

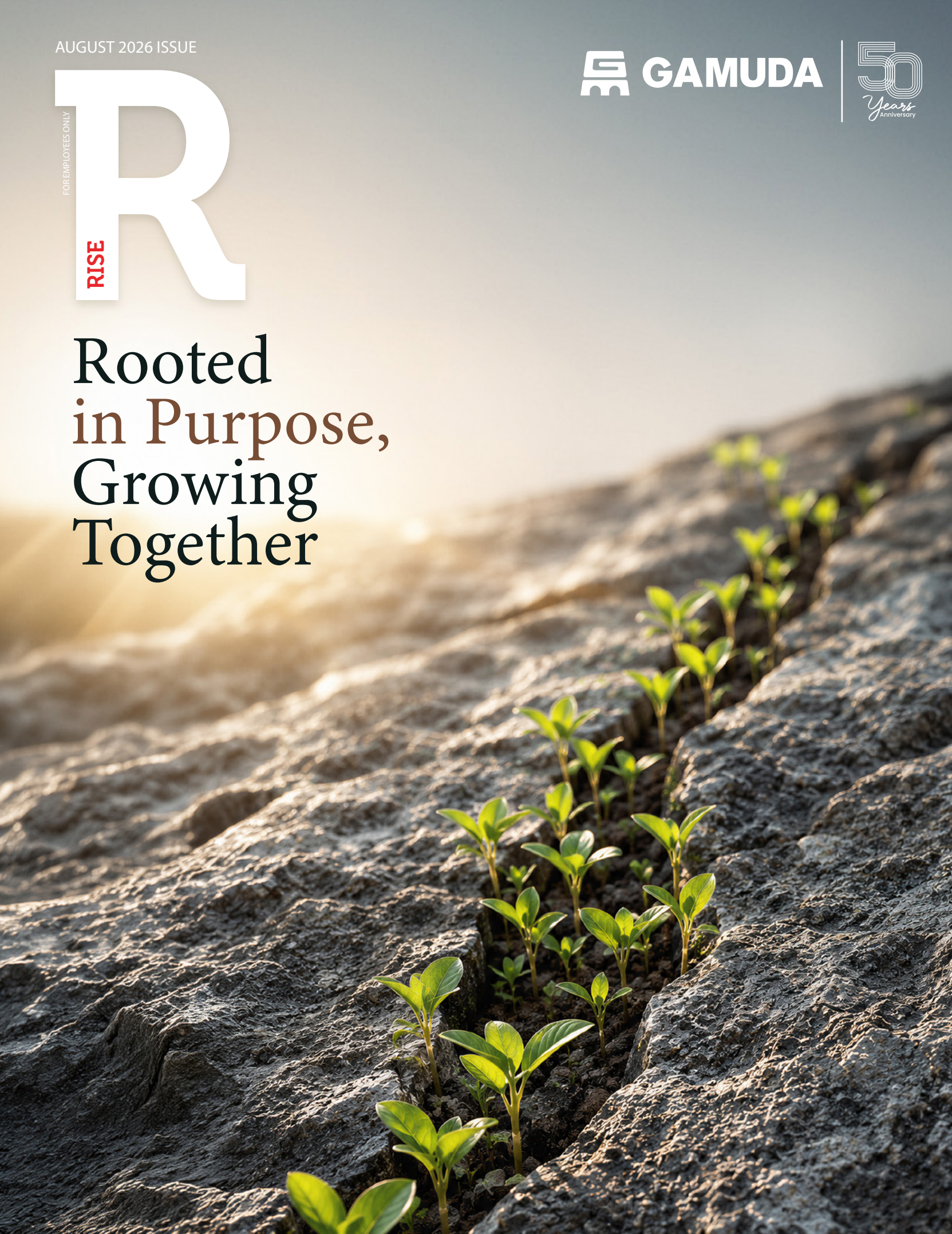
AUGUST 2026 ISSUE

FOR EMPLOYEES ONLY
RISE
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GAMUDA

50
Years
Anniversary

Rooted in Purpose, Growing Together





On the cover

Seedlings emerging through a crack in solid rock symbolise resilience, shared purpose and collective growth. The rock represents Gamuda's strong foundation and enduring purpose, while each seedling reflects our people, ideas and opportunities flourishing together from shared values. Inspired by the theme "Rooted in Purpose, Growing Together", the cover reminds us that meaningful progress grows from common ground.

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FEATURED CONTRIBUTORS

HUNG CHENG FENG

Bringing over 30 years of construction experience, including a distinguished career at the Kaohsiung MRT, he currently serves as a Project Manager with Gamuda Taiwan and has led his team through key milestones, most notably securing the bid for the Kaohsiung MRT Xiaogang-Linyuan Line. Outside of work, he enjoys playing badminton to stay sharp and draws strategic inspiration from his passion for Chinese history, applying ancient wisdom to modern project management.



MIKE RINAUDO

Having spent a year and half as DT Infrastructure's Head of Defence, Rinaudo is a Royal Australian Air Force (RAAF) veteran who champions industry diversity by mentoring women in the Australian construction industry and driving Aboriginal and Torres Strait Islander initiatives. He enjoys hiking, ocean swimming and exploring outback locations with his touring motorbike.

MAI NAM PHUONG

Bringing 10 years of experience with Gamuda Land, Mai began her journey in project marketing for Gamuda City in Hanoi. Today, she leads marketing for the Hanoi and Hai Phong projects while heading Brand Communications for Gamuda Land Vietnam. Outside work, she enjoys travelling and exploring architecture and design.



NUR SYAFIQKA NOORDIN

Since joining Gamuda Engineering in November 2025, Syafiqka has been contributing to the Ulu Padas Water Supply Scheme (SBAUP) project in Sabah, helping bring vital water infrastructure to communities in the state. When she's not on site, you'll find her travelling, running, or soaking up the outdoors.

Editorial Team

Advisor

Justin Chin Jing Ho
Gim Teck Yew

Content Directors

Dr Bhavani Krishna Iyer
Ong Jee Lian

Content Creators

Faslika Das
Karthiega Anantan
Syed Zulhilm bin Syed Zulkarnain
Sophia William

Integrated Designers

Rafy Hamid
Tan Yee Chung

Contributors

Abdul Qayyum Bin Jumadi
Anne-Marie Sears
Aubrey G Sham
Domilih Lazarus
Elisabeth Negus
Eric Foong
Erin Connors
Esther Rimah Richard
Ho Chun Siong
Hung Cheng Feng
Liew Kit Shen
Lim Vin Hong
Looi Sue-Chern
Mai Nam Phuong
Mary Smith
Matt Murphy
Mike Rinaudo
Nur Syafiqka Noordin
Nursahira Binti Rosly
Nurul Hikmah Binti Rumaini
Quek Joelyn
Rowena Emma Anak Ngadan
Russell Jon Batty
Ryan Mok Chek Hsien
Sanjeetpal Singh Sidhu
Sasha Menon
Simon Hebden
Venu Mahendra
Vicki Kirk

Gamuda Berhad's quarterly internal newsletter, RISE, showcases events and updates from our regional offices. The upcoming issue will be released in December 2026. You can pick up a print copy at the Group Corporate Communications and Sustainability (GCCS) Department on Level 13, Menara Gamuda, or read the online edition at rise.gamuda.com

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Celebrating 50 Years of Building Tomorrow Together

For five decades, Gamuda has grown from a local engineering company into a regional infrastructure and property leader, driven by the passion of our people and the trust of our partners. Our Golden Jubilee celebrations brought together clients, business partners and Gamudians across a series of memorable events.

Driving Connections on the Fairway

The Gamuda 50th Anniversary Golf Invitational on 2 May 2026 brought together 100 business partners for a day of friendly competition and camaraderie at the award-winning Kota Permai Golf and Country Club. From the opening tee-off to the final prize presentation, the tournament reflected the enduring relationships and spirit of collaboration that have defined Gamuda's journey.



An Evening of Appreciation

Gamuda marked its 50th anniversary with a Golden Jubilee Dinner on 8 May 2026 at Shangri-La Kuala Lumpur. The evening welcomed over 1,000 business associates from the US, UK, Australia, Vietnam, Taiwan, Singapore and Malaysia, highlighting the strength of Gamuda's regional network. Featuring insightful speeches by Dato' Lin Yun Ling (Gamuda Group Managing Director) and Dato' Ooi Sang Kuang (former deputy governor of Bank Negara Malaysia), the event united valued joint venture partners, consultants, vendors, bankers, analysts, media and Gamuda veterans in appreciation of the collaborations that shaped the company's journey.



Scan here for the official 50th Anniversary Commemorative Video.



Hear from some of our long-time friends and business partners as they share, in their own words, what Gamuda means to them.



Gamudians Day: Making a Splash

The Golden Jubilee celebrations continued with Gamudians Day at SplashMania on 22 May 2026, where 827 employees came together for a day filled with fun, music and unforgettable moments. International DJ Ms. Puiyi headlined the celebration alongside Thai singer Som Som and local favourite Kean Yew, while exciting games with attractive prizes, fire shows, live performances and epic water gun battles kept the energy high throughout the day. More than just a celebration, the event was a heartfelt thank you to the people whose dedication and passion continue to shape Gamuda's success.



One Team Across Vietnam

Meanwhile, the same day (22 May 2026), 150 Gamudians in Vietnam gathered at the Clubhouse, Gamuda Gardens, Hanoi, to celebrate an evening of connection, creativity and fun. From DIY key ring making and collaborative sand art to interactive games and photo moments.



400 Gamudians in Ho Chi Minh City came together at Van Thanh Tourist Village on 5 June 2026 for a day of sustainability initiatives, team-building activities and appreciation. The celebration provided an opportunity to reflect on the shared purpose and achievements, culminating in a striking human formation of "GB50", a powerful symbol of unity as the team looks ahead to the next chapter of growth and innovation.



CELEBRATING OUR PEOPLE



GROWING THROUGH EVERY CHAPTER

Gamuda's strong focus on career development inspired me to stay and grow with the company. I joined Gamuda Berhad as a Human Resources Assistant in 2000, before moving to Gamuda Land in 2003, where I spent more than 15 years. In 2019, I transferred to Gamuda Industrial Building System (IBS), Gamuda's manufacturing arm and Malaysia's first fully automated robotic IBS factory, where I now serve as Manager.

Over the years, I have witnessed Gamuda's transformation from a small corporate office around the Atria Shopping Centre area into a regional organisation with world-class projects, innovative technologies and an impressive headquarters in Damansara Perdana. Looking back, it is inspiring to see how far the company has come from those humble beginnings.

Zazawati Binti Mat Zin

Manager - Human Resources and Administration, Gamuda IBS



LEADING ENVIRONMENTAL COMPLIANCE

Since joining Gamuda in 2010, I have advanced from an Environmental Manager to overseeing complex regulatory and environmental compliance for major infrastructure projects. My early work focused on ensuring rigorous ISO management system implementation and leading internal audits.

A key achievement in my career was supporting the MRT Kajang and Putrajaya Lines, where I successfully secured the crucial Environmental and Heritage Impact Assessment approvals. This role involved managing consultants, facilitating project commencement and developing essential tender specifications.

Expanding on this expertise, I was involved in stakeholder interviews and public dialogue reporting. In 2015 when the Penang Silicon Island began, I led environmental and social compliance, which involved intense engagements with non-governmental organisations (NGOs) and local communities, overcoming substantial hurdles to secure the Environmental Impact Assessment (EIA), Social Impact Assessment (SIA) and Fishery Impact Assessment (FIA) approvals.

Involving myself in high-level meetings with the State Chief Minister and EXCO members has been a profound professional highlight. Balancing complex technical requirements with sensitive community expectations has been the driving force behind my professional growth and commitment to Gamuda. I hope this momentum continues with the future generation.

Lui Lee Yen

Assistant General Manager - Environmental, Gamuda Engineering



BUILT THROUGH EXPERIENCE, SHAPED BY PEOPLE

My 10-year journey with Gamuda has been one of steady growth, from a Customer Care Officer to a Township Executive. I worked with a wide range of people, including homeowners, business owners, community leaders, government agencies, athletes and artists, each with different needs and expectations.

One experience that stood out was handing over house keys to a Vietnamese family. Despite the language barrier, we used Google Translate to communicate and completed the handover smoothly. It reminded me that good customer service is about patience, adaptability and making people feel welcome.

Through my experience, I've come to realise that even small efforts can make a meaningful difference. Over time, I grew more comfortable working closely with people and came to appreciate the value of truly listening and understanding.

Farhana Binti A Razak

Township Executive, Horizon Hills



A JOURNEY OF GROWTH

Looking back, I'm proud to have been part of some of Gamuda's landmark projects, from the MRT underground works to high-rise developments, including Quayside Plazas at twentyfive7 and The Robertson that shape our city skyline. Being entrusted with such responsibilities at a relatively young age has been both challenging and rewarding and it has given me invaluable experience throughout my career.

What keeps me motivated is the opportunity to give back to a company that invested in me through the Gamuda Scholarship Programme, which I joined in 2012. I also appreciate how Gamuda values ideas and contributions across generations and positions. Knowing that your voice matters and your efforts are recognised makes it easy to stay committed, contribute meaningfully and continue growing with the company.

Mohd Azrit Bin Kamarudin

Construction Manager, Project Management - Buildings

Building Vietnam

Our Story, Our People, Our Future

WHY VIETNAM MATTERS

By identifying long-term urban trends early, executing with discipline and continuously evolving our development model, we are positioning Vietnam as a core growth engine for Gamuda Land, one that is shaping our future growth and playing an increasingly important role in our regional expansion strategy.

What began with pioneering township developments in Hanoi and Ho Chi Minh City (HCMC) has evolved into a diversified growth platform comprising integrated townships, agile quick turnaround projects (QTPs) and strategic partnerships that enable us to pursue larger opportunities while maintaining capital discipline.

Today, Vietnam contributes close to half of Gamuda Land's overall revenue, reflecting how the market has grown from an overseas venture into one of our most important growth platforms.

Our integrated townships remain the foundation of long-term value creation, complemented by a growing portfolio of QTPs that allows us to respond more quickly to market demand. Projects such as Eaton Park, Elysian, Springville and The Meadow have collectively contributed approximately RM7.5 billion in gross development value over the past three years, reinforcing the strength of this dual-track strategy.

As we continue to expand, we are also embracing a capital-light, partnership-driven approach for selected large-scale developments. One of our most significant strategic collaborations in Vietnam is currently being finalised, bringing together three of Asia's leading real estate groups to unlock the next phase of urban growth in one of the country's fastest-growing economic centres. The partnership reflects the confidence regional developers have in Gamuda Land's execution capability, local expertise and long-term commitment to Vietnam.

"Vietnam is not simply an expansion market for us. It is a core part of Gamuda Land's long-term regional growth strategy and an important contributor to our future pipeline."

"We see strong economic fundamentals, rising urbanisation and increasing demand for higher-quality living environments."



HAI PHONG: OUR NEXT GROWTH STORY

Beyond Hanoi and HCMC, Hai Phong is emerging as our next growth story. The city recorded more than 11 percent GRDP growth in the first half of 2026 and attracted over USD3 billion in foreign direct investment, highlighting its rapid economic transformation. This city is also supported by expanding Infrastructure, a thriving manufacturing base and rising urbanisation.

Our maiden QTP in the city, Ambience, achieved a remarkable 95 percent take-up for its first phase on launch day. Alongside it, we are preparing a masterplanned township that will establish a long-term platform for growth and help shape Hai Phong's future urban landscape.

Looking ahead to FY2027, we are preparing approximately RM4.7 billion in launches across Vietnam, including Central Park in Hanoi, Ambience in Hai Phong, and two new developments, Norton Park and Enesta in HCMC's western growth corridor.

THE PEOPLE BEHIND THE MARKETS

Behind every project is a team that understands the market from the ground up.

Today, close to 90 percent of Gamuda Land Vietnam's workforce comprises local Vietnamese talent. This deliberate approach has helped build teams who understand the nuances of each city, the needs of homebuyers and the pace at which Vietnam's urban centres continue to evolve.

For Mai Nam Phuong, who leads Brand and Communications in Hanoi and has spent a decade with Gamuda Land Vietnam, those changes have been visible firsthand.



The team at Gamuda Land Vietnam headquarters in HCMC. Today, there are over 600 people driving Vietnam's continued growth and expansion.

"Over the years, I've had the opportunity to see communities grow and evolve. Places that were once little more than empty land or distant suburbs have become vibrant neighbourhoods where families can build their lives. It's incredibly rewarding to know that Gamuda Land has been part of that journey, helping shape places that contribute to the growth and modernisation of our cities."



Central Park in Hanoi will see the launch of more than 2,600 units of service apartments, fronting Yen So Park at Gamuda City.



BUILDING THE FOUNDATION FOR GROWTH

The confidence Gamuda Land has in Vietnam today was built over two decades on the ground. Gamuda didn't arrive in Vietnam with a property brochure. We arrived with engineers.

Our first project was Yen So Sewage Treatment Plant and Yen So Park in 2007, a network of polluted canals and neglected land on the outskirts of Hanoi. Rather than walking away from a complex challenge, our teams built one of Hanoi's key sewage treatment systems, rehabilitated the surrounding environment and transformed the area into what is now Yen So Park.

Today, the park stands situated within our 274-hectare masterplanned township of Gamuda City is one of Hanoi's largest green public spaces, and an internationally recognised example of environmental rehabilitation, earning the World Gold Award at the FIABCI World Prix d'Excellence Awards in 2018.

That project demonstrated something that continues to define Gamuda today: we do more than build structures. We solve problems, restore environments and create places that improve quality of life.



The urban regeneration of Yen So Park within Gamuda City has transformed it into a vital recreational destination for the community and the people of Hanoi, featuring mature landscapes and expansive lakes.



Taken in 2025, Celadon City's Central Park showcases homes overlooking the township's signature green space.

FROM HARD HATS TO HOMES

Coming to Vietnam was never a short-term opportunity, but a conviction that the country's rapid urbanisation would require more than just housing. It would require integrated, liveable communities.

Three years later, we expanded south into HCMC with our second integrated township development, Celadon City. Since its launch in 2009, the completed township has since grown into one of western HCMC's most established integrated communities, demonstrating that the model could successfully scale across different urban environments.

From restoring a polluted canal to shaping communities across three of Vietnam's most dynamic urban centres, the journey reflects how far Gamuda Land has come and why we remain confident about the opportunities that lie ahead.

GENERATING POWER, EXTENDING WATER ACCESS

In the "Land Below the Wind" momentum is building on two fronts: delivering clean energy and securing long-term water resilience.

Following the recent site handover ceremony from Sabah Water Department (JA Sabah) to Upper Padas Power Sdn Bhd (UPPSB), construction has officially commenced for Phase 1 of the Ulu Padas Water Supply Scheme (SBAUP).

The handover signifies the start of a 42-month journey to deliver a 350 MLD water treatment plant in Beaufort and over 200 km of pipelines connecting communities from Sipitang to Kota Kinabalu.

Initiated to bring a reliable water supply to Sabah's main districts, the RM5.98 billion SBAUP contract is a strategic bolt-on to the ongoing Ulu Padas Hydroelectric Project (UPHEP). This dual-purpose approach is highly cost-effective, with the dam and catchment water already under the hydro project.

For Deputy Managing Director of Gamuda Engineering Julian Yeap Kheang Teik, the significance of both projects extends beyond infrastructure.

"UPHEP and SBAUP demonstrate how integrated planning can maximise benefits for Sabah, delivering renewable energy while securing a reliable water supply for future generations that benefits the rakyat and local businesses."

UPHEP is progressing well at 10 percent headway with main work activities, including access tunnel, headrace tunnel and platforms as of June 2026.

What began as a 187.5 MW hydroelectric development is now transforming into an integrated hybrid energy hub with the addition of a 150 MWac floating solar component following the acceptance of a revised Letter of Notification (LoN) from the Energy Commission of Sabah on 5 May 2026.



[third from left] Datuk Ir. Ts. Adzmir Abd Rahman (UPPSB Chairman) officially took possession of the SBAUP project site at Lok Kawi, Sabah from Tuan Chee Chun Chieh (JA Sabah Director), marking the start of construction works in May 2026. The ceremony was witnessed by Datuk Seri Panglima Dr. Joachim Gunsalam (Deputy Chief Minister 1 and Minister of Works and Utilities, Sabah), alongside key stakeholders, including [first and second from right] Julian Yeap Kheang Teik and Muhamad Elias Johari (UPPSB Chief Executive Officer).

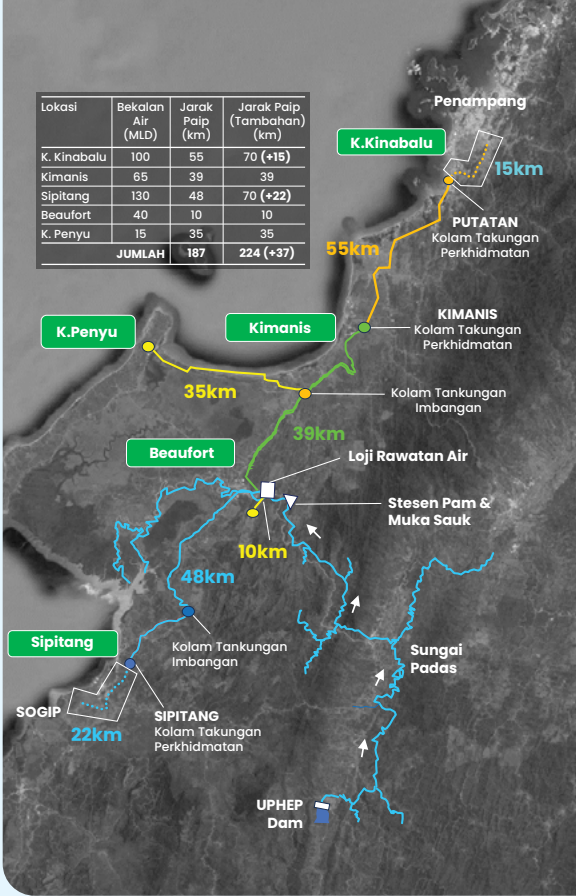
Together, the development will strengthen Sabah's renewable energy landscape, providing clean energy equivalent to 16 percent of the state's existing dependable generation capacity (1,180 MW) while creating long-term value for Sabah.

BEHIND SBAUP IS A TEAM UNITED BY A SHARED PURPOSE

Project Director Lim Vin Hong and Project Manager Ho Chun Siong are focused on turning plans into progress. Following the site handover of the SBAUP project, the team's immediate priorities include securing design approvals from JA Sabah, obtaining endorsement for the Environmental Impact Assessment (EIA) report, commencing land acquisition for the pipeline alignment, and navigating the complexities of coordinating multiple stakeholders that includes government agencies, consultants and contractors.



Through regular stakeholder engagements, [third from right] Hong and the team are strengthening partnerships and resolving issues early to support smooth project execution.



PROJECT MOBILISATION PROGRESS

To support the delivery of the SBAUP, three project site offices have been established across Sabah:

- Kota Kinabalu
- Papar
- Beaufort

For Approval and Stakeholder Manager Aubrey G Sham, success lies in building trust and maintaining strong relationships with authorities, landowners and local communities. Acting as a bridge between stakeholders and the project team, his role helps align expectations, address emerging issues and keep the project moving forward.

Meanwhile, Site Engineer Nur Syafiqka Noordin represents the next generation of engineers turning vision into reality on the ground. Responsible for coordinating and supervising site activities, she finds fulfillment in contributing to a landmark project that will strengthen water supply reliability for Sabah.

Ensuring every milestone achieved safely is a key priority for Safety and Health Manager Domilih Lazarus. Through continuous engagement, strong leadership support and a culture of shared accountability, he is committed to embedding safety into every aspect of project delivery while maintaining steady progress on site.

From Outsiders to Trusted Partners

Over a decade ago, breaking into Taiwan's infrastructure market felt like an uphill battle. The landscape was highly conservative, dominated by Japanese and South Korean heavyweights. To many, Gamuda was just a "foreigner", an unproven entity stepping into unfamiliar territory.

Fast forward to today, our Taiwan business unit operates through two branch offices in Taipei and Kaohsiung City, with 25 key management personnel overseeing 10 active projects and a workforce of over 200 employees, including 168 local recruits.

This growth reflects how far we have come, culminating in our tenth infrastructure project win in Taiwan, the RM3.30 billion (NTD 26.39 billion) Kaohsiung Metropolitan MRT Xiaogang-Linyuan Line Civil Works and Electromechanical Facilities Project, secured less than a year after the Kaohsiung Port LNG Terminal project.

Operating in a joint venture with our local partner Shang Ting and holding a 70 percent stake, our teams will deliver three underground stations, one elevated station and 3.88 km of underground twin-bound railway track over the next seven years and four months.

How did we go from being an outsider to an indispensable partner? The answer lies in our people, our proactive mindset and an unwavering commitment to excellence.

LEVERAGING LOCAL AND REGIONAL EXPERTISE

Winning in Taiwan requires more than a competitive bid. With Malaysia not being part of Taiwan's Government Procurement Agreement (GPA), our teams knew that groundwork and strategic preparation had to begin well before tenders were announced.

"The basis of our success is early stakeholder engagement. By sitting down with clients ahead of time, we dig deep into project pain points and perfectly tailor our methodologies to their vision."

Eric Foong Vooi Lin,
Gamuda Taiwan Deputy Chairman

Surrounded by the many safety, quality and construction awards won by Gamuda in Taiwan, Foong reflects on the dedication and perseverance that have shaped the Group's strong track record and reputation in the country.



As a local Taiwanese, Hung Cheng Feng describes winning the MRT Xiaogang-Linyuan Line project as a great achievement in his career, as having the opportunity to lead a project valued at up to RM3.30 billion (NTD 26.3 billion) is rare.



[Fifth from left] Dato' Ir Ha Tiing Tai (Deputy Group Managing Director), with the Gamuda Taiwan team and joint venture partner, Feng Shun, at the 2025 Public Construction Quality Award ceremony, where our 161kV Songshu-Guanfeng Underground Transmission Line project was recognised. Working closely with local partners in Taiwan has been key to delivering projects that set the benchmark for innovation, quality and sustainability.

Working hand in hand, the Taiwan team contributed deep knowledge of local regulations, market conditions and client expectations, while the regional team brought extensive expertise in rail transit and major infrastructure delivery.

"By combining local knowledge with international professional capabilities, we were able to propose a bidding strategy that was both competitive and technologically advantageous.

Throughout the entire bidding process, I, along with 15 to 20 of my team members, worked closely throughout the process, aligning efforts and expertise to deliver a strong response to the client's requirements and expectations."

Hung Cheng Feng,
MRT Xiaogang-Linyuan Line's Project Manager

THE POWER OF STRATEGIC PARTNERSHIPS

Navigating a new market also means leaning on local expertise. Language barriers, resource constraints and legal mandates, such as Taiwan's Construction Act, which requires local entities for large contracts, make strategic partnerships essential.

"We actively partner with established contractors such as Shang Ting that share our long-term vision. With over 13 years of experience specialising in general construction and public infrastructure in the country, their local expertise and execution capabilities complement our strengths, enabling us to deliver major infrastructure projects efficiently and to a high standard.

Our successful delivery of the MRT Kajang and Putrajaya Lines in Malaysia also helped build confidence among Taiwanese stakeholders in Gamuda as a trusted partner," said Foong.

From the Xizhi Donghu MRT to landmark projects such as the Guantang Marine Bridge, the dedication of our teams has helped shape Taiwan's infrastructure landscape. This latest win reinforces our capability to deliver complex projects and strengthens Gamuda's long-term presence in the market.



Senior officials from New Taipei City's Ministry of Transport and MRT Corporation visited the MRT Kajang Line and depot in March 2026, accompanied by Foong and his team, as part of ongoing engagement and collaboration between both organisations.

THE RECONCILIATION JOURNEY DOWN UNDER

WHAT IS A RECONCILIATION ACTION PLAN?

For colleagues outside Australia: a Reconciliation Action Plan (RAP) is a formal commitment by an organisation to advance reconciliation with Aboriginal and Torres Strait Islander peoples, the First Nations peoples of Australia. Administered by Reconciliation Australia, a RAP sets out concrete actions built around three pillars: relationships, respect and opportunities. Reconciliation acknowledges the profound and ongoing impact of colonisation on people who have cared for the Australian continent for over 60,000 years.

A STEP FORWARD FOR DT INFRASTRUCTURE

On 28 May 2026, DT Infrastructure (DTI) took a meaningful step on that journey. Eighty attendees consisting of Aboriginal and Torres Strait Islander leaders, partners and guests gathered at DTI's head office in Brisbane to mark the formal launch of its Reflect RAP, the first stage in a structured, multi-year commitment endorsed by Reconciliation Australia.

THE ARTWORK: MUMBA NGUNJAR

Grounding it all is Mumba Ngunjar: Pathways of Purpose, a commissioned artwork by Aboriginal artist Jeremy Donovan that now hangs in DTI's Brisbane head office. Jeremy spent time with the team before a single mark was made, listening and learning before translating those conversations into form and colour.



Mumba Ngunjar: Pathways of Purpose, a commissioned artwork by Aboriginal artist Jeremy Donovan, now displayed at DTI's Brisbane head office to ground the organisation's reconciliation journey.



A launch event to remember! The morning opened with a Welcome to Country, a formal ceremony acknowledging the deep, unbroken connection between First Nations people and the country they have cared for across generations, followed by a performance by Tribal Experiences.

"For me, reconciliation is about respectful relationships, cultural awareness, and creating practical opportunities for Aboriginal and Torres Strait Islander people and businesses."

Mike Rinaudo,
Head of Defence,
RAP Committee Co-Chair



"Reconciliation calls for meaningful action. Through our Reflect RAP, DTI has an opportunity to strengthen relationships, build greater understanding and contribute to positive change."

Vicki Kirk,
First Nations Advisor,
RAP Committee Co-Chair



Scan here to read the full article on DTI's reconciliation journey.

GAMUDA AUSTRALIA: FROM REFLECT TO INNOVATE

Marking a major milestone in our corporate journey, Gamuda Australia officially launched its second phase, Innovate Reconciliation Action Plan (RAP). Held on 2 June, 2026, at our Australian HQ in North Sydney during National Reconciliation Week, the launch brought together staff and partners to move reconciliation from a written document into active, lived implementation.

Ewan Yee, Gamuda Australia's Chief Executive Officer, emphasised:

"Our mission has always been to deliver transformative infrastructure. We build things that last. We build things that connect people. True leadership in our industry is no longer just about engineering feats, budgets, or timelines. It is about social responsibility. For Gamuda, reconciliation is not a side project. It is a core strategic priority."

Yee also detailed the three pillars of this commitment: Preserving a sustainable legacy with long-term economic benefits for local First Nations families; fostering a culture where cultural safety is non-negotiable; building enduring, trust-based partnerships.



The event opened with a powerful, grounding performance by the Budja Budja Butterfly Dancers, reminding everyone present of the enduring cultural, spiritual, and environmental connection that Aboriginal and Torres Strait Islander peoples hold with Country.

GROUNDING PROGRESS AND AMBITIOUS TARGETS

While Gamuda is a rapidly growing entity in the Australian infrastructure landscape, our reconciliation roots have grown quietly and consistently over the past seven years. Since 2022, Gamuda has achieved a significant milestone of over AUD80 million spent with Aboriginal businesses.

Looking ahead, the Group has established clear, measurable targets:



EMPLOYMENT

Achieving 3.5 percent Aboriginal and Torres Strait Islander representation across our direct workforce (building upon our current 3.69 percent).



PROCUREMENT

Maintaining a 3 percent annual spend with Indigenous-owned suppliers.



CULTURE

Ensuring 100 percent staff cultural awareness training.



COMMUNITY

Formalising at least four new community partnerships by February 2028.

Aboriginal Programmes and Participation Manager Matt Murphy, serving on the RAP Working Group alongside senior leadership, said:

"Meaningful reconciliation starts with listening, learning, and showing respect for Country, Culture and Community. Our previous Reflect RAPs gave us invaluable insights, but this Innovate RAP is our next chapter. It is about embedding genuine, long-lasting social change, deepening cultural understanding, and opening up clear employment and procurement pathways across all our operations."

Matt Murphy (left) with Eric Lesa, GEA Aboriginal Participation Advisor (right), pictured with the artwork by Luke Penrith that forms the centrepiece of Gamuda Australia's RAP, symbolising partnership, respect and our ongoing reconciliation journey.



WEAVING OUR FUTURE TOGETHER

Gamuda Australia's journey is captured in the RAP artwork, 'Together, Weaving Our Future', co-created with First Nations creative agency Gilimbai. Featuring a central 'Weave' symbol, it celebrates change and growth, while acknowledging the bridge between Gamuda's Malaysian origins and our Australian operations. Staff also contributed handprints to a shared canvas designed alongside Aboriginal artist and cultural storyteller, Luke Penrith, symbolising collective accountability.

As we progress on this two-year journey, Gamuda invites staff, clients and partners to hold us accountable. By bringing diverse First Nations voices into our planning, we are building a smarter, more empathetic and more resilient future for everyone.

FROM CONSTRUCTION EXPERTS TO

REGIONAL TECH INNOVATOR

For over five decades, Gamuda has been synonymous with pioneering engineering. Together, we have carved tunnels through challenging terrains, built critical transit networks and consistently led the region with breakthrough solutions.

Among such innovations is the world's first autonomous Tunnel Boring Machine (TBM), entirely designed in-house by our engineers. Built on top of the Variable Density TBM (VD TBM), which was developed to address challenges faced during the Stormwater Management and Road Tunnel (SMART) project, the autonomous TBM was a bold, ambitious next step that turned heads across the industry and was successfully deployed for the MRT Putrajaya Line in 2019.

The autonomous TBM uses AI-driven algorithms to automate key tunnelling operations through a plug-and-play system. By analysing real-time data, it can independently manage steering, excavation, machine advancement and slurry systems with minimal operator intervention. This improves safety, enhances accuracy, reduces downtime and delivers greater efficiency throughout the tunnelling process.

By creating this game-changing system ourselves, we revolutionised safety, cost efficiency and productivity on our landmark mega-projects not only in Malaysia but also Australia and Singapore.

On 29 April 2026, we achieved a significant milestone on a new frontier. Gamuda is no longer just utilising this incredible technology for our own projects, we are officially exporting it to the global market.

"While we originally built this technology to address our own complex engineering hurdles, there is one thing that defines the Gamuda spirit, it is that we never sit still. We don't just achieve a milestone and stop. We ask, how can we take this further?"

John Lim Ji Xiong,
Group Chief Digital Officer

**A LANDMARK ALLIANCE:
GAMUDA X ROBBINS**

Our digital and technology arm, Gamuda Technologies, has entered into a partnership with international Robbins. Incorporated in the United States, Robbins is an absolute titan and household name in the global tunnelling world with 74 years of history.

"Having already been successfully deployed in Malaysia, Australia and Singapore, our autonomous TBM system will now support non-Gamuda projects internationally through this partnership, including within key markets such as India and North America, with plans to expand into additional regions as demand grows."

Russell Jon Batty,
Business Development Manager
Gamuda Technologies



The commemorative signing ceremony was formalised at Robbins' headquarters and manufacturing facility in Cleveland, Ohio, between (left) Steve Chorley (Robbins Vice President of Operations) and Russell Jon Batty (Gamuda Technologies Business Development Manager). The collaboration agreement was officially signed by John Lim Ji Xiong (Gamuda Group Chief Digital Officer) and Chorley.

Through this landmark collaboration, Robbins will adopt and deploy our proprietary autonomous TBM system, bringing advanced digital technologies and autonomous capabilities directly into its tunnelling operations. The partnership will also explore the co-development of additional TBM automation modules, including an automatic ring-building function. Under the arrangement, Robbins would provide the hardware and engineering expertise, while Gamuda Technologies would contribute the software and automation capabilities.

Gamuda Technologies Technical Product Manager Liew Kit Shen also chimed in, "This milestone is a strong endorsement of Gamuda's intellectual property and software prowess. More than just technology, we are exporting a complete digital ecosystem, including our proprietary software, control algorithms, user interfaces and optional industrial-grade hardware to support smarter and more efficient tunnelling operations".

TUNNELLING THE FUTURE

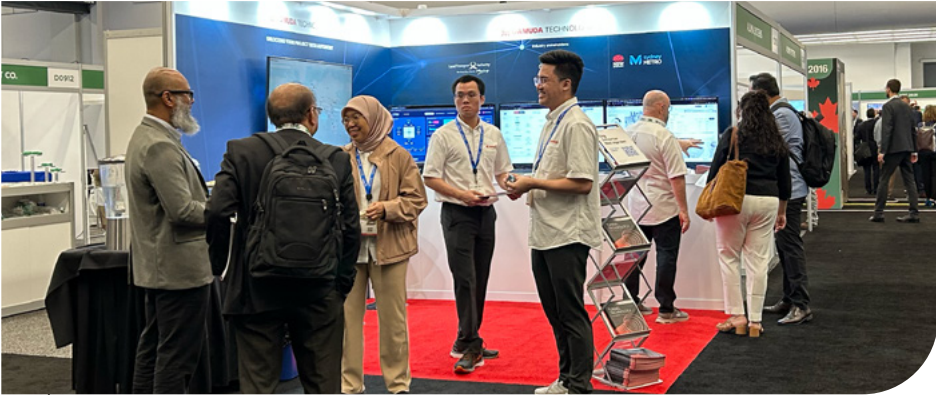
This partnership marks a profound evolution in Gamuda's identity, as we are firmly cementing our status not just as one of the leading engineering and construction firms in the region, but as a world-class technology innovator.

Turning our ideas into real commercial value is exactly why Gamuda Technologies was created in the first place - to take our internal digital innovations and launch them into the wider market. Working alongside an industry giant like Robbins proves that we can successfully package and export our own breakthroughs.

As this partnership puts a massive stamp of approval on our expertise, this also ties directly into our five-year strategy: building a more resilient future for Gamuda by expanding into high-growth, future-proof sectors like tech and digitalisation. For our people, this evolution also opens up exciting new career pathways, offering opportunities to upskill in AI, software development and digital engineering right here at Gamuda.



The Gamuda Technologies Tunnelling team visited Robbins' headquarters and manufacturing facility in Cleveland, Ohio, welcomed by Chorley (right most). With operations across eight countries outside the United States, the partnership with Robbins provides a strong platform for Gamuda to bring its technology to new markets, further demonstrating that innovation developed in Malaysia can compete and succeed on the global stage.



The Gamuda Technologies tunnelling team engaging with visitors at the ITA World Tunnel Congress 2026, organised by the International Tunnelling and Underground Space Association (ITA). Bringing together over 2,700 participants and 230 exhibitors from around the world, the congress provided a platform for industry leaders to exchange knowledge and shape the future of the tunnelling and underground space industry.

SIGMA

Sustainability, Engineered In-House

You might have recently heard about Sustainability Intelligence and Management (SIGMA), Gamuda's integrated sustainability solutions suite.

SIGMA was developed by the Group ESG and Sustainability team to provide a more effective way to monitor and manage ESG performance across projects.

From Field Challenges to Digital Solutions

SIGMA was first developed as a proactive initiative to address specific on-site ESG challenges across our project sites in Penang. It was shaped by recurring challenges, ranging from addressing public concerns around marine biodiversity to supporting engineering teams in monitoring hydrological conditions and ensuring environmental safeguards in complex project environments. These activities often depended on labour-intensive field assessments and manual data collection.

“These processes required significant manpower, time and resources, particularly in difficult-to-access locations, prompting the team to explore a more efficient approach. We wanted to give our project teams a faster way to monitor and validate on-ground environmental and social performance, allowing us to have a more focused mitigation and protection in place.

The overall intention is so we are more equipped to address various stakeholders' queries (authorities, financial institutions, NGOs, communities) during feasibility planning stage and throughout the construction period.”

Ong Jee Lian
Group Chief Communications and
ESG Officer

That experience inspired us to use technology to complement fieldwork, enabling early insights into environmental and social changes. By integrating these insights with historical ecological data, the team is able to model emerging patterns and provide management with forward-looking inputs to support more proactive project planning and decision-making.

The result was SIGMA, a suite of digital solutions developed within a year in collaboration with Gamuda Technologies to address ESG challenges through a more proactive, data-driven approach, replacing reactive and manual processes.

Alongside Ong, who initiated and drives the development of SIGMA, was supported by a multidisciplinary team within Group ESG and Sustainability. Providing the technical direction for the solutions was Group ESG and Sustainability General Manager Venu Mahendra, and Biodiversity and Eco-cultural Lead Rowena Emma Ngadan, who contributed biodiversity and geospatial expertise, helping to validate and refine the suite's environmental monitoring capabilities. Meanwhile, ESG Governance and Social Ecology Lead Sanjeetpal Sidhu, played a key role in translating insights into social performance and community management.

Meet the enthusiastic team behind SIGMA. In frame, the team at study site in Penang. From left: Ong Jee Lian, Sanjeetpal Sidhu, Rowena Emma Ngadan and Venu Mahendra.



What is
SIGMA

SIGMA brings together a range of sustainability intelligence solutions into a single ecosystem.

SME Sustainability Guidance

Practical tools to help Small and Medium Enterprises (SMEs) start, structure and scale sustainability.

Carbon Management Engine

End-to-end systems to measure, manage and reduce your carbon footprint.

Sustainable Finance Readiness

Supporting SMEs in aligning with sustainability requirements to unlock financing opportunities.

Geospatial Intelligence Hub

Integrates multispectral satellite imagery with Google Earth Engine for remote monitoring of environmental conditions, including water quality indicators and land use changes. With historical data, it enables teams to track environmental trends and identify potential issues such as pollution events or illegal deforestation, especially in remote or hard-to-access areas.

Ecosystem Health & Impact Observatory

Provides insights into biodiversity through analysis of environmental biological traces in water and soil. Compared to conventional methods, it can reduce monitoring efforts by 30 to 50 percent. Provides evidence of threatened and invasive species within a project area.

Rapid Environmental Baseline Scan

Fast, lean and reliable environmental baselining when full Environmental Impact Assessments (EIAs) aren't required.



Together, these capabilities provide project teams with greater visibility into changing environmental conditions, enabling earlier identification of potential issues and more informed, data-driven decision-making based on multiple data sources.

SIGMA is already driving informed decision-making across several projects:

Silicon Island, Penang

As reclamation works progressed, satellite analytics helped monitor sediment movement and potential impacts on surrounding marine ecosystems. eDNA sampling detected protected marine mammals and near-threatened fish species, providing additional environmental information to support project monitoring and management efforts.



Watch 'What Lies Beneath the Water' to discover how genomic biodiversity intelligence is helping us understand aquatic ecosystems like marine, river and lakes.



Group ESG & Sustainability on the ground with the Penang ESG team off the coast of Silicon Island, Penang. The eDNA exercise was essential to determine the status of marine life near locations we reclaim.



Gamuda Gardens and Gamuda Cove

eDNA confirmed the townships' wetlands, Miyawaki forests and green corridors are genuinely thriving - detecting native apex predators, wading birds and freshwater invertebrates, while flagging invasive species for targeted action. It also pointed to areas needing stronger waste management, as improper food waste disposal into the lake was a likely contributing factor.



Group ESG & Sustainability team conducting on-site sampling and field assessments, with sample provision and logistical support from Gamuda Parks of Gamuda Land.

Northern Perak Water Supply Scheme (NPWSS)

Conducted monitoring and turbidity studies of Tasik Bukit Merah and Sungai Perak to identify trends in turbidity movement influenced by upstream socioeconomic activities, using satellite analytics.

eDNA testing across various river sites provided insights into aquatic biodiversity, detecting invasive and vulnerable species and highlighting evolving water quality trends downstream. These findings are now informing more proactive construction and stakeholder management.

Research findings were derived from sampling jointly conducted by Universiti Malaya, our Group ESG & Sustainability team, and the Perak site team, ensuring data integrity and methodological robustness through independent academic validation.



“When Ong first approached me about leveraging artificial intelligence (AI) and advanced technology, the potential was clear. She wanted to move away from reactive measures and establish a highly proactive approach to managing environmental and social parameters. The goal was clear: to use historical data and real-time insights to forecast socio-environmental dynamics.

Our AI engineers jumped at the chance to work on such a meaningful initiative. We didn't have all the answers at the start. It was a year of collaborative back-and-forth, blending digital tools with practical, on-ground insights that shaped the technology. The passionate and interactive collaboration between our internal teams has been the best part of this entire journey. Now, seeing SIGMA being adopted across an increasing number of projects in the Group is the validation of that effort.”

John Lim Ji Xiong,
Group Chief Digital Officer



A meaningful session with the Gamuda Technologies team, Group ESG & Sustainability team, and knowledge partner, working together for over a year to strengthen Gamuda's sustainability agenda and ESG digitalisation journey.

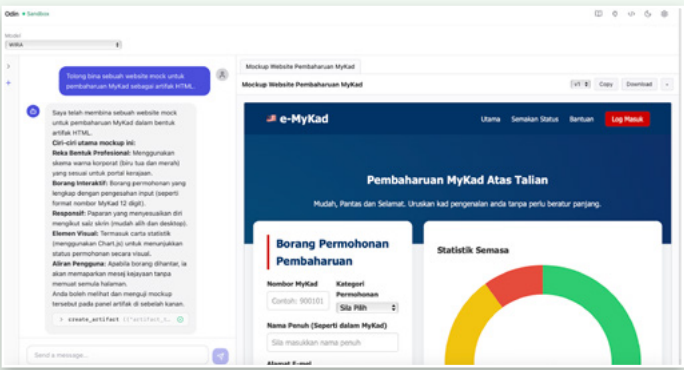
HOW GAMUDA TECHNOLOGIES IS BUILDING GAMUDA'S AI FUTURE

From concrete and steel to data and intelligence: Meet the team turning Gamuda's operational know-how into AI that's practical, locally relevant and genuinely useful.

For decades, Gamuda has built things that last. Gamuda Technologies (GTech) is bringing that same instinct to the digital world, with a growing suite of practical AI tools, software and secure infrastructure that help us work faster and make better decisions. The teams behind them don't work in silos. They share ideas and lend a hand across projects, so a good idea on one product often makes the next one better.

PRODUCT SPOTLIGHT

WIRA | AI built in the Malaysian context.

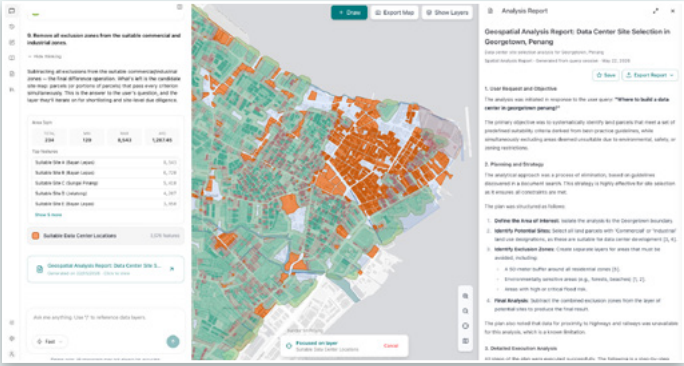


- WIRA is Gamuda's sovereign large language model, built with Malaysian context in mind, enabling organisations to exercise far greater control over how AI is used and governed.
- It understands Bahasa Malaysia, Chinese, Tamil and the cultural nuances that global models so often miss, and works across various formats.

"WIRA is the result of a small team doing careful, honest engineering: a sovereign model that understands Malaysian language and context, deployed where the data stays put. I'm proud of what they built."

Lee Kai Wen
Manager of Research & Development,
Gamuda Technologies

SPATIALQ | Clearer insight from geospatial data.



- SpatialQ applies AI to geospatial analysis, turning complex location, mapping and earth-observation data into clear, usable insights.
- It gives teams real visibility across sites, assets, land and project environments, without anyone needing specialist Geographic Information System (GIS) expertise or coding skills.

"SpatialQ turns days of spatial analysis into a conversation that takes minutes."

Winson Low Yao Qian
Software Development Engineer,
Gamuda Technologies

Agentlinc | Organisational knowledge, made usable.



- Previously known as Bot Unify, Agentlinc is an AI-enabled knowledge platform that connects information scattered across folders, reports and systems.
- It helps teams find and apply what they know for report drafting, document summarisation, research and workflow automation.

"Our vision is to make AI accessible to every employee and empower teams to innovate faster together."

Tong Karyi
Associate Product Owner,
Gamuda Technologies

THE GTECH STACK

Other products and platforms in the GTech portfolio

Tunnel Insight

Real-time monitoring and analytics for tunnel construction, with clear, advanced data visualisation.

Model Checker

An AI compliance engine that auto-reviews building plans against digitised by-laws, flagging layout discrepancies instantly.

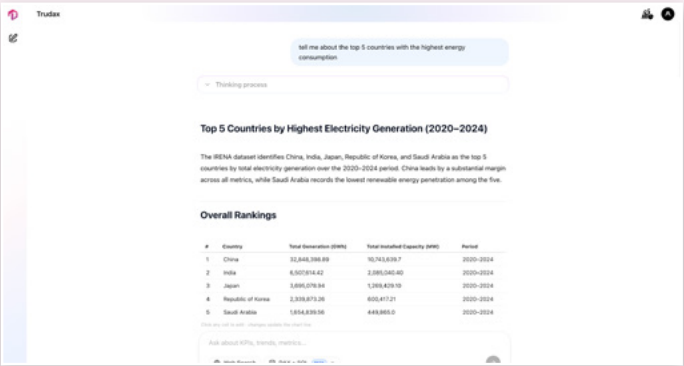
BIMAR

An in-house augmented reality (AR) mobile app, integrated with Autodesk Construction Cloud, that overlays design models onto the real-world site.

MyAduan

A central platform that routes public complaints to the right agencies and tracks their resolution in real time.

Trudax | Faster answers from your dashboards.



- Trudax is an AI business-intelligence assistant: just ask a question in plain language and get the answers straight from your Power BI dashboards.
- No more clicking through multiple dashboards or piecing together reports, and it respects everyone's existing permissions and access controls.

"Sitting across all your Power BI dashboards, Trudax acts as a personal AI analyst that helps make sense of your charts in minutes instead of days."

Chris Tan Yin Xin
Associate Product Owner,
Gamuda Technologies



MEET THE TEAM

First row: Samira Nair Vasu Davan (Software Development Engineer), Md Farabi Yusoff (Head of Smart Infrastructure), Dr Ian Wong Chee Wai (Senior AI Engineer), Tara Bhasker (Software Development Engineer), Ryan Ting Ser Jin (Software Development Engineer), Wes Lee Wei Fan (Software Development Senior Engineer).

Second row: Esther Wee Wei Wen (Software Development Engineer), Lee Kai Wen (Senior Engineer, R&D and Client Engagement), Muhammad Fauzi Sahrani (Software Development Engineer), Tong Karyi (Associate Product Owner), Liong Gele (Software Development Engineer), Justin Ng Zheng Xin (AI Assistant Manager), Zal Zikri Rodzi (Software Development Engineer), Tay Wei Ching (Software Development Senior Engineer), Tracy Chong Jia En (Software Development AI Executive).

Third row: Jeremy Leong Zhong Zen (Software Development Senior Engineer), Winson Low Yao Qian (Software Development Engineer), Jeremy Lee Ye Cheng (Software Development Engineer), Ahmad Afiq Amran (Software Development Engineer), Deshika Nair A/P Sangaran Nair (Software Development Engineer), Carter Chin (Software Development Engineer), Josiah Yang Kai Yi (Software Development Senior Engineer) and Stephen Prashant (Senior Engineer, Digital Engineering).

ON TRACK

THE 1H 2026 SNAPSHOT

For the Penang Mutiara Line project, the first half of 2026 flew by in a row of meaningful activities and milestones. As an LRT builder, keeping our stakeholders informed, our sites safe and our culture vibrant is at the heart of what we do.

JANUARY

Pre-Ramadhan celebration with 76 families of the Permatang Damar Laut fishermen unit.



FEBRUARY

Mutiara Line briefing for Master Builders Association Malaysia (MBAM) that involved 100 delegates including engineers and technical companies.



MARCH

YAB Chow and State Secretary Dato' Seri Haji Zulkifli Long (right most) at SRS LRT's Hari Raya Open House.



Penang Infrastructure, Transport and Digital Exco YB Zairil Khir Johari (fourth from left) officially opens a revamped bicycle ramp at Pintasan Cecil.



APRIL

Penang Chief Minister YAB Chow Kon Yeow visited the Mutiara Line's CMC1 package Segmental Box Girder casting yard in Kulim.



MAY

Second Finance Minister Senator Datuk Seri Amir Hamzah Azizan (sixth from right) visits the Penang International Airport LRT station construction site.



Senator Datuk Seri Amir Hamzah Azizan at the Komtar LRT Station for a briefing on the construction progress.



New Penang Department of Environment director Badlishah Ahmad (centre) at the Komtar LRT Station site in his first tour of the Mutiara Line project since his appointment.

JUNE

YAB Chow (left most) and YB Zairil (second from left) visit the Penang International Airport LRT station construction site.



YAB Chow and YB Zairil are briefed on the construction of piers for the Bandar Sri Pinang LRT station during their visit.



SRS LRT project director Dato' Adil Putra Ahmad delivers his keynote address at the International Rail Transit Forum 2026.



Dato' Adil speaks on SHE Best Practices at the 11th MBAM Seminar on Occupational Safety and Health in Penang.



Construction Industry Development Board (CIDB) Malaysia chairman Dato Ir. Haji Yusuf Haji Abd. Wahab and board members visit the Penang LRT Mutiara Training Centre for a project briefing.



The Unspoken Reality:

Stop running from our own minds

Let's address the elephant in the room. When you hear "mental health," does discomfort bubble up? We have been conditioned to see it as a scary term reserved for "other people." But here is the truth: mental health is simply health. Just as our bodies ache, catch viruses and require rest, our minds also experience fatigue, stress and injury. Mental health is our ability to manage stress, work productively and contribute to our community. Struggles are not a personal failure. You cannot think your way out of a brain chemistry imbalance or a traumatic response. Healing takes tools, time and often professional help, not just positive thoughts.



Three Dangerous Myths We Need to Stop

The stigma around mental health is born out of misunderstanding, not malice. Let's put a stop to three common myths.



Myth 1: Seeking help makes you look "crazy" or unstable for your job.

Reality: Mental health conditions have no relation to a person's character or sociability. Most people in therapy are high-functioning individuals managing complex lives. Seeking help is a strategic move for high performance, not a sign of collapse.



Myth 2: You shouldn't complain because others have it worse.

Reality: Pain is not a competition. You do not need to be in a crisis to deserve support. Preventative mental health care is like servicing your car, you don't wait for the engine to explode.



Myth 3: Talking about distress will make it more real.

Reality: Silence gives mental distress its power. When we name it, we shrink it. Voicing your struggle is the first step toward disarming it.

The Alarming Statistics We Cannot Ignore

The World Health Organisation estimates that over one billion people globally live with a mental health condition, which is roughly one in eight people. Among working adults, two out of three report experiencing burnout.

In Malaysia, the situation is urgent. The National Health and Morbidity Survey revealed that depression nearly doubled from 2019 to 2023. Today, almost one million Malaysian adults are living with depression. Workplace wellbeing has dropped to 62 percent, while harassment remains static at 13 percent. Most heartbreaking: from 2020 to 2025, over 80 percent of reported suicide cases involved men, particularly young working adults.

Five Generations and Digital Isolation

For the first time, we have five generations in the workplace, from Baby Boomers to Gen Z, all trying to communicate. Older generations often view work as a duty and suffering as noble. Younger generations see work as a transaction and demand psychological safety. We are speaking different emotional languages.

Add to that the rise of AI and digital isolation. Many of us have become hollow. We have millions of digital "friends" but no one to call at 2 AM when we are in despair. We have apps to track our sleep, but no coping mechanism for when failure visits. We have emojis to express laughter, but no shoulder to cry on for real restoration. We are wired for connection, yet living in a state of digital estrangement.

It's Okay to Not Be Okay — and to Ask for Help

This is why mental health has become more relevant than ever. It is okay not to be okay. It is okay to be tired. It is okay to be overwhelmed by a workload that hasn't gotten lighter. It is okay to feel lost in a world that changes every 24 hours.

But more importantly, it is okay to ask for help. Reaching out is not a weakness. In a hollow world, reaching out is the bravest act of rebellion. It takes far more courage to admit you are struggling and sit in a counsellor's office than to bury your head in the sand and hope the feeling goes away.



Dr Bhavani launched the mental health and wellbeing roadshow at the Hyperscale Data Centre site at Elmina Business Park. A Bengali translator supported the session, ensuring these vital wellness strategies were accessible to everyone on-site.



A New Beginning: OUR DOORS ARE OPEN

Our mental health and wellbeing roadshow has already taken off since May 2026 at our data centres project sites. In the near term - the roadshow will be extended to office staff and construction workforce across our regional offices. We are launching counselling initiatives: one-to-one sessions, group counselling and psychoeducation talks.

Our doors are open, not to fix you, because you are not broken, but to remind you of your own resilience, to help you find your footing again and to prove that you are not alone. Let's stop running from the term "mental health." Let's treat our minds with the same care we give our hearts and lungs. Let's talk. Let's heal. Together. If you are reading this and feel the weight of it, please reach out.



Dr. Bhavani has expanded her expertise in Communications and Stakeholder Management to include a dedicated focus on Mental Health. Based at SRS LRT in Penang, she continues her communications work while delivering on-site counselling services and leads group-wide mental health initiatives to ensure consistent psychosocial support across the organisation. Her dual role bridges project-level care with strategic wellbeing governance.



DID YOU KNOW?

The green ribbon is the international symbol of mental health awareness. It represents hope, support and the importance of breaking the stigma surrounding mental health, encouraging open conversations and reminding everyone that it's okay to seek help.

Slowing Down TO SPEED AHEAD

Finding your Footing in the Tunnel

The air inside the tunnel shifted instantly. What began as a curious venture into the unknown quickly dissolved into a wave of intense sensory inputs with flashing lights, competing sounds and a sudden, overwhelming claustrophobia.

For a neurotypical individual, it felt like a temporary game. But the realisation hits hard, this is not a game for everyone, this is what everyday life can feel like for a neurodivergent individual navigating our fast-paced world.

The RISE team recently participated in Inside the Mind: A Neurodiversity Exploration, organised by Enabling Academy under Yayasan Gamuda at Menara Gamuda. More than an exhibition, the event was a genuine glimpse into how neurodivergent individuals think, communicate, regulate emotions and navigate everyday situations, delivered through four immersive experiences designed to be experienced rather than simply observed.

When Curiosity Meets Empathy

Walking through the experience, the initial excitement quickly gave way to deep reflection. What initially felt like a fun and engaging experience soon became a lesson in empathy. The exact moment that shifted the perspective was realising that while we happily enter the tunnel for a brief simulation, neurodivergent people must constantly expend immense energy to navigate competing demands, cognitive overload and sensory input every single day.

Consequently, this relentless struggle causes severe cognitive fatigue, leaving them easily agitated and completely overwhelmed by their environment. Yet, they are not lacking, they are beautifully human, trying their absolute best while processing the world one deliberate step at a time.

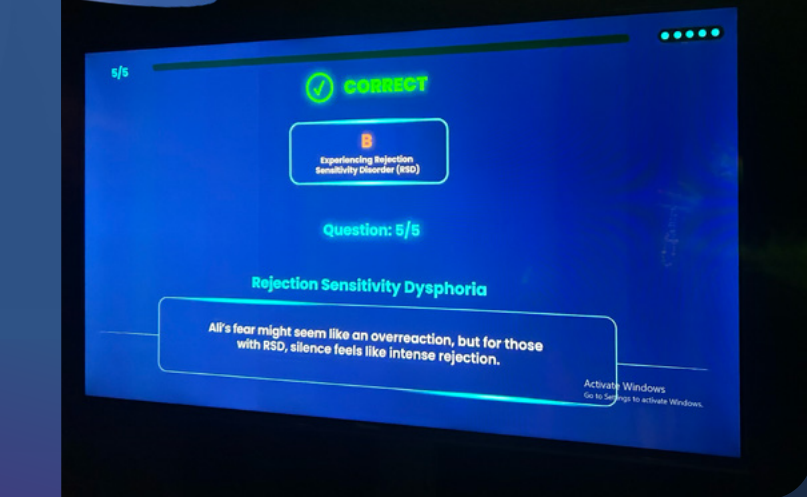
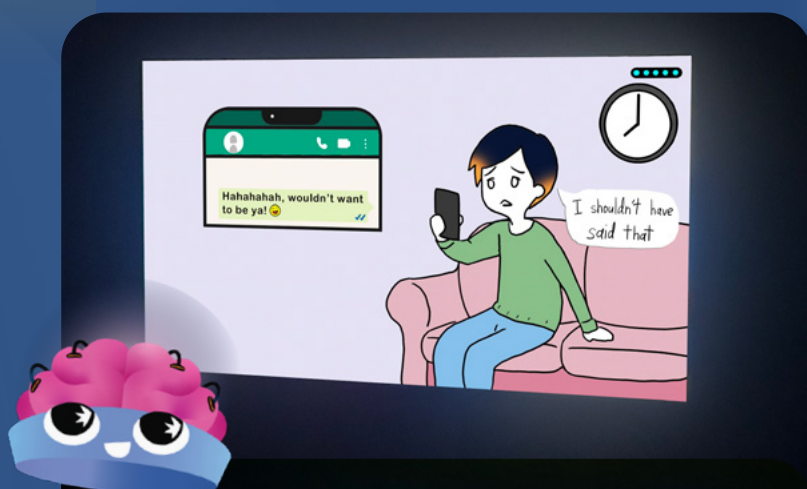
Joelyn Quek, a fellow ESG Research & Data Analyst, Group Corporate Communications and Sustainability, initially entered the exhibition out of pure curiosity but her perspective shifted profoundly upon experiencing the rooms, moving from excitement to deep empathy. To her, the moment that shifted her perspective was recognising the immense patience required in our professional setting. In a fast-paced workforce, we expect quick responses, yet communication with neurodivergent colleagues requires us to slow down, allow them time to process and adapt when topics shift rapidly.

As part of the 'Inside the Mind: A Neurodiversity Exploration' event, a simulation lets participants experience cognitive overload and mental friction, showing how task-switching can be a genuine daily challenge for some neurodivergent individuals.

INSIDE THE MIND A Neurodiversity Exploration



Quek holds up her exploration passport, after experiencing the immersive experiences at Menara Gamuda.



Animated scenarios highlighted how social information is interpreted differently, reminding participants not to assume but to seek clarification.

Re-engineering the Way We Work

This shared experience beautifully reinforces that our culture of acceptance thrives even more when paired with an active, genuine effort to understand unique perspectives.

Leaving the immersive rooms behind, the tunnel was no longer just a simulation, it was a mirror reflecting the daily realities of neurodivergent individuals and a powerful call to view our workplace through a different lens.

Through initiatives such as the Enabling Academy, neurodivergent talents are actively equipped for sustainable careers. However, true inclusion requires more than just creating opportunities, it calls for organisations to actively build supportive, inclusive workplaces where these talents can thrive.

This means reducing sensory distractions with quieter zones and softer lighting, alongside adopting structured management practices. Specifically, leaders must provide clear, specific instructions paired with visual prompts, show genuine acceptance for behavioural differences, and establish occasional check-ins to offer consistent feedback.

For Quek, the team and many others, the lesson was clear:

- When we take the time
- to understand one another,
- differences become collective
- strengths. True inclusion cannot
- live solely in shared empathy,
- it must be embedded into daily
- operations such as through
- structured communication,
- sensory-friendly adjustments
- and regular feedback to ensure
- everyone has an inclusive
- opportunity to succeed.

