the rural community access to an affordable, easy to maintain and long-term solution to their daily energy/electricity needs.

Moving forward, we will revisit the micro-hydro project to identify potential improvements that could be done in Kg Babalitan.



2,910

**Number of households
benefitted from our water
rebate programme**



300

villagers



**in Babalitan Sabah
have access to electricity
through micro-hydro project**

INSPIRATIONAL WORKPLACE & CULTURE

G4-DMA, G4-11, G4-EC5, G4-EC6, G4-LA4, G4-LA5, G4-LA8, G4-LA9, G4-LA10, G4-LA13

Work Life Balance

We believe that the talents, skills and expertise of our people are at optimum levels when there is good work and life balance. RANHILL goes beyond stipulated employment and remuneration standards for its employees, including minimum wages, overtime hours and officially mandated benefits.

There are times that our employees' skills and expertise are needed to support operations after usual hours. For such occasions, our Overtime Policy and Procedures provides them commensurate monetary compensation.

In 2016, as part of our efforts to encourage and promote work-life balance to our employees, the Group Human Capital held weekly emails covering various topics on health and safety tips in the workplace. The Group's Leave Management Policy was formulated in 2016 to cover parental leave, marriage leave for children, authorised unpaid leave to care for sick family members and time off during working hours, in addition to annual and medical leave.

On its part, SAJ initiated 2 programmes in 2016, Reduction in Medical Leave (Health Related) and Improvement in Staff Body Mass Index (BMI). Health-related events such as Healthy Day 2016 were organised in all districts with BMI tracking and physical health improvements for targeted groups.

Talent Management and Performance Based Reward

Fostering professional and personal growth through performance-based rewards, constructive learning and skill development regardless of gender, has been RANHILL's key in attracting and retaining its talents. In driving the growth of human capital, we encourage the culture of life-long learning through the promotion of experiences like managing projects, being part of multi-functional teams, interactions with others, being mentors, participating in community work, training sessions, seminars, webinars and conferences.

RANHILL upholds workforce inclusivity and diversity by providing the right working environments, promoting active communications and

engagement throughout the Group. We prohibit any discrimination based on gender, age, religion, academic achievements and physical disabilities and aspire to meet the different needs of our employees and ensure that their efforts are rewarded and recognised.

Our policies and procedures on the areas below are made to guide them in tracking, monitoring and reviewing their performances accordingly and to manage grievances in the workplace:

- Recruitment & Selection
- Employee's Competency and Career Development
- Succession Planning and Management
- Competency Based Performance Management System
- Promotion
- Reward Management
- Management of Underperformance
- Internship and Management Trainee Programme
- Code of Conduct and Business Ethics
- Sexual Harassment
- Grievance Handling
- Fraud & Whistleblowing

To capitalise our talents in the business operations, we have invested about RM3 million in 2016 through several internal and external learning and development programmes to enhance their skills and offer them opportunities in career development. The training programmes cover technical and non-technical areas and involve employees in various parts of our business operations.

These learning and development initiatives were duly recognised with RANHILL securing one of the top three of the Human Resources Minister Award 2016, organised by Human Resources Development Fund (HRDF).

To identify talents for succession planning, we ensure that leadership programmes are offered to a wider pool of employees especially those in middle and senior management positions. Senior and middle management executives from across the group have attended a wide range of training sessions and dialogues such as Leading and Managing in Minds for Culture Transformation and the CEO Forum on Executing Impactful Transformation.

INSPIRATIONAL WORKPLACE & CULTURE (CONT'D)

115,197

TRAINING HOURS

We continuously aim to enhance and ensure that equal and suitable training opportunity is provided to all employees

58%

TECHNICAL TRAINING

58% of the trainings invested in 2016 are of technical background, which reflects the nature of our business activities

78%

PARTICIPATION

78% of our female employees who attended trainings in 2016 are from the Executive and Non-Executive category

Our overall objective is to foster well-equipped managers and develop leaders who can undertake the company's mission, vision and values and contribute effectively to the company's long-term goals. SAJ for example, has a development programme called Successor Competency Enhancement & Development (SUCCEED) to develop potential talents. This was done through 3 levels - the Advanced Managerial Development Programme (for top management level), Managerial Development Programme (middle management) and Executive Development Programme (for executives). Four programmes were conducted successfully for the 3 levels in 2016.

As for RWS, it focused on the development of non-executive employees through the Programme for Non-Executives 2015-2016. During the reporting period, they conducted a total of 12,026 training hours and one of the key learning and development programmes for the year was the Excellence Personal Leadership Training for Non-Executives.

In addition to our regular internship programmes, we also support the Government's Skim Latihan 1Malaysia (SL1M) initiative to enhance the employability of local graduates. Through the internship that we have in place, trainees undergo first-hand working experience and are guided by designated mentors in various areas of our business operations focused on developing technical and non-technical skills. This provides the trainees the opportunity to gain valuable insights into Ranhill's business in the power and water sectors.

We are also in partnership with Innovate Malaysia for the Innovate Malaysia Design Competition 2017, an engineering design contest open to all final year undergraduate engineering, computer science, and science and mathematics students in the country. Supported by the Ministry of Higher Education Malaysia (MOHE), the goal of the competition is to promote a more innovative culture in engineering design work, tackle real-world problems with practical engineering solutions, and churn out brightest talents for product development, further research, and commercialisation. The competition kick-started in October 2016 and Ranhill is one of the design challengers in 2017. The winners will be announced in July 2017.



379

We took in 379 internship students in 2016 for placements in various areas of our operations, focusing on developing their technical and non-technical skills plus gaining insight on Ranhill's business in the power and environment sectors.

We are also constantly enhancing our workplace rewards in appreciating our talents and employees' contributions to the company. Besides the usual performance based rewards, we are looking at other creative ways in showing our appreciation towards our employees and create more value in strengthening the relationship between the company and our employees. Ranhill Power for example, organised its Employees Appreciation Day for employees located in Kuala Lumpur and Kota Kinabalu. During the day, the management gave out gifts and souvenirs recipients of Long Service Award, Best Employee Award, Retiring Employees, Special Contribution Award and other categories.

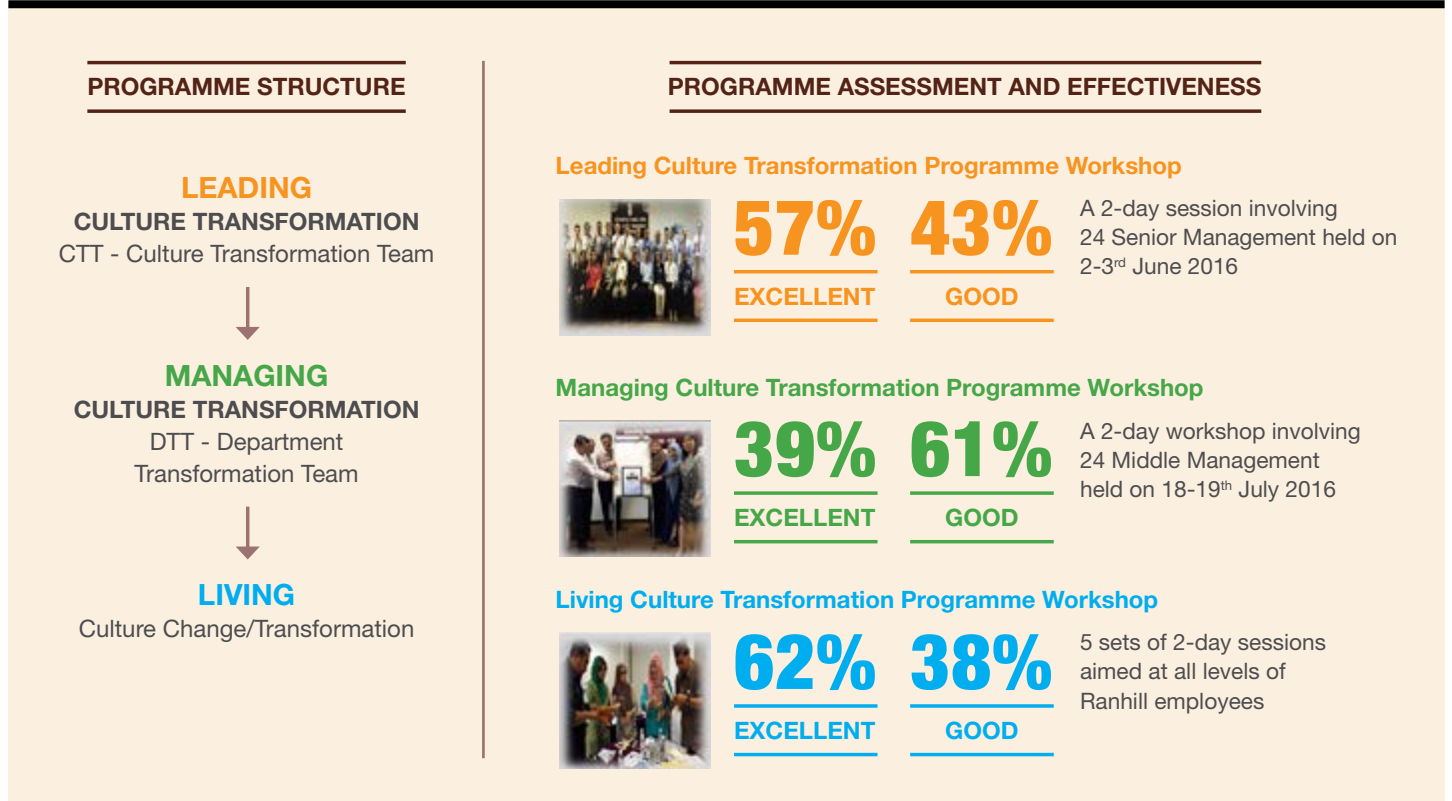
Collective Bargaining

Ranhill has been consistent in having an open and transparent workplace culture that empowers employees to discuss a wide range of issues with the senior management confidentially, as and when required. About 44.2% of our employees are covered by collective bargaining agreements. Among others, the collective bargaining covers an agreed timeline for implementation of any significant operational changes that could substantially affect the employees.

We are confident that our employment offerings will continue to enhance Ranhill's status as an employer of choice, an example for the circular economy and thought leader in the environment and power sectors.

INSPIRATIONAL WORKPLACE & CULTURE (CONT'D)

Ranhill's Culture Internalisation Programme



In 2016, Ranhill initiated a culture transformation initiative, also known as Ranhill's Culture Internalisation Programme, to energise Ranhill's employees with the new vision, mission and values. The programme is aimed at creating a high-performance culture in Ranhill through new mind sets, attitudes and work ethics.

Building a strong brand requires all employees to feel connected to the culture of the company and understand their roles in turning the vision and mission into reality. The Ranhill brand must be strengthened internally with our employees first. As our people reflect the Group's DNA, we need to reinforce what Ranhill's brand stands for in every interaction between the employees, the company and our stakeholders. Ranhill's Culture Internalisation Programme will be cascaded to subsidiaries in 2017 and more information on this will be made available in our next reporting.

ENHANCING GOVERNANCE ACROSS THE GROUP

G4-DMA, G4-56, G4-LA5, G4-LA6, G4-SO3, G4-SO4, G4-SO5

Health and Safety

Our employees are the most important asset of the company. This is why we are committed towards providing a working environment that emphasises on employees' safety and health. As our business operations stretch from corporate offices to rural and even remote work sites, we have instilled a culture of health, safety and environment based on global standards in addition to incorporating a comprehensive risk management framework.

Our Health, Safety and Environment Policy & Procedures applies to all internal and external stakeholders within our business operations and through this, we are also always looking at ways to improve existing health and safety management systems and manage our occupational health and safety risks.

We are in compliance with Occupational Health and Safety Assessment Series, (OHSAS 18001), the internationally applied British Standard for occupational health and safety management system, at 9 locations under SAJ and 2 locations under Ranhill Power.

Corporate Governance and Integrity

Ranhill strives to be an organisation that is not only profitable but also one that applies and upholds ethical business practices and displays the highest levels of corporate integrity and governance. In 2016, the Board of Directors approved 40 policies to be adopted at Ranhill for seamless integration of existing guidance and control systems in managing the operations of the Group.

We are in full compliance with the principles and recommendations of the Malaysian Code on Corporate Governance 2012, Bursa Malaysia Berhad's Main Market Listing Requirements and the Corporate Governance Guide issued by Bursa Malaysia.

The roles and responsibilities of the Board and its committees are stipulated under the respective Terms of Reference in the Board Charter which sets out the principles and guidelines to be adhered to stringently.

As for our employees, the Group will endeavour to ensure that they always comply with the various Policies and Procedures, not limited to the following:

- Code of Conduct and Business Ethics
- Business Continuity Management
- Third Party Dealings
- Risk Management
- Fraud and Whistleblowing

Lost Time Injury (LTI)*

2016	2015	2014
3	7	5

Note: LTI is defined as an occurrence that resulted in a fatality, permanent disability and any work related injury or illness which caused the employee unable to perform his normal duties.

OHSAS 18001 Certification

SAJ:

- SAJ Headquarters
- Sg. Sayong Water Treatment Plant
- Semangar Water Treatment Plant
- Sg. Johor Water Treatment Plant
- Sg. Lebam Water Treatment Plant
- Tenglu Water Treatment Plant
- Sultan Iskandar Water Treatment Plant
- Sri Gading Water Treatment Plant
- Gersik Water Treatment Plant

Ranhill Power:

- Teluk Salut Power Station
- Rugarding Power Station

* Data verified by CAD

In meeting external stakeholders' requirements, SAJ's policies and procedures for example, are in accordance with the provisions in the Water Services Industry Act (WSIA) 2006 and subsidiary laws. Water supply services agreements signed between customers and SAJ clearly states the responsibilities of the water distribution licensee and customers' obligations. SAJ has also published its Customer Charter and signed its Corporate Integrity Pledge as the company's commitment to guarantee the best service to its customers.

ENHANCING GOVERNANCE ACROSS THE GROUP (CONT'D)

To strengthen its relationship with customers, SAJ also organised several customer-friendly programmes (Mesra Pelanggan) and was an active participant in events conducted by the Public Complaints Bureau (Biro Pengaduan Awam). Besides this, the policies and procedures adopted by the company are also in line with Suruhanjaya Perkhidmatan Air Negara (SPAN). For price competitiveness and transparency, the concept of 'open tender' is always adopted in any selection of contractors and suppliers.

SAJ has also been appointed by Personal Data Protection Commissioner to lead the formation of Personal Data Code of Practice for the utilities sector (Water). SAJ conducted a seminar on 9 November 2016 for all water operators in Peninsular Malaysia, LAKU Management Sdn Bhd and the Water Boards of Sibul and Kuching, Sarawak to share information on the Personal Data Code of Practice for water utility sector.

RWS has made it compulsory for contractors and suppliers to sign anti-bribery agreement upon awarding of contracts.

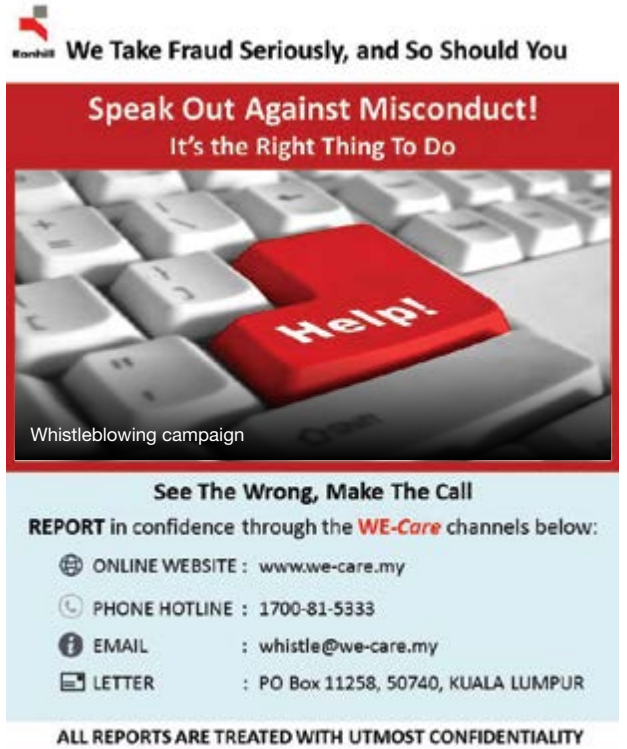
In the power segment, RANHILL Power adheres to the Gas Supply Agreement (GSA) with Petronas and Contractual Service Agreement with GE.

Water Tariff

In Malaysia, scheduled tariff increases are regulated by Suruhanjaya Perkhidmatan Air Negara (SPAN) to ensure efficiency and sustainability among water operators. Maintenance of water treatment plants and other infrastructure is part of the operating cost of water operators.

SPAN promotes a full-cost recovery model for operators to ensure funding for maintenance, water quality and good customer services.

Scheduled tariff increases are inevitable for the full-cost recovery to be effective.



We Take Fraud Seriously, and So Should You

Speak Out Against Misconduct!
It's the Right Thing To Do

Whistleblowing campaign

See The Wrong, Make The Call

REPORT in confidence through the **WE-Care** channels below:

- ONLINE WEBSITE : www.we-care.my
- PHONE HOTLINE : 1700-81-5333
- EMAIL : whistle@we-care.my
- LETTER : PO Box 11258, 50740, KUALA LUMPUR

ALL REPORTS ARE TREATED WITH UTMOST CONFIDENTIALITY



PERFORMANCE DATA

— WORKPLACE

G4-10, G4-11, G4-EC5, G4-EC6, G4-LA1, G4-LA6, G4-LA7, G4-LA9, G4-LA11, G4-LA12, G4-HR3

Description	2016
Employees	
Total Number	3,327
Permanent	2,738
Contract	589
New Hires	192
% of new hires attended the on boarding programme	82.3% ¹
Diversity	
Bumiputera	2,952
Chinese	59
Indian	56
Others	260
Region/Nationality	
Local	3,069
Other Nationalities	258
Gender	
Male	2,714
Female	613
Age Group	
<30	789
30-50	1,899
>50	639
Composition of governance (Board), by gender	
Male	8
Female	1
Composition of governance (Top Management), by gender	
Male	22
Female	3
Composition of governance (Board), by age group	
<30	0
30-50	1
>50	8

PERFORMANCE DATA – WORKPLACE (CONT'D)

Description	2016
Composition of governance (Top Management), by age group	
<30	0
30-50	10
>50	15
Proportion of senior management hired from the local community as significant locations of operation	100%
Women in management	
Top Management (Vice President and above)	3
Senior Management (Assistant General Manager, General Manager, Senior General Manager)	4
Middle Management (Assistant Manager till Senior Manager)	49
Employee Participation in Training	
Training Hours - Male	92,335*
Training Hours - Female	22,862*
Total Spent	RM3,100,657
Average Training Spent per Employee	RM931
Performance review towards career enhancement	
Employees who are formally appraised (annually)	100% ²
One-on-one performance review for year-end evaluation	100% ³
Occupational Safety and Health (OSH)	
Lost Time Injury (LTI)	3
Work related injuries	4
Workers who are involved in occupational activities who have a high incidence or high risk of specific diseases	Nil
Work related fatalities	Nil
Total employees covered by collective bargaining agreements	44.2% ⁴
Employee Engagement Survey Results	88.73%
Non-Discrimination	
Number of incidents of discrimination during the reporting period	Nil
Customer Privacy	
Number of substantiated complaints received concerning breaches of customer privacy	Nil

¹ The rest of the new hires attended the on boarding in Jan 2017

^{2&3} Based on employees who are eligible to participate in the year-end appraisal

⁴ Applicable to SAJ only

* Verified by CAD

GRI G4

CONTENT INDEX

For 'In Accordance' option – Core

GENERAL STANDARD DISCLOSURES

General Standard Disclosure	Description	Page	Reference/Link	Omissions
STRATEGY & ANALYSIS				
G4-1	Provide a statement from the most senior decision-maker of the organisation.	6	Message from the President/Chief Executive	-
ORGANISATIONAL PROFILE				
G4-3	Name of the organisation.	2	Our Business	-
G4-4	Primary brands, products, and services.	2	Our Business	-
G4-5	Location of the organisation's headquarters.	2	Our Business	-
G4-6	Number of countries where the organisation operates.	2	Our Business	-
G4-7	Nature of ownership and legal form.	4	- Annual Report 2016 (Corporate Information) - Our Business	-
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	10	- Annual Report 2016 (Management Discussion & Analysis) - Our Business	-
G4-9	Scale of the organisation.	2 5 58	- Group Financial Highlights - Our Business - Annual Report (Financial Statements)	-
G4-10	Workforce of the organisation.	26	Performance Data - Workplace	-
G4-11	Percentage of total employees covered by collective bargaining agreements.	21 26	- Inspirational Workplace & Culture - Performance Data - Workplace	-
G4-12	Organisation's supply chain.	We do not include outsourced activities, joint ventures and suppliers in this reporting		
G4-13	Significant changes during the reporting period.	There are no significant changes as this is the first SR for Ranhill Group		
G4-14	Report whether and how the precautionary approach or principle is addressed by the organisation.	8 11	- Sustainability At Ranhill - Ranhill's Materiality Matrix	-
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	7 10	- About This Report - Annual Report 2016 (Management Discussion & Analysis)	-
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organisations.	19	Contribution Towards Social Wellbeing	-

GRI G4 CONTENT INDEX (CONT'D)

GENERAL STANDARD DISCLOSURES

General Standard Disclosure	Description	Page	Reference/Link	Omissions
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES				
G4-17	List all entities included in the organisation's consolidated financial statements or equivalent documents.	5 58	- Group Financial Highlights - Annual Report (Financial Statements)	-
G4-18	Process for defining report content and aspect boundaries.	7 9	- About This Report - Governance & Leadership	-
G4-19	List all the material Aspects identified in the process for defining report content.	11	Ranhill's Materiality Matrix	-
G4-20	Aspect Boundary within the organisation.	7	About This Report	-
G4-21	Aspect Boundary outside the organisation.	We do not include outsourced activities, joint ventures and suppliers in this reporting		
G4-22	Effects of any restatement.	There are no restatements as this is the first SR for Ranhill Group		
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	There are no significant changes as this is the first SR for Ranhill Group		
STAKEHOLDER ENGAGEMENT				
G4-24	List of stakeholder groups engaged by the organisation.	10	Stakeholder Engagement	-
G4-25	Basis for identification and selection of stakeholders with whom to engage.	10	Stakeholder Engagement	-
G4-26	Organisation's approach to stakeholder engagement.	10	Stakeholder Engagement	-
G4-27	Key topics and concerns raised by stakeholders.	10	Stakeholder Engagement	-
REPORT PROFILE				
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	7	About This Report	-
G4-29	Date of most recent previous report (if any).	No date of previous report as this is the first SR for Ranhill Group		
G4-30	Reporting cycle (such as annual, biennial).	7	About This Report	-
G4-31	Provide the contact point for questions regarding the report or its contents.	7	About This Report	-
G4-32	Report the 'in accordance' option the organisation has chosen and GRI Content Index for the chosen option.	7	About This Report	-
G4-33	Assurance for the report.	7	About This Report	-
GOVERNANCE				
G4-34	Governance structure of the organisation.	22 9	- Annual Report (How We Are Governed) - Governance & Leadership	-
ETHICS & INTEGRITY				
G4-56	Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	4 24	- Vision, Mission & Values - Enhancing Governance Across the Group	-

GRI G4 CONTENT INDEX (CONT'D)

SPECIFIC STANDARD DISCLOSURES

General Standard Disclosure	Description	Page	Reference/Link	Omissions
CATEGORY: ECONOMIC				
G4-DMA	Generic Disclosures on Management Approach.	6	• Annual Report (Message to Shareholders)	-
		6	• Message from the President/Chief Executive	
G4-EC1	Direct economic value generated and distributed (EVG&D) on an accruals basis including the basic components for the organisation's global operations.	5 58	• Group Financial Highlights • Annual Report (Financial Statements)	-
G4-EC2	Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue or expenditure.	12	Environmental Awareness & Perseverance	-
ASPECT: MARKET PRESENCE				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant location of operation.	21	Inspirational Workplace & Culture	-
G4-EC6	Proportion of senior management hired from the local community as significant locations of operation.	21 26	• Inspirational Workplace & Culture • Performance Data - Workplace	-
ASPECT: INDIRECT ECONOMIC IMPACT				
G4-DMA	Generic Disclosures on Management Approach.	6 10	• Annual Report (Message to Shareholders) • Annual Report 2016 (Management Discussion & Analysis)	-
G4-EC8	Significant identified positive and negative indirect economic impacts the organisation has.	19	Contributions Towards Social Wellbeing	-
ASPECT: PROCUREMENT PRACTICES				
G4-DMA	Generic Disclosures on Management Approach.	24	Enhancing Governance Across the Group	-

GRI G4 CONTENT INDEX (CONT'D)

SPECIFIC STANDARD DISCLOSURES

General Standard Disclosure	Description	Page	Reference/Link	Omissions
CATEGORY: ENVIRONMENTAL				
ASPECT: MATERIALS				
G4-DMA	Generic Disclosures on Management Approach.	12	Environmental Awareness & Perseverance	-
ASPECT: ENERGY				
G4-DMA	Generic Disclosures on Management Approach.	12	Environmental Awareness & Perseverance	-
G4-EN3	Energy consumption within the organisation.	12	Environmental Awareness & Perseverance	-
G4-EN4	Energy consumed outside of the organisation; with standards, methodologies, and assumptions used; source of the conversion factors used.	We do not include outsourced activities, joint ventures and suppliers in this reporting		
G4-EN5	Energy intensity ratio.	12	Environmental Awareness & Perseverance	-
G4-EN6	Amount of reductions in energy consumption during the reporting period.	12	Environmental Awareness & Perseverance	-
G4-EN7	Reductions in the energy requirements of sold products and services achieved during the reporting period.	12	Environmental Awareness & Perseverance	-
ASPECT: WATER				
G4-DMA	Generic Disclosures on Management Approach.	12	Environmental Awareness & Perseverance	-
G4-EN8	Total volume of water withdrawn from source.	12	Environmental Awareness & Perseverance	-
G4-EN9	Total number of water sources significantly affected by withdrawal by type.	12	Environmental Awareness & Perseverance	-
G4-EN10	Total volume of water recycled and reused by the organisation.	12	Environmental Awareness & Perseverance	-
ASPECT: EMISSIONS				
G4-DMA	Generic Disclosures on Management Approach.	12	Environmental Awareness & Perseverance	-
G4-EN15	Gross direct (Scope 1) GHG emissions.	12	Environmental Awareness & Perseverance	-
G4-EN16	Gross energy indirect (Scope 2) GHG emissions.	12	Environmental Awareness & Perseverance	-
G4-EN17	Other indirect (Scope 3) GHG emissions.	12	Environmental Awareness & Perseverance	-
G4-EN18	GHG emissions intensity ratio.	12	Environmental Awareness & Perseverance	-
G4-EN19	Reduction of GHG emissions.	12	Environmental Awareness & Perseverance	-
G4-EN21	NO _x , SO _x and other significant air emissions.	12	Environmental Awareness & Perseverance	-

GRI G4 CONTENT INDEX (CONT'D)

SPECIFIC STANDARD DISCLOSURES

General Standard Disclosure	Description	Page	Reference/Link	Omissions
ASPECT: EFFLUENTS AND WASTE				
G4-DMA	Generic Disclosures on Management Approach.	12	Environmental Awareness & Perseverance	-
G4-EN22	Total volume of planned and unplanned water discharges.	12	Environmental Awareness & Perseverance	-
G4-EN23	Total weight of hazardous and non-hazardous waste, and how the waste disposal method has been determined.	12	Environmental Awareness & Perseverance	-
ASPECT: PRODUCTS & SERVICES				
G4-DMA	Generic Disclosures on Management Approach.	12	Environmental Awareness & Perseverance	-
ASPECT: COMPLIANCE				
G4-DMA	Generic Disclosures on Management Approach.	6	• Annual Report (Message to Shareholders) • Enhancing Governance Across the Group	-
		24		-
G4-EN29	Significant fines and non-monetary sanctions; Where organisations have not identified any non-compliance with laws or regulations, a brief statement of this fact is sufficient.	No significant fines and non-monetary sanctions during the reporting period		
ASPECT: TRANSPORT				
G4-DMA	Generic Disclosures on Management Approach.	12	Environmental Awareness & Perseverance	-
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organisation’s operations, and transporting members of the workforce.	12	Environmental Awareness & Perseverance	-
ASPECT: OVERALL				
G4-DMA	Generic Disclosures on Management Approach.	12	Environmental Awareness & Perseverance	-
ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT				
G4-DMA	Generic Disclosures on Management Approach.	We do not include outsourced activities, joint ventures and suppliers in this reporting		
G4-EN32	Percentage of new suppliers that were screened using environmental criteria.			
G4-EN33	Number of suppliers subject to environmental impact assessments.			
ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS				
G4-DMA	Generic Disclosures on Management Approach.	6	Message from the President/Chief Executive	-

GRI G4 CONTENT INDEX (CONT'D)

SPECIFIC STANDARD DISCLOSURES

General Standard Disclosure	Description	Page	Reference/Link	Omissions
CATEGORY: SOCIAL				
SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK				
ASPECT: EMPLOYMENT				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-LA1	Total number and rate of new hires and employee turnover by age group, gender, and region.	26	Performance Data - Workplace	-
ASPECT: LABOR/MANAGEMENT RELATIONS				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-LA4	Minimum number of weeks' notice typically provided to employees and their elected representatives prior to the implementation of significant operational changes that could substantially affect them; Whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	21	Inspirational Workplace & Culture	-
ASPECT: OCCUPATIONAL HEALTH & SAFETY				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-LA5	Level and percentage of total workforce represented in formal joint management – worker health and safety committees that help monitor and advise on occupational health and safety programmes.	21	Inspirational Workplace & Culture	-
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region and by gender.	26	Performance Data - Workplace	-
G4-LA7	Record of workers who are involved in occupational activities who have a high incidence or high risk of specific diseases.	26	Performance Data - Workplace	-
G4-LA8	Formal agreements (either local or global) with trade unions cover health and safety.	21	Inspirational Workplace & Culture	-

GRI G4 CONTENT INDEX (CONT'D)

SPECIFIC STANDARD DISCLOSURES				
General Standard Disclosure	Description	Page	Reference/Link	Omissions
CATEGORY: SOCIAL				
SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK				
ASPECT: TRAINING & EDUCATION				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-LA9	Average hours of training per year per employee by gender, and by employee category.	21 26	- Inspirational Workplace & Culture - Performance Data - Workplace	-
G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	21	Inspirational Workplace & Culture	-
G4-LA11	Report the percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	26	Performance Data - Workplace	-
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	26	Performance Data - Workplace	-
ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Not Available/Applicable		
ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES				
G4-DMA	Generic Disclosures on Management Approach.	We do not include outsourced activities, joint ventures and suppliers in this reporting		
G4-LA14	Report the percentage of new suppliers that were screened using labor practices criteria.			
G4-LA15	Report the significant actual and potential negative impacts for labor practices in the supply chain and actions taken.			
ASPECT: LABOR PRACTICES GRIEVANCE MECHANISMS				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-

GRI G4 CONTENT INDEX (CONT'D)

SPECIFIC STANDARD DISCLOSURES

General Standard Disclosure	Description	Page	Reference/Link	Omissions
CATEGORY: SOCIAL				
SUB-CATEGORY: HUMAN RIGHTS				
ASPECT: INVESTMENT				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
ASPECT: NON-DISCRIMINATION				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-HR3	Number of incidents of discrimination and corrective actions taken during the reporting period.	26	Performance Data - Workplace	-
ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-HR4	Operations and suppliers in which employee rights to exercise freedom of association or collective bargaining may be violated or at significant risk and measures taken by the organisation.	No cases reported. We do not include outsourced activities, joint ventures and suppliers in this reporting		
ASPECT: CHILD LABOR				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-HR5	Operations and suppliers considered to have significant risk for incidents of child labor and young workers exposed to hazardous work.	No cases reported. We do not include outsourced activities, joint ventures and suppliers in this reporting		
SUB-CATEGORY: LABOUR PRACTICES AND DECENT WORK				
ASPECT: FORCED OR COMPULSORY LABOR				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-HR6	Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor.	No cases reported. We do not include outsourced activities, joint ventures and suppliers in this reporting		
ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT				
G4-DMA	Generic Disclosures on Management Approach.	We do not include outsourced activities, joint ventures and suppliers in this reporting		
G4-HR10	Percentage of new suppliers that were screened using human rights criteria.			
G4-HR11	Number of suppliers subject to human rights impact assessments.			
ASPECT: HUMAN RIGHTS GRIEVANCE MECHANISMS				
G4-DMA	Generic Disclosures on Management Approach.	21	Inspirational Workplace & Culture	-
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.	No cases reported		

GRI G4 CONTENT INDEX (CONT'D)

SPECIFIC STANDARD DISCLOSURES

General Standard Disclosure	Description	Page	Reference/Link	Omissions
CATEGORY: SOCIAL				
SUB-CATEGORY: SOCIETY				
ASPECT: LOCAL COMMUNITIES				
G4-DMA	Generic Disclosures on Management Approach.	14	• Environmental Awareness & Perseverance	-
		19	• Contribution Towards Social Wellbeing	-
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	14	• Environmental Awareness & Perseverance	-
		21	• Contribution Towards Social Wellbeing	-
ASPECT: ANTI-CORRUPTION				
G4-DMA	Generic Disclosures on Management Approach.	24	Enhancing Governance Across the Group	-
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and significant risks related to corruption identified through the risk assessment.	22	Annual Report (How Are We Governed)	-
G4-SO4	Number and percentage of governance body members, employees, and business partners that the organisation’s anti-corruption policies and procedures have been communicated to and trained on anti-corruption, broken down by region, type of business and employee category.	22	Annual Report (How Are We Governed)	-
G4-SO5	Number and nature of confirmed incidents of corruption for governance body members, employees, and business partners.	No cases reported*		
ASPECT: PUBLIC POLICY				
G4-DMA	Generic Disclosures on Management Approach.	24	Enhancing Governance Across the Group	-
ASPECT: ANTI-COMPETITIVE BEHAVIOR				
G4-DMA	Generic Disclosures on Management Approach.	24	Enhancing Governance Across the Group	-
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	No cases reported		

GRI G4 CONTENT INDEX (CONT'D)

SPECIFIC STANDARD DISCLOSURES

General Standard Disclosure	Description	Page	Reference/Link	Omissions
CATEGORY: SOCIAL				
SUB-CATEGORY: SOCIETY				
ASPECT: COMPLIANCE				
G4-DMA	Generic Disclosures on Management Approach.	24	Enhancing Governance Across the Group	-
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	No cases reported		
ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY				
G4-DMA	Generic Disclosures on Management Approach.	We do not include outsourced activities, joint ventures and suppliers in this reporting		
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society.			
G4-SO10	Number of suppliers subject to assessments for impacts on society.			
ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY				
G4-DMA	Generic Disclosures on Management Approach.	24	Enhancing Governance Across the Group	-
SUB-CATEGORY: PRODUCT RESPONSIBILITY				
ASPECT: CUSTOMER HEALTH AND SAFETY				
G4-DMA	Generic Disclosures on Management Approach.	14	Environmental Awareness & Perseverance	-
SUB-CATEGORY: SOCIETY				
ASPECT: PRODUCT AND SERVICE LABELING				
G4-DMA	Generic Disclosures on Management Approach.	24	Enhancing Governance Across the Group	-
ASPECT: CUSTOMER PRIVACY				
G4-DMA	Generic Disclosures on Management Approach.	24	Enhancing Governance Across the Group	-
G4-PR8	Number of substantiated complaints received concerning breaches of customer privacy.	26	Performance Data - Workplace	-
ASPECT: COMPLIANCE				
G4-DMA	Generic Disclosures on Management Approach.	24	Enhancing Governance Across the Group	-

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