

SUSTAINABILITY
REPORT
2022





The cover design features a tree with deep roots and a canopy of leaves, surrounded by people of diverse backgrounds and ages, both employees and communities.

The tree symbolises sustainability, with its roots representing the foundation of sustainable practices and its leaves representing the positive impact on the environment and society.

The people represent the collective effort needed to achieve sustainability, highlighting the importance of collaboration and inclusivity. The aircraft represents Malaysia Aviation Group's overarching efforts in achieving net zero emissions, and the solar panels (renewable energy) form part of the Group's strategy.

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“We have made a commitment with our oneworld partners to achieve net zero carbon emissions by 2050.”

- Izham Ismail
Group Managing Director,
Malaysia Aviation Group



ABOUT THIS REPORT

GRI 2-2, 2-3, 2-5

This Sustainability Report provides an update on progress made to deliver on the Sustainability Blueprint of Malaysia Aviation Group (MAG, or the Group) in the areas of Environmental, Social and Governance (ESG).

This report details the activities of the Group and its subsidiaries, and does not include vendors or third parties. Information has been prepared in accordance with IATA ESG Metrics, with reference to the Global Reporting Initiatives (GRI) Standards and United Nations Sustainable Development Goals (UNSDGs).

Data in this Report is for the year 2022 (1 January 2022 - 31 December 2022), unless otherwise stated. Information shared by each Business Unit was collected

by our Sustainability Office and consolidated into this Report. Where required, an external consultant was engaged to provide reasonable assurance.

Disclaimer in respect of forward-looking statements

While care has been taken in collecting and processing the data in this Report, information published should not be used for forward-looking analysis. Terms expressing beliefs, expectations, estimations, and forecasts should not be used as a basis for preparation of other reports and/or proposals.



ABOUT US

GRI 2-1, 2-6, 2-7

Malaysia Aviation Group (MAG) is a global aviation organisation comprising three focused business portfolios of Airlines, Loyalty and Travel Solutions (LTS) and Aviation Services.

The current Airlines business portfolio serves the global, domestic, and segmented markets through Malaysia Airlines, the national carrier of Malaysia; Firefly and MASwings, regional airlines serving Malaysian communities; and AMAL by Malaysia Airlines, the leading one-stop pilgrimage travel solutions centre.

MAG's Aviation Services business includes maintenance, repair and overhaul (MRO), cargo, ground handling, and training services through MAB Engineering; MASKargo, a one-stop cargo logistics and terminal operations service provider; Aerodarat Services, a one-stop ground handling solutions provider; and MAB Academy, the Aviation and Hospitality Centre of Excellence.

The Loyalty and Travel Solutions (LTS) business portfolio is focused on providing end-to-end travel solutions and loyalty programmes that complement MAG's strengths and expertise in its other portfolios. The LTS portfolio comprises Journify, an integrated travel and lifestyle digital platform; Enrich, Malaysia Airlines' award-winning Travel & Lifestyle Loyalty Programme; and MHolidays and Firefly Holidays, MAG's tour operating business units.

With these clear business portfolios, MAG is set to become Asia's Leading Travel and Aviation Services Group, delivering highly customised end-to-end travel solutions.

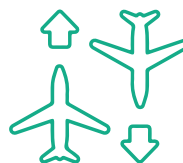
TOTAL EMPLOYEES

2021
10,859

2022
11,510

AIRCRAFT

123



30
COUNTRIES

CAPACITY

(available seat kilometres)



2021
3,720,291,946

2022
26,875,289,179

ORGANISATIONAL PROFILE

GRI 2-1, 2-6



Malaysia Airlines Berhad is Malaysia's national carrier offering premium services and superior connectivity to 1000 destinations across 150 countries.



A350-900



A330-200



A330-300



B737-800



Firefly operates out of the Penang and Subang hubs, connecting various destinations within Malaysia, Thailand, Singapore, and Indonesia.



ATR 72-500



B737-800



MASwings is the Pulse of Borneo. As East Malaysia's first commuter airline, it caters to the air travel needs of the Sabah and Sarawak population, providing affordable fares and convenient schedules for travel within and between the two states.



ATR 72-500



Viking Air DHC6 400



MAKargo offers scheduled and chartered air cargo services, warehousing and logistics services, and cargo terminal operations.



A330-200F

AeroDarat

AeroDarat provides ground handling services, including ramp and cargo, in Kuala Lumpur International Airport (KLIA) and 15 other airports across Malaysia.



MAS Academy offers quality education, hospitality, and services training for the MAG as well as other international airlines and organisations.



AMAL by Malaysia Airlines, the Hajj and Umrah pilgrimage arm of Malaysia Airlines, offers scheduled and chartered flights for "ibadah" to Jeddah and Madinah, with a global presence in key markets such as Indonesia, China, Pakistan, and parts of Africa.



Enrich is the frequent flyer programme for Malaysia Airlines, offering our guests access to privileges and lifestyle rewards. Enrich miles can be redeemed for flights with Malaysia Airlines or oneworld member airlines and partner airlines, or for other exclusive travel and lifestyle privileges.



Journify is a mobile application with everything to help our guests plan their entire travel itinerary, with travel tips, shopping and delivery options, and a seamless connection with Enrich to enable users to accumulate Enrich points.

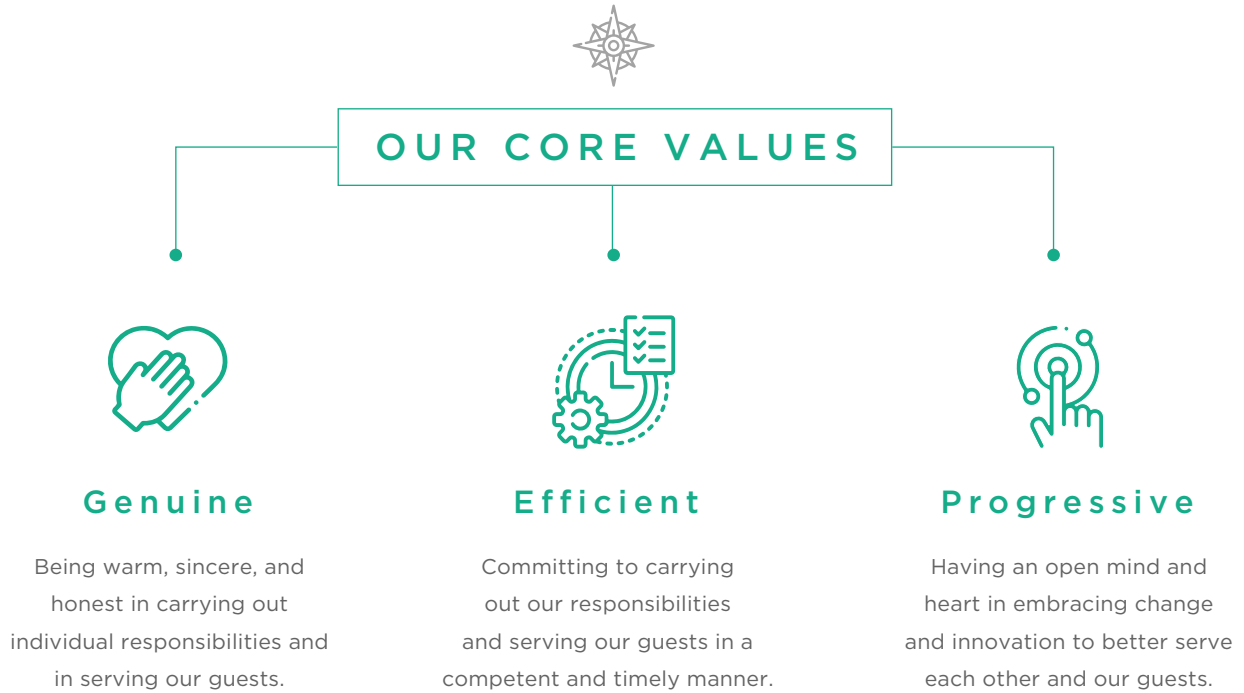


MHolidays is Malaysia Airlines' integrated travel portal, designed to offer a seamless booking and travel experience, all with just a point and click.

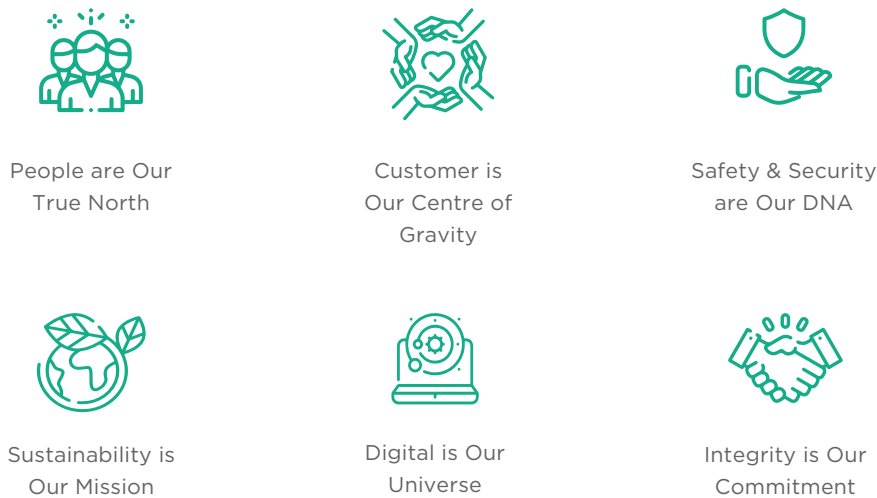
OUR PURPOSE

GRI 2-7

Building Trust, Realising Connections, Impacting Lives



OUR CULTURE BELIEFS



OUR SUSTAINABILITY AMBITIONS

GRI 2-22, 413-1


MAG aspires to evolve into a stronger and more sustainable company by prioritising decarbonisation and integrating sustainability into every facet of our business, ultimately benefiting all our stakeholders.



SUSTAINABILITY GOALS

1. To promote socio-economic development
2. To achieve net zero carbon emissions by 2050

Our Sustainability Blueprint focuses on the following ESG elements:

Better Planet

We will adopt an ecocentric approach, with the environment as the focal point of all our businesses.

- Energy Management
- Waste Management
- Water Management
- Noise & Emission Management
- Fuel Efficiency

Environmentally Responsible




Better Communities

We will promote MAG's Core Values throughout the organisation and in the communities we serve, anchored on creativity and innovation.

- Learning & Development
- Occupational Health
- Talent Management
- Culture & Engagement
- Corporate Social Responsibility

Empowering Expertise




Building Trust

We will build and maintain trust with our stakeholders, ensuring transparency and accountability in supporting our purpose.

- Ethical Operations
- Regulatory Compliance
- Supply Chain Management
- Internal Controls

Beyond Compliance

MAG's Sustainability Ambitions are focused on these UN SDGs:



Achieve gender equality and empower all women and girls



Ensure access to affordable, reliable, sustainable and modern energy for all



Ensure sustainable consumption and production patterns



Take urgent actions to combat climate change and its impacts

MESSAGE FROM THE GROUP MANAGING DIRECTOR

GRI 2-5, 2-22

It gives me great pleasure to present to you the 2022 Sustainability Report of the Malaysia Aviation Group (MAG). As a global aviation organisation, our unwavering dedication lies in forging a *Sustainable Tomorrow*, where we actively contribute to the well-being of the communities we serve globally and prioritise environmental stewardship within our operational sphere.

We recognise that the aviation industry significantly impacts our environment, and as an organisation, we place sustainability at the forefront of everything we do as a business. Our focus is to minimise our carbon footprint and environmental impact by adopting innovative technologies and processes to minimise our carbon emissions. To support this, we have invested in sustainable aviation fuels (SAF), aircraft technologies and renewable energy sources.

Our initiatives over the past year underline our commitment to realising the United Nations Sustainable Development Goals (SDGs), in which our focus area covers SDG5 (Gender Equality), SDG7 (Affordable and Clean Energy), SDG12 (Responsible Consumption and Production) and SDG13 (Climate Action). We conducted a carbon accounting exercise to serve as the foundation upon which we will build detailed action plans and clearly defined targets and deliverables. We have since operated 19 domestic and international cargo and passenger flights powered by SAF through our group of aviation companies. In addition, we have implemented a Group-wide waste management programme that focuses on reducing, reusing and recycling waste generated from our operations.

Our commitment to sustainability is not limited to environmental initiatives. We are committed to upholding ethical business practices and promoting human rights across our operations. We have implemented policies and procedures that ensure fair and equal treatment of our employees, suppliers and customers. We also encourage diversity and inclusion within our organisation, and actively engage with our communities to support social development and upliftment. We have partnered with NGOs to contribute to the betterment of both local and global communities.

In our ongoing sustainability journey, we acknowledge the significance of collaboration and partnerships. We proactively involve ourselves with industry stakeholders, regulators and NGOs to exchange best practices and foster sustainability advancements throughout the aviation industry.

We aspire for our past, present and future sustainability endeavours to profoundly benefit our business, society and environment. Our steadfast commitment to driving sustainable practices across our operations remains unwavering, and we will persistently embrace innovation and invest in sustainable solutions that yield positive impacts, ensuring a *Sustainable Tomorrow*.

Izham Ismail

Group Managing Director
Malaysia Aviation Group



Our focus is to
reduce
our carbon
footprint



OUR SUSTAINABILITY JOURNEY

GRI 2-6

We endeavour to operate in a sustainable manner throughout all aspects of our business. Our Sustainability Blueprint, formulated in 2019, is the foundation of our efforts.



SUSTAINABILITY ACHIEVEMENTS 2022

GRI 2-5, 2-6

- ENVIRONMENTAL
- SOCIAL
- GOVERNANCE



GOVERNANCE

Signed an MOU with Stop Human Trafficking (SHUT) to develop and conduct FLY-HT victim identification of human trafficking module training for our employees



GOVERNANCE

Established the Sustainability Office at Group level



GOVERNANCE

Awarded the Sustainable Brand Awards 2022 by Business Media International (BMI) & Affin Bank



ENVIRONMENT

20% of waste avoidance to landfills from recycling programs in Kuala Lumpur



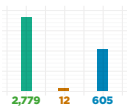
GOVERNANCE

Published MAG's First Sustainability Report (2020-2021)



ENVIRONMENT

17 SAF-powered 'Awareness Flights' by our subsidiaries (MAB, FY and MW)



ENVIRONMENT

Completed Greenhouse Gases (GHG) accounting project for MAG



ENVIRONMENT & SOCIAL

Collaborated with local talents in upcycling projects



ENVIRONMENT & SOCIAL

Collaborated with WWF-Malaysia on passenger donations for an environmental project



SOCIAL

Officially established Women@MAG to empower women employees

KEY HIGHLIGHTS IN 2022

GRI 301-1, 302-4, 302-5, 305-5, 306-4



22.29

million kg of CO₂ saved

from January to December 2022 through our fuel-saving initiatives



400

tonnes of waste recycled

equivalent to 8,846 seedlings grown over 10 years



152,785

kg of CO₂ saved each year since 2019

by switching 4,190 bulbs to LED



13%

less carbon emissions from staff commute

by implementing Work From Home



63%

less paper used

= 2,700 trees saved



25%

female representation in senior positions



22%

increase in whistle blower reports

in 2022



ZERO

cases of human or wildlife trafficking

in 2022



AIRBUS

20

Airbus A330 Neo acquired under the fleet renewal programme



BOEING

25

Boeing 737 Max acquired under the fleet modernisation programme



OUR SDG COMMITMENTS

GRI 2-22

At MAG, we acknowledge the significance of integrating sustainability into our business practices, as it not only fosters responsible stewardship but also enhances long-term value for our stakeholders. We are committed to aligning the following United Nations Sustainable Development Goals (SDGs) across all our operations:

OUR UNSDGs:



ACHIEVE GENDER EQUALITY AND EMPOWER WOMEN AND GIRLS

MAG aims to increase the representation of women in senior leadership roles and underrepresented areas, as part of our commitment to gender equality. This objective aligns with IATA's goal of attaining a 25% female representation by 2025.



ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL

MAG is committed to implementing infrastructure and facilities for waste management, energy efficiency, and water conservation in support of SDG 7, which aims to ensure access to affordable, reliable, sustainable, and modern energy.



ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS

MAG aims to reduce single-use plastics (SUP) for our in-flight operations by 50% and achieve a 50% recycling rate by 2030.



TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS

MAG targets to achieve net-zero carbon emissions by 2050 through the implementation of a fuel efficiency programme aimed at improving operations and reducing fuel consumption. The Group is collaborating with partners to develop Sustainable Aviation Fuels (SAF) and implement market-based measures to achieve this target.

MATERIALITY ASSESSMENT

GRI 3-1, 3-2, 3-3

MAG conducted its first Materiality Assessment in 2022 to gather insights from all key stakeholders and assess our environmental, social, and governance impacts.

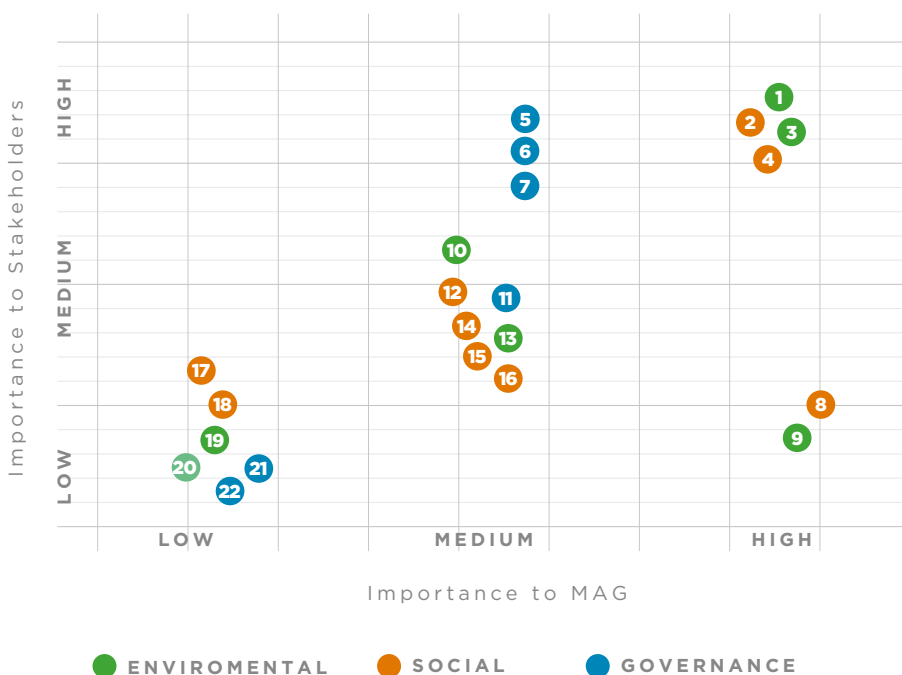
To ensure that everyone’s views were heard, MAG engaged with a diverse range of stakeholder groups including investors (Khazanah Nasional Berhad), board members, top management, the Civil Aviation Authority of Malaysia (CAAM), suppliers, employees, corporate clients, customers, Oneworld, and financial institutions. Additionally, we sought input from key internal specialists across various departments to assess the environmental, social, and governance impacts and potential risks and opportunities in the near to long-term goal.

MAG broadened the scope of its Materiality Assessment to include its subsidiary operations to obtain a comprehensive view of the Group’s sustainability related challenges and opportunities.

The Group is conducting a revised Materiality Assessment in FY2023 to better evaluate our business strategy and ensure sustainable growth. The revised Assessment will consider the continuous integration of material topics in MAG’s daily operations throughout all levels of the organisation.

“With a view of achieving sustainable growth, the Company is undergoing a revised Materiality Assessment to evaluate its business strategy.”

MATERIAL ISSUES FOR MAG



- High**
- 1 Managing GHG emissions
- 2 Employee health and safety
- 3 Energy management practices
- 4 Aircraft safety
- 5 Risk management
- 6 Code of conduct
- 7 Board structure and management
- Medium**
- 8 Employee engagement & talent development
- 9 Climate change related strategies
- 10 Waste management practices
- 11 Disclosures
- 12 Human rights
- 13 Water management practices
- 14 Labour practices and D&I
- 15 Customer welfare and management
- 16 Supplier relationship management
- Low**
- 17 Data privacy
- 18 Community welfare
- 19 Noise reduction
- 20 Biodiversity preservation
- 21 Brand management
- 22 Supply chain management

STAKEHOLDER ENGAGEMENT

GRI 2-28, 2-29

We ensure regular and timely communication with our stakeholders through dedicated channels to keep them well-informed and gain a better understanding of their needs and expectations. Their input is crucial to the development of our organisational strategies and sustainability initiatives.

MAG's stakeholders span across a broad range of groups:-

- Investors
- Board members and senior management
- Regulatory authorities
- Suppliers and vendors
- Airline associations
- Customers
- Employees
- Financial institutions
- Local communities

Stakeholder	Engagement	Frequency	Scope of Interest	Mode of Engagement	Related to SDGs
Shareholders	<ul style="list-style-type: none"> • General Meetings • Briefings for Board of Directors 	<ul style="list-style-type: none"> • Throughout the year 	<ul style="list-style-type: none"> • Business and Group related matters 	<ul style="list-style-type: none"> • Face-to-face sessions • Virtual 	
Government & Regulators	<ul style="list-style-type: none"> • Business and regulatory meetings • Business events 	<ul style="list-style-type: none"> • Throughout the year 	<ul style="list-style-type: none"> • Business, regulatory and compliance issues impacting aviation or tourism sector 	<ul style="list-style-type: none"> • Face-to-face sessions • Virtual 	
Employees	<ul style="list-style-type: none"> • Employee Handbook • Townhalls • Performance reviews • Internal and departmental meetings • Regular communications (PULSEdaily) 	<ul style="list-style-type: none"> • Onboarding Session • Quarterly • Periodic • Weekly 	<ul style="list-style-type: none"> • Policies, processes, and procedures • Business updates • Employee Welfare, Wellbeing & Development 	<ul style="list-style-type: none"> • Face-to-face sessions • Virtual • Email & Newsletter 	
Customers	<ul style="list-style-type: none"> • Promotion & Marketing • Focus groups • Customer satisfaction surveys 	<ul style="list-style-type: none"> • Continuous • Periodic 	<ul style="list-style-type: none"> • Customer feedback and satisfaction • Brand reputation • Product innovation • Service improvement 	<ul style="list-style-type: none"> • Corporate website • Face-to-face sessions • Email • Going Places Magazine 	
Suppliers	<ul style="list-style-type: none"> • Vendor registration • Performance evaluation • Contract renewal discussions • Quality assurance audit 	<ul style="list-style-type: none"> • Onboarding session • Periodic • When necessary 	<ul style="list-style-type: none"> • Risk Analysis & ESG requirements • Terms & Conditions and costs • Service-level Agreement (SLA) & KPI • Contract renewal • Clarification sessions between Business Unit and Vendor 	<ul style="list-style-type: none"> • Face-to-face meetings • Virtual 	
Communities	<ul style="list-style-type: none"> • Support through CSR activities, non-profit organisation and NGO partners 	<ul style="list-style-type: none"> • Once / twice a year or when necessary 	<ul style="list-style-type: none"> • Community engagement, assistance and development 	<ul style="list-style-type: none"> • CSR activities by MH Rangers • Sponsorships & collaborations 	

ENVIRONMENT

Tackling Climate Change

- 15** Progressing Towards Net Zero
- 15** Scope 1, Scope 2 and Scope 3
- 17** Optimising Our Air and Ground Operations
- 21** Managing Our Energy Use
- 22** Sustainable Procurement
- 25** Managing Waste and Water
- 29** Reducing Noise
- 31** Sustaining Biodiversity

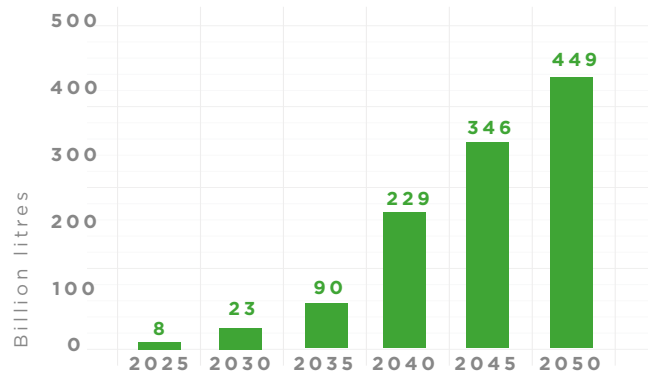
PROGRESSING TOWARDS NET ZERO

GRI 2-23, 2-24, 2-27, 201-2

MAG is committed to decarbonisation, setting a target to progress to net zero greenhouse gas (GHG) emissions by 2050 in line with the global aspiration.

One large step towards this goal is changing our fuel source. Sustainable aviation fuel (SAF) currently comprises less than 0.1% of all jet fuel used in the aviation industry. The International Air Transport Association (IATA) estimates that SAF could support up to 65% of emissions reduction, but this can only be achieved by reducing production costs for SAF and accelerating its adoption. At the same time, each nation plays its own vital role in formulating its own decarbonising initiatives and establishing supporting infrastructures to support our global goal.

EXPECTED SAF REQUIRED FOR NET ZERO 2050



Source: IATA fact sheet, 'Net zero 2050: Sustainable Aviation Fuels'.

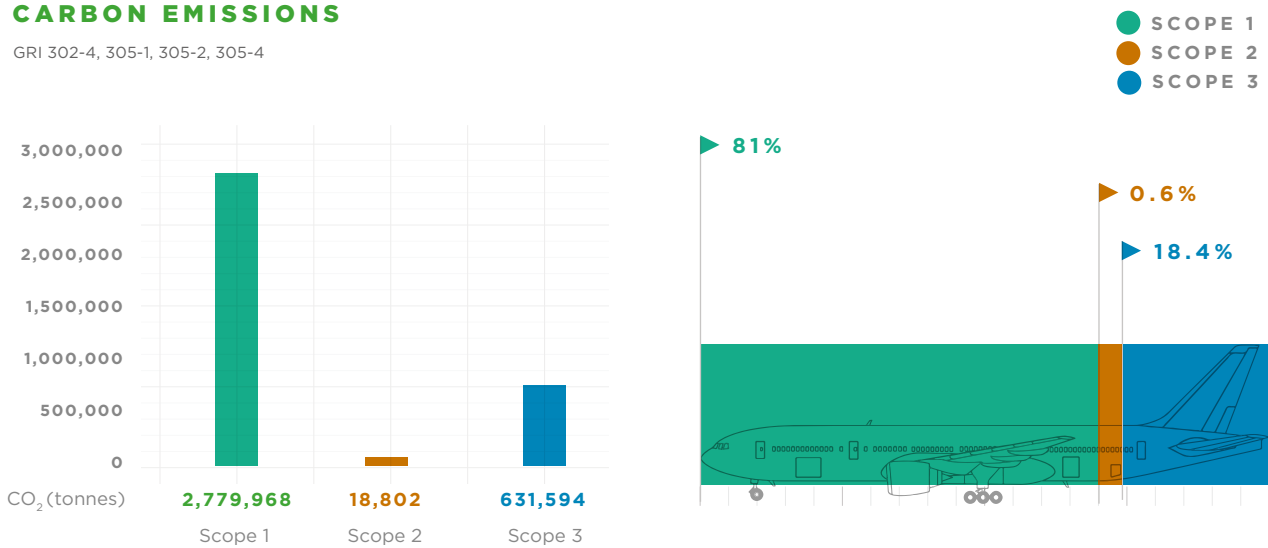
GRI 201-2

While we acknowledge that it will not be possible for the industry to eliminate emissions at source, we have implemented a group-wide strategy that also includes other ways to decarbonise and contribute to the global net zero goal, while lowering our own costs over the long term.

We have implemented fuel efficiency programmes for each of our business units. By addressing each matter at its source, we can monitor our progress at group level, analyse the results, and further enhance our initiatives.

MALAYSIA AVIATION GROUP CARBON EMISSIONS

GRI 302-4, 305-1, 305-2, 305-4



Emissions have increased from previous years as the business recovers to 2019 levels

Total emissions for MAG in 2022

3,430,363 tco₂

Scope 1 emissions

2,779,968 tco₂
81% of total

Scope 2 emissions

18,802 tco₂
0.6% of total

Scope 3 emissions

631,594 tco₂
18.4% of total

Aircraft emissions (scope 1) is the biggest source of emissions for MAG

Note: MAG's Scope 3 emissions have been reported for the first time in our 2022 sustainability report. A thorough assessment of all 15 categories of Scope 3 emissions, as defined by the GHG Protocol, was carried out in the previous years. MAG has identified and reported on emissions from 6 relevant categories for 2022. MAG will continue to refine and improve its Scope 3 calculations, and as the business evolves and grows, additional relevant categories may be included in the future. Any significant restatements will be provided in future reports with explanations provided.

OPTIMISING OUR AIR AND GROUND OPERATIONS

GRI 302-4

Our flight operations programme emphasises best practices in fuel efficiency, which includes reducing acceleration altitude, using an RNP-AR GPS-guided approach, reducing drag landing, adopting a continuous descent approach, landing with idle reverse thrust, engine-out taxi in (EOTI) and using LIDO Live Flight Plans.



Planning is a critical component in achieving efficiency. The GE Digital Fuel Insight System, EFB implementation and LIDO Live flight plans allows the team to optimise take-off weight without compromising safety. The team can also identify further opportunities to save fuel using data analytics. A monthly data analysis on Planned Fuel Burn vs Actual Fuel Burn is shared to the pilots to enable the team to generate optimised flight plans.

What occurs on the ground is equally significant to what transpires during the flight. An effective aircraft maintenance programme serves to increase performance and fuel efficiency. Regular inspections, prompt structural repairs, regular cleaning, and replacement of worn-out

parts will optimise aircraft performance by reducing drag, enhancing fuel efficiency. Using lightweight paint for the exterior of our aircraft reduces weight.

We have streamlined our ground operations to reduce turnaround time to lower fuel consumption and emissions using external power and conditioned air sources in place of the Auxiliary Power Units (APU). To help reduce take-off weight, we have optimised the amount of potable water carried during the flight. To further enhance our ground initiatives, we are currently exploring the use of electric vehicles (EV) as part of AeroDarat Services' (ADS) fleet development programme, with plans to start deploying the EVs in 2023.



2022 Fuel Efficiency Savings (KG)

33,076,700

2022 CO₂ Emission Reduction (KG)


70,892,555

RENEWING OUR FLEET

GRI 302-4, 302-5

In 2022, we began modernising our fleet to align with our environmental targets, starting with the acquisition of the 20 Airbus A330neo and 25 Boeing 737-800. The new aircraft are expected to consume 11% to 14% less fuel than the current fleet, significantly reducing carbon emissions and improving fuel efficiency.


As costs for maintaining older aircrafts tend to be higher, our costs will be reduced in this area. We are expecting our first delivery of 25 Boeing 737-800 aircraft in 2023.



B737-800

The 737-800 advanced technology winglets are the most efficient ever designed for a production airplane, because of the combination of advanced design and manufacturing techniques allowing for natural laminar flow. The aircraft winglets reduce fuel burn by approximately 2% and equip with the latest quiet engine technology to reduce the operational noise footprint of the airplane by up to 40 percent.

- 14%**
reduction in CO₂ and fuel use
- 50%**
below CAEP/6 limits for NO_x
- 40%**
smaller community noise footprint




AIRBUS

A330NEO

The A330neo has the highest wingspan and aspect-ratio for any widebody airliner in its category - making it one of the most aero-efficient airliner wings ever. The benefit of this is lower induced drag and higher lift at all speeds and flight phases. This means greater aerodynamic efficiency leading to lower fuel burn and less CO₂ emissions.

- 25%**
Minimum of Less Fuel Burn
- 27%**
below CAEP/6 limits for NO_x
- 30%**
lower operating costs



USING FUEL EFFICIENT AIRCRAFT

GRI 302-4, 302-5

The Airbus A350-900 is the star of our current fleet, developed for sustainability and equipped with features designed to minimise its impact on the environment. The A350's intelligent airframe and aerodynamics significantly lower aircraft weight and contribute towards substantially reducing fuel burn and CO₂ emissions.

In comparison to previous generations of aircraft that are similar in size, it consumes 11% less fuel. As well as being the quietest long-haul model ever built, its avionics systems further reduce emissions of nitrogen oxides and other pollutants. However, actual emission reduction will vary based on other external factors.

“Compared with previous generations of similar-sized aircraft, Airbus A350-900 burns 11% less fuel”

SUSTAINABLE AVIATION FUEL (SAF)

GRI 302-4, 302-5



SAF is produced from sustainable biological and non-biological feedstocks such as waste and residues and has the same chemical composition as traditional jet fuel. It can be a direct replacement or blended with traditional jet fuel in varying degrees without requiring any modifications to engines or airport infrastructure, with the benefit of lowering emissions. Over its lifecycle, SAF reduces GHG emissions by up to 80% compared with fossil jet fuel.

We see SAF to be a mid-to-long term business commitment to address industry and environmental needs. The SAF market is relatively new and still evolving, and the pace of uptake will depend on a variety of factors, including the availability of SAF, the price of conventional jet fuel, and government policies. Supply is still limited in this region, so we have committed to working with local and regional partners to accelerate SAF production. In doing so, SAF will be more accessible and

affordable for all airlines, leveling the playing field for aviation players.

SAF is a very attractive alternative to conventional jet fuel as it alleviates a major risk for the aviation industry – fluctuations in crude oil price. Unlike fossil fuels, production for SAF can be done virtually anywhere, enabling a more diverse supply. Having a broad base of feedstocks and a wider range of technologies in their production ensures we are not dependent on a single source for fuel production.

SAF can also provide economic benefits to parts of the world that have large amounts of marginal or unviable land for food crops, but are suitable for growing SAF crops, or which have other sources of feedstock such as municipal waste.

For more information on SAF, you may refer to our **General Industry Overview of SAF**, published in conjunction with our 2021 Sustainability Report (page 63).



SAF reduces GHG emissions by up to **80%** compared with fossil jet fuel

[Click here to read more](#)



4 Fuel is delivered to airport and into wing



3 Traditional fuel is blended with sustainable aviation fuel to make it suitable for aircraft use



Used cooking oil



Household waste



1 Feedstock is collected - such as household waste or waste oils

Forestry waste



2 Feedstock is converted to sustainable aviation fuel

SAF FLIGHTS IN 2022

GRI 302-4, 302-5, 305-5

We are proud to be the first Malaysian carrier to have both our passenger and cargo operations powered by SAF. Our first SAF passenger flight operated on 5th June 2022, from Kuala Lumpur to Singapore, coinciding with World Environment Day. MAG has conducted 17 domestic and international passenger SAF flights across our group of aviation companies in 2022, effectively **reducing our emissions by 66%**.

MAG is working closely with various industry partners to ensure supply of SAF across our network as we will explore to make SAF the cleaner and more viable energy option for our flights in the future.



5 Jun
Kuala Lumpur (KUL) to Singapore (SIN)
First passenger flight



8 Sept
Sultan Abdul Aziz Shah Airport (SZB) to Penang (PEN)
First domestic passenger flight

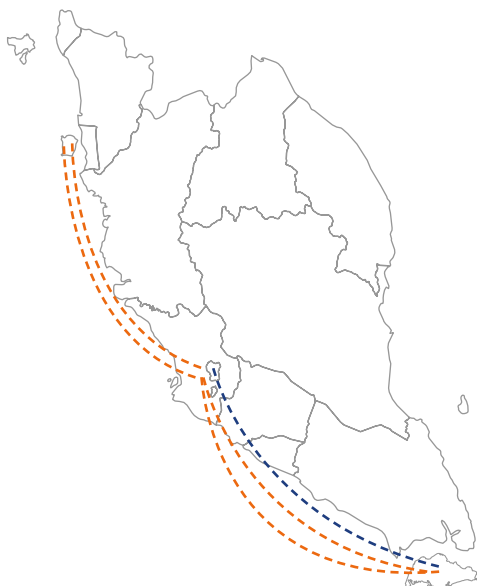


1 Dec
Kota Kinabalu - Labuan - Miri
First domestic passenger flight across Borneo

20 Sept
Sultan Abdul Aziz Shah Airport (SZB) to Singapore Seletar Airport (XSP)

30 Nov
Sultan Abdul Aziz Shah Airport (SZB) to Penang (PEN)

Sultan Abdul Aziz Shah Airport (SZB) to Singapore Seletar Airport (XSP) in partnership with Touch n' Go Digital



“We are proud to be the first Malaysian carrier to have both our passenger and cargo operations powered by SAF”

MANAGING OUR ENERGY USE

GRI 302-5

Energy transition is of utmost importance to MAG from both the environmental and operational perspectives. Our stance is what is good for the environment and global aviation industry will also benefit our organisation.

The benefits of a successful transition to efficient and renewable energy use are manifold and multi-faceted. It aligns with the National Energy Policy 2022-2040 (Dasar Tenaga Negara, or DTN), while also reducing our carbon footprint as a global aviation player. The cost benefits of the energy transition will translate into long term and sustainable growth for MAG.

Our buildings play a key role in supporting our operations. Their design fulfils operating requirements, performance standards, technical requirements, and planning restrictions. While it is essential to have a reliable control system in place, we also ensure all our people are mindful in their consumption of energy.

As part of energy management for our facilities, we continuously assess our consumption levels and look for opportunities to embed green energy options into our infrastructure.

UTILISING RENEWABLE ENERGY

GRI 302-5

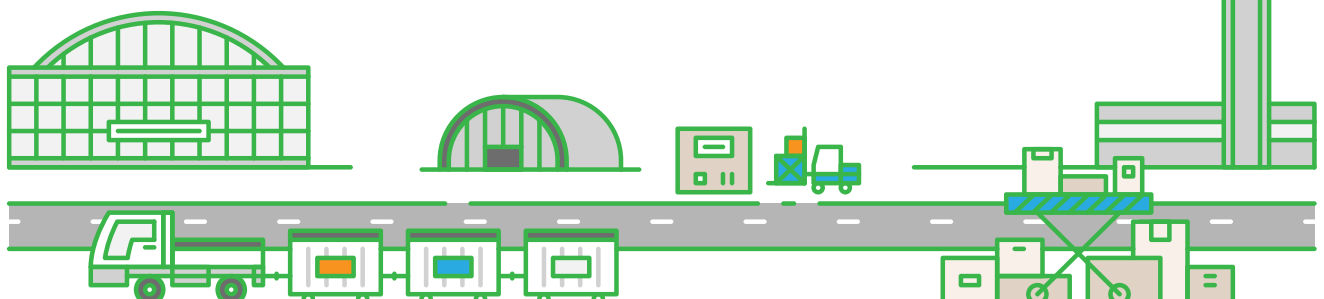
We started our first solar programme in 2014 in partnership with the Sustainable Development Authority Malaysia (SEDA). Since we began the programme, we have been able to avoid 5,000 metric tonnes of carbon dioxide annually and reached the 100% utilisation rate of allowable solar energy in the South Support Zone. We are also exploring other areas to utilise this source.

Our solar PV panels at the Kuala Lumpur International Airport have a combined capacity of 2.210 megawatt peak (MWp), capable of generating about 2.86 gigawatt hours (GWh) of clean energy per year.

USING ENERGY EFFICIENTLY

GRI 302-5

We began switching to LED lighting in 2019, starting with 1,221 bulbs at our MASKargo warehouses. This phase generates savings of up to RM1.5 million per year. Each year we increase the number of lights replaced throughout our operations.



OUR INITIATIVES IN MANAGING ENERGY

Utilising Renewable Energy

Using Energy Efficiently - replacing lighting with energy efficient LED



SOLAR ENERGY GENERATED YEARLY

7,000 MWh

TOTAL CO₂ AVOIDANCE

5,000 tCO₂



TOTAL LED INSTALLED

4,190 pieces

SUSTAINABLE PROCUREMENT

GRI 2-23, 2-24, 2-27

Our efforts in integrating ESG elements into our operations extend to our sourcing practices. We have assessed our procurement process and identified areas to reduce the environmental impact of our supply chain.

BENEFITS OF A SUSTAINABLE PROCUREMENT PROCESS



Reduced Risk

Suppliers with bad practices can affect our reputation and create a financial blowback.



Cost Efficient

Sustainable suppliers reduce our costs by reducing their own through lower waste and energy costs.



Better Reputation and Revenue Growth

Customers are more aware of sustainability and will opt for airlines that make an active effort in the fight against climate change.



Ensuring Supply

A sustainable procurement plan is one way to protect against potential shortages caused by changes in social, economic, and environmental factors.



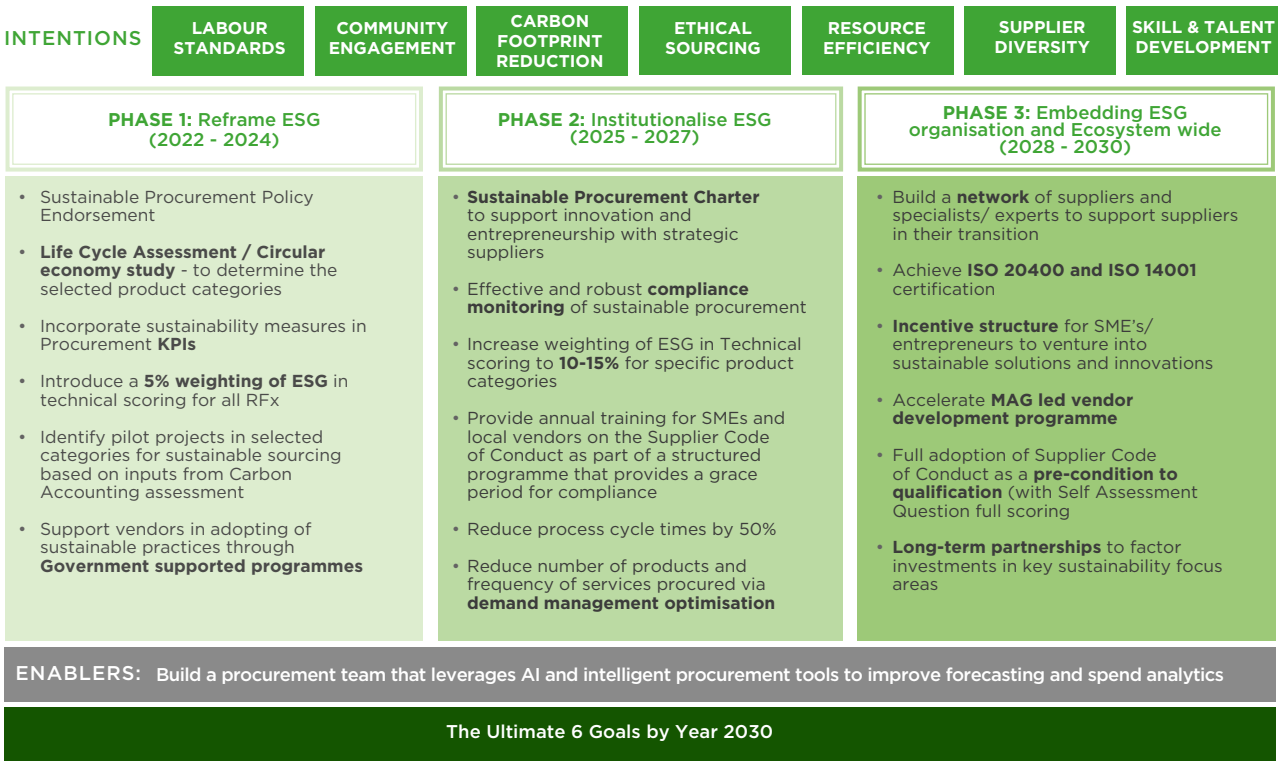
OUR SUSTAINABLE PROCUREMENT BLUEPRINT 2022 - 2030

GRI 2-23, 2-24, 2-27

MAG's Sustainable Procurement Blueprint outlines our strategy to make our supply chain completely sustainable by 2030. It clearly defines our commitment in delivering sustainable outcomes through our procurement activities and their application. The blueprint outlines the guidelines on the implementation of sustainability throughout the life cycle of the procurement process. The responsibility for the implementation is shared among our Board of Directors, Senior Management, Business Units, and Finance and Procurement teams, overseen by a Steering Committee.

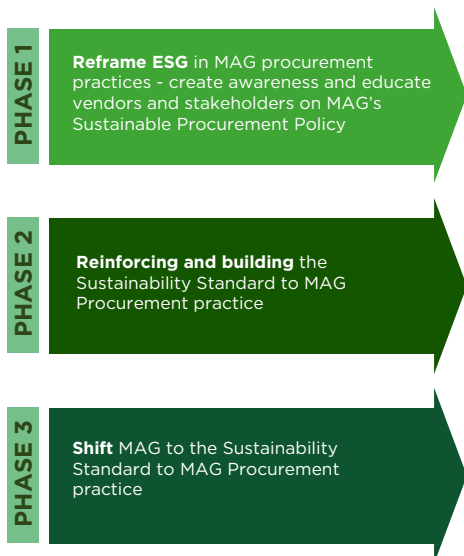
GOING BEYOND COMPLIANCE

GRI 2-23, 2-24, 2-27



The outcome of achieving the 6 goals is to transform to a new MAG procurement process, policies and decisions that balances sustainability, profitability and stakeholder’s requirements.

THE 3 KEY PHASES TO ACHIEVE OUR ULTIMATE GOALS BY YEAR 2030

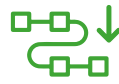


MAG has identified the **risks and challenges in our current supply chain** and initiated measures to mitigate them.



Higher Costs

The current costs involved in securing our supplies can be reduced by focusing on target products and highlighting the positive impacts of green financing to our suppliers as an incentive to go green.



Loss of Current Suppliers

Economic circumstances have led to the loss of certain suppliers, a reduction in their capabilities or diminished means to finance sustainability initiatives. We have provided a grace period for compliance to help them in their own sustainability journeys.



Longer Supplier Turnaround Time (TAT)

Barring circumstances beyond their control, our suppliers can leverage on technology to enhance their efficiencies and reduce delivery times. Concurrently, we can request for them to implement certain measures to enhance their processes and improve management.



Support for new suppliers

For some suppliers, the journey to compliance can seem intimidating. We actively support our Bumiputera SMEs vendors through our Vendor Development Programme.

The blueprint forms a feedback loop for MAG to enhance our initiatives and engagement methods. Moving forward, we will continue to collect and analyse data to help us identify and prioritise opportunities to optimise costs. By establishing metrics to measure the progress of these optimisation measures, further improvement can be achieved.



MANAGING WASTE AND WATER

GRI 301-1, 303-1, 306-2

According to IATA, airlines generate around 20-25% of cabin waste that mainly consist of untouched food.

As passenger numbers increase post pandemic, the volume of waste could double in the next 10 years. Airlines around the world have recognized the importance of reducing, reusing, and recycling waste. From analyzing passenger consumption data and using compostable cups and dishes, to donating non-perishable food items and introducing on-board recycling of bottles and cans, airlines are committed to preventing cabin waste from ending up in landfills.

“Solid waste is a global issue that could contribute to a series of global geo-economic and socio-environmental issues in the coming years”

MANAGING WASTE

GRI 310-1, 301-2, 306-4

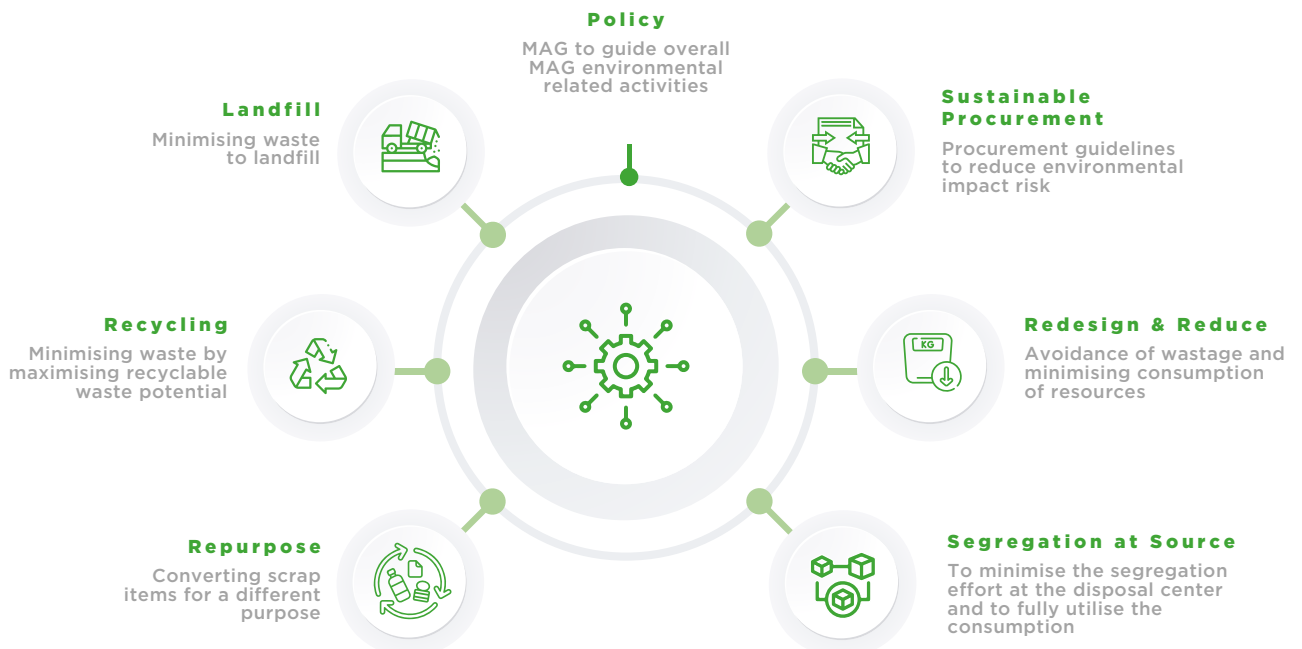
In our daily operations, we generate waste in three (3) categories: ground waste, inflight waste, and scheduled waste. We have set a clear target of 50% reduction in waste to landfill for the mid-term, and a long-term goal of zero waste to landfill by 2030. To put this into action and jumpstart our participation in the nation’s circular economy, we have outlined a Waste Circulatory Framework with defined processes for each stage.

WASTE MANAGED IN 2022



SCHEDULED WASTE	
60 tonnes	
Oil waste undergo cradle to cradle process by prescribed premises before final disposal	
MID-TERM WASTE AMBITIONS	LONG-TERM WASTE AMBITIONS
50% waste to landfill reduction	Zero waste to landfill by 2050

MAG WASTE FRAMEWORK



GROUND INITIATIVES

GRI 301-1, 301-2, 301-3, 306-2, 413-1

Reduce, Re-use, and Recycle: We collect and recycle a variety of materials, including office waste (paper, cardboard, beverage containers) and scrap materials from support operations. In 2022, we recycled 20% of our total waste generated by our Kuala Lumpur operations. We collaborated with Alam Flora in creating awareness among our staff and vendors on the 3Rs.

In addition to these efforts, our staff participated in beach cleaning exercises with the local communities in East Malaysia as part of our CSR and environmental programmes.

Concerns regarding the community and environment have led MASwings to focus on sustainability initiatives to support the communities in East Malaysia. MASwings has implemented sustainability initiatives in Sabah, Sarawak, and Federal Territory Labuan, providing us the opportunity to participate in society and effect positive change.



“In 2022, we recycled 20% of our total waste generated in Kuala Lumpur operations”



Beach Cleaning 2022

In collaboration with Jawatankuasa Kebajikan Islam Malaysia Airlines BKI (JKIM), with the participation of Polis Diraja Malaysia, the Malaysian Nature Society, the University College Foundation of Sabah, MASB, and in partnership with Green Buddy

TOTAL WASTE COLLECTED

536 kg



Recycling 2023

Recycling drives to collect all office waste to be sent to recycling centres

OFFICE WASTE COLLECTED

2,301 kg



Tree planting 2023

Rosary Hill, St Peter Cleaver's Church, Ranau and around the MAG Administration Building, Kota Kinabalu

TOTAL PLANTED

21 trees

SUSTAINABILITY AND HERITAGE

MAG's dedication to sustainability and preserving our cultural heritage is reflected in our recent collaborations with local artisans and groups to repurpose materials that would otherwise go to waste. These upcycled materials are used to create quality artisanal products to show that sustainability can indeed be stylish and functional.

The THESELINA collection features beautifully crafted luxury bags made from upcycled materials selected from Malaysia Airlines' aircraft leather seats, belt and buckles, crew uniforms, and more. The bags are uniquely named after IATA destination codes within our network.



The Kenny Loh x MAG sustainable Tomorrow Kasut Manik collection showcases heritage craftsmanship in artisanal footwear using upcycled materials from Malaysia Airlines' trademark kebaya. The designs for the limited-edition shoes draw inspiration from iconic traditional Malaysian items such as Nyonya kueh and proudly display the rich Peranakan culture. Each pair is 100% handcrafted by local artisans.

MAG also collaborated with local fashion designers Melinda Looi and Gillian Hung, founder of the Hung Innovation Awards, on raising awareness of sustainability in the fashion industry.

INFLIGHT INITIATIVES

GRI 301-1, 306-4

At MAG, we take pride in providing our guests with the best possible customer experience during their flights. As a part of our commitment to showcasing Malaysian Hospitality, we are also mindful of our impact on the environment. Therefore, we strive to make our flights as sustainable as possible, while still maintaining the high standards of Malaysian Hospitality that we are known for.

In 2022, we replaced plastic-based stirrers with wooden ones and started using cutlery made from biodegradable PLA (bio-sourced plastic). We are currently in the process of replacing our PLA cutlery with wood-based ones by the second quarter of 2023. This phased switch not only helps to reduce in-flight waste but also contributes to long-term sustainability. The wood is sourced from fast-growing trees, making it a sustainable source. The lighter weight of the material also reduces the overall weight of the aircraft, increasing fuel efficiency.



14
million
pieces

**INFLIGHT PLASTIC
AVOIDED IN 2022**



Economy Class Service

- Reusable plastic tray and equipment used for flights above 3 hours
- Plastic trays and equipment used on flights exceeding 3 hours are washed for reuse, reducing in-flight waste to landfill



Business Class Service

- Porcelain tableware, stainless steel cutlery and service linen are washed for reuse in subsequent flights, reducing in-flight waste to landfill
- Broken and rejected items are collected by a recycler i.e. aluminium, metal, and plastic materials



Paper Meal Boxes for Domestic & Regional Sector

- Paper packaging is used for meals
- Wooden cutlery is used instead of conventional plastic, reducing plastic waste to landfill



Tetra-Pak Recycling

- Tetra-Pak packaging is segregated by the cabin crew to be collected by an approved recycler

SCHEDULED WASTE INITIATIVES

GRI 2-23, 2-24, 2-27

To enhance our compliance with the Environmental Quality Act 1974, we conducted regular inspections, training sessions, and implemented additional enforcement measures throughout 2022. The effort we place in ensuring MAG's operations are fully compliant with laws and regulations shows our commitment to minimising our environmental impact. These efforts are continuous, and our stakeholders are engaged throughout the process in helping us identify areas of improvement.

The Group Sustainability Office oversees and conducts compliance exercises to ensure our processes comply with section 33A of EQA 1974 from end to end. These involves station inspections and site visits. As per section 49A, we appoint competent persons to conduct all EQA 1974 activities. In addition, we have regular training sessions to ensure our people are up to date with chemical handling and waste management.

MANAGING WATER

GRI 303-1, 303-5

Water is an essential natural resource in our daily operations, both on the ground and in flight. Non-potable water is used in our ground operations for cleaning aircraft and engines, and in flight for plumbing and washing. Potable water is carried on flights for consumption. We strive for efficient water management to minimise our environmental impact by reducing effluent discharge and water consumption while also lowering our carbon footprint.

INFLIGHT WATER

Most commercial airlines fill the aircraft water tank to full capacity prior to each flight regardless of how much water is used during the flight. Generally, for every 1kg extra weight added to the aircraft, the aircraft will burn an additional 0.04kg of fuel, depending on various factors.

This is an area we have identified to reduce water consumption and increase fuel efficiency, while reducing our carbon footprint during the flight. By controlling the standard water uplift volume, the aircraft weight is lighter, reducing the fuel burn. As an example, by reducing 140kg of unnecessary water, the airline will save 5.5kg of fuel per hour per flight, corresponding to over 27kg of carbon emissions saved per hour.

We have introduced a water management policy and regularly review the guidelines for equipment operators on the water quantity to be uplifted, based on aircraft type and operating sector. In our homebase of KLIA, the implementation has been consistent with 97% compliance rate. (Non-compliance is mostly due to technical reasons).

AIRCRAFT AND ENGINE WASH

Over time, dirt accumulates on the aircraft engine's fan and compressor airfoils, consequently reducing engine efficiency. Regardless of the processor equipment used, the engine compressor water wash procedures will allow some recovery of the Exhaust Gas Temperature (EGT) margin lost due to compressor degradation, prolonging engine life in the long run. As the engine specific fuel consumption (SFC) will degrade with the reduction of EGT margin, compressor wash may have a beneficial effect on SFC. However, the relation between the EGT margin recovery and the SFC may be complex and depends on several parameters, including the specific engine model.

Normal fuel flow reduction from a compressor wash for the A350 is around 0.5% to 1%. For the A330, recorded reduction is 0.1%, translating to 631 tonnes of carbon dioxide reduction for our fleet (2017 - 2019).

To further our water management efforts, MAG is in the midst of completing the installation of a rainwater harvesting system in our hangar to serve our cleaning purposes.



97% COMPLIANCE RATE

Consistently implemented at 97% compliance level. Average of **429 flights** with water savings per month or **5,148 flights** per annum (ex-KLIA only)

TOTAL WATER SAVINGS

158,549 L
PER MONTH

TOTAL SAVINGS CO₂

631 tonnes

FUEL SAVINGS FROM ENGINE WASH



A350 0.12%

B738 0.15%

REDUCING NOISE

GRI 403-7

Aircraft noise can be disturbing to those who live around airports, and as such, the industry has taken the responsibility of reducing noise generated from operations as much as possible.

Researchers have studied noise reduction, looking at factors such as the amount of air travelling through the engines, the size of fan blades in an engine, where an engine is located on an aircraft body and even how many flaps help control wing shape.

Noise reduction measures extend to the flight route and take-offs and landings. Air traffic management has developed flight tracks that avoid the most densely populated areas. In recent years, improvements in navigation

performance have enabled aircraft to follow precisely designated tracks. In parallel with aircraft noise reduction, land-use planning is an essential part of minimising the number of people exposed to aircraft noise.

As part of the Department of Occupational Safety and Health (DOSH) requirement, MAG conducts an annual self-assessment for the Systematic Occupational Health Enhancement Level Programme (SoHELP).



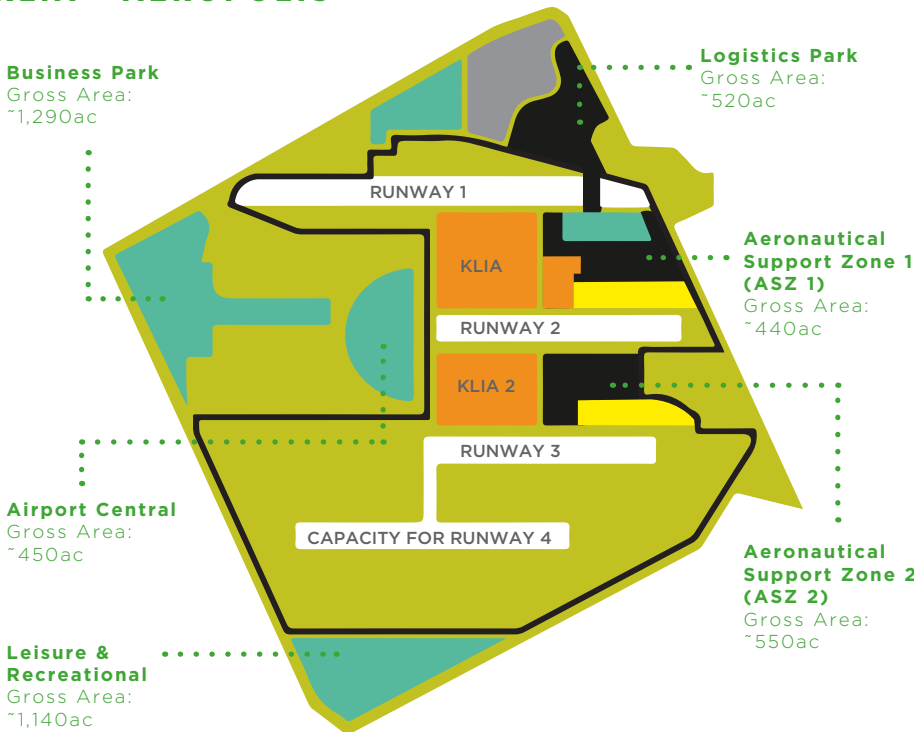
85%

of our aircraft are certified under Chapter 4 (ICAO Noise standard, Annex 16)

15%

of our aircraft are certified under Chapter 14 (ICAO Noise standard, Annex 16)

KLIA - AEROPOLIS



CERTIFICATION

MAG conducts an annual self-assessment for the DOSH Systematic Occupational Health Enhancement Level Programme (SoHELP)

MAG complies to the noise abatement ruling at airports such as London, Sydney and Narita

BENEFITS

Reducing noise pollution from airport operations contributes to the wellbeing and health of the surrounding communities

TOTAL KLIA LAND AREA
22,280
acres

AEROPOLIS
9,015
acres

AIRPORT & AERONAUTICAL
13,265
acres

- Air Cargo & Logistics
- Aerospace & Aviation
- MICE & Leisure

GRI 403-7

We ensure compliance with noise abatement rules at the various international airports we serve. Our fleet modernisation exercise also serves to reduce noise pollution. The Airbus 350 has proven to be 6dB quieter on departure, and 3dB quieter compared to other wide body aircrafts in a study done at London Heathrow airport (CAP 1733, 2019). Similarly, the incoming Airbus 330neo reduces noise pollution by 60% compared with the older generation fleet.

The airside, where aircraft parking bays and taxi in and out paths are located, is the noisiest area of an airport. Other areas where noise hazards are present are the baggage conveyor sorting area and the engineering hangar's wheels and brake section.

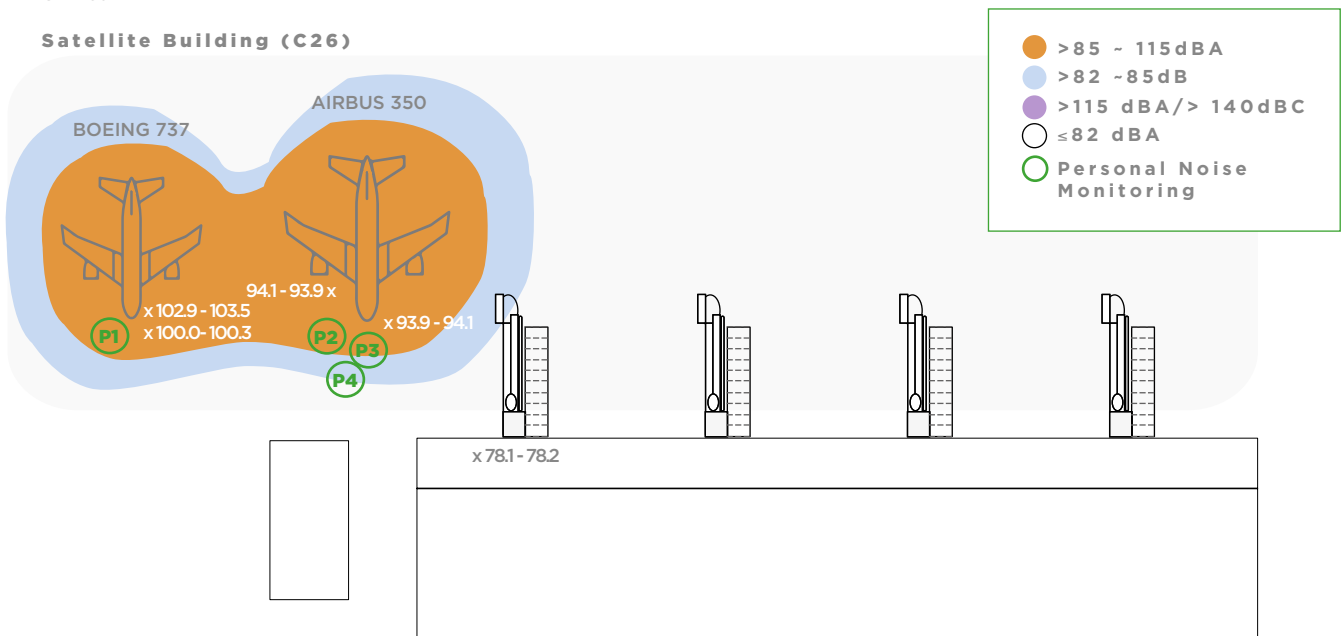
These areas were identified based on the noise mapping exercise conducted at various Malaysian airports as per the Occupational Safety Health Act and Regulations 1994.

“The Airbus 350 has proven to be 6dB quieter on departure, and 3dB quieter compared to other wide body aircrafts in a study done at London Heathrow airport (CAP 1733, 2019)”

Noise Risk Assessment Report

GRI 403-2

Satellite Building (C26)



Source: Noise Risk Assessment Report

The strategies to control noise hazards are at various levels of control - **Elimination** (future engines); **Substitution** (from noisy turbojet to turbofan engines); **Isolation barriers** at Hangar areas; **Administrative** (work hours depending on decibels of exposure) and **Personal Protective Equipment** (earmuffs). Constant enforcement is conducted by the Occupational Safety Health inspectors to ensure compliance.

Our implementation of noise reduction measures has been audited by the Department of Occupational Safety and Health in the Systematic Occupational Health Enhancement Level Programme, with ratings for Engineering & Maintenance (E&M) and AeroDarat Services (ADS) for the years 2019-2021.

SUSTAINING BIODIVERSITY

GRI 304-1, 304-2, 304-3, 403-2

BIRD STRIKES

A bird strike is a collision between a bird and an aircraft which is in flight, or on a takeoff or landing roll, and can include other animals and insects. It is a common yet significant threat to the industry, as bird strikes can cause damage to aircraft, necessitating airlines to bear the costs for rectification work. It is classified as an Aviation Sector hazard under the Wildlife Hazard Management Program (WHM). Bird strikes that cause damage are a Mandatory Occurrence Report (MOR) with the CAAM.

Air operators work hand in hand with Airport Management to mitigate

the risk of bird strikes. MAG’s WHM committee meets every two months, or when required, to address the issue. Periodic meetings are held with the Runway Safety teams.

We work closely with airport operators in mitigating bird strikes and other hazards through initiatives such as grass maintenance, placing reflector disks in high-occurrence areas, and placing sound breakers. The WHM also engages researchers studying insect habitats and patterns and deploys control teams to move stray animals to safety from hazard areas.



TOTAL CASES IN 2022

254 cases

compared to 74 in 2021

Data based on total of 70,000 flights in 2022 compared to 23,000 flights in 2021

ENVIRONMENTAL CONSERVATION

GRI 304-3, 413-1



THE GAHARU PROJECT WITH WWF-MALAYSIA

In 2022, Malaysia Airlines collaborated with WWF-Malaysia to support the organisation’s forest conservation efforts in Batang Ai, Sarawak. We involved our passengers on all flights through donations made during the booking process, the full proceeds of which will be donated to WWF-Malaysia.

The project involves planting gaharu, also known as agarwood, and other indigenous trees to provide the local communities with an additional source of income while helping to protect and enhance precious forest land for the beloved orangutan.



SOCIAL

Empowering Our Stakeholders

- 32 Encouraging A Healthy Work-Life Balance
- 36 Developing Talent
- 37 Ensuring The Wellbeing of Our People
- 40 Ensuring The Best Customer Experience
- 42 Digitalising Our Processes
- 45 Engaging The Community

ENCOURAGING A HEALTHY WORK-LIFE BALANCE

GRI 2-23, 2-24, 2-27, 403-6

The pandemic changed the way organisations operate, placing remote and flexible work arrangements in the spotlight as viable alternatives.

Even as restrictions were lifted, we continued to support our employees in non-operational or support functions who prefer working remotely. We introduced MAG's **Way of Working** as a guidebook to encourage productivity and efficiency, regardless of where our employees choose to work from.

Embracing the new way of working includes accommodating flexible work arrangements (FWA), pursuant to the amendments to the Employment Act 1955, which allows employees to request FWA from their employer. Although this is not mandatory, our employees can apply for FWA based on staggered hours, guided by a **Flexible Working Policy**.

“Embracing the new way of working includes accommodating for flexible work arrangements (FWA)”

Supporting Policies

GRI 2-23, 2-24, 2-27, 201-3, 401-3

MATERNITY AND PATERNITY LEAVE

In accordance with the revisions made to the Employment Act 1955, female staff members are entitled to 98 days of fully paid maternity leave, while our male employees are granted 7 days of fully paid paternity leave. This provision is implemented to prioritise the overall well-being of our employees, encompassing their physical, social, and mental health.

RESOURCES FOR MENTAL HEALTH

The organisation collaborates with NALURI to provide mental health support to employees, including support for managing remote work.

PAID TIME OFF

To prioritise the welfare of our employees, we have implemented a policy that grants them 21 days of annual leave. This provision allows them to rejuvenate and enjoy quality time with their families and loved ones. By ensuring adequate rest, our employees are able to enhance their energy levels, resulting in heightened productivity and job satisfaction. This stands in contrast to some other airlines that offer a range of 12 to 18 annual leave days, dependent on the duration of service.



Maternity Leave

98 days



NALURI provides mental health support



Annual Leave

21 days

EMPLOYEE SAFETY

GRI 403-1, 403-2, 403-4, 403-5, 403-7, 403-9

At MAG, our commitment to people and safety is the heart of our sustainability efforts. We are proud to report our progress in this area and remain committed to our goal of providing a safe and secure work environment for our 11,000 talents.

We believe that our employees are our True North, and their safety and security are embedded in our DNA. As a company, we are governed by the Civil Aviation Regulations 2016 and the Occupational Safety and Health Act and Regulations 1994. Hence, our Safety Policy integrates aviation safety, occupational safety, health, and security, and it is our first business principle.

MAG is committed to advocating for non-punitive close-loop open reporting by all employees and third-party service providers to prevent incidents, accidents, and property damage.

In 2022, our workforce submitted 15,283 open reports, a 50% increase compared to pre-COVID-19 figures in 2019. Our key performance indicator for employee safety is the Loss Time Injury Frequency Rate (LTIFR). Our LTIFR for 2022 was 1.64, far below the aviation industry average of 6.6. This low figure reflects our commitment to safety and security.

For us, safety is more than just a policy - it is a culture. Thanks to our robust safety awareness programme, we are proud to report zero fatalities in 2022. Although this is an achievement, our efforts will continue to constantly improve in this aspect. Our Corporate Safety team is developing an application-based software to allow safety reporting through handheld devices. This approach will make safety reporting more accessible and streamlined for our employees.

Another key safety strategy at MAG is enhancing workforce Safety Culture. We believe that a strong safety culture is the foundation of a safe and secure workplace. We continue to invest in training and development programmes that promote safety awareness and cultivate a safety-focused mindset among our employees.

OPEN REPORTS

15,283 submitted

LTIFR

1.64 cases

compared to average Aviation Industry, 6.6 LTIFR.

FATALITIES

0 cases



DIVERSITY AND INCLUSION

GRI 405-1

MAG has attained a commendable 33% female representation within our organization. This significant milestone demonstrates our unwavering commitment to promoting and empowering women in the industry, bolstering their representation and influence.

Furthermore, MAG is actively engaged in a comprehensive strategic effort to align ourselves with IATA's 25by25 initiative.

Employee Category	M	F	Total
Top Management	16	3	19
Senior Management	84	76	160
Middle Management	304	229	533
Executive	696	703	1,399
Non-Executive	3,217	1,269	4,486
Management Pilot	36	1	37
Pilot Group	1,176	39	1,215
Cabin Crew	834	1,378	2,212
Tech Group-Engineer	400	27	427
Tech Group-Technician	972	50	1,022
	7,735	3,775	11,510

*as at Dec 2022

EMPOWERING WOMEN AT MAG

GRI 404-3

Women at MAG (W@M) is a membership platform created specifically for female employees with the goal of driving organisational performance by promoting diversity, equity, and inclusivity in the workplace. Launched in March 2022, the platform aims to attract and retain talent, build trust and commitment, promote innovation, and build a community based on mutual respect and cohesiveness.

2022	PHASE 1 Laying the Foundation	2023	PHASE 2 Strengthening the Foundation
<ul style="list-style-type: none"> Official launch of W@M Create platform for membership recruitment and engagement Create proper governance and framework for running the social group Create awareness and association with like minded groups 	<ul style="list-style-type: none"> Develop and implement initiatives/policies that will cement the cultural/mindset shift to meet long term objectives Develop and implement policies/systems/infrastructure to provide support/assist the single parent/B40 Develop and implement initiatives to develop/attact female talent Increase recognition and membership 		
<ul style="list-style-type: none"> Initial setup 100% funding by MAG 10% female staff 50% closure of violation incidences 	<ul style="list-style-type: none"> Establish self funding mechanism to reduce MAG's contribution to 70% 15% female staff 		

Top Management **0.5%**

W@M MEMBERS

387

*as at Dec 2022

Executive **41.2%**

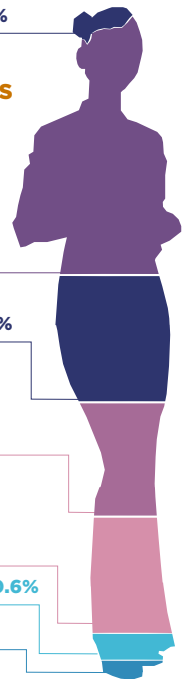
Mid-Management **15.7%**

Non-Executive **13.9%**

Cabin Crew **13.9%**

Senior Management **10.6%**

Tech Group **3.4%**



MAR 22

MAY 22

JULY 22

AUG 22

SEP 22

OCT 22

NOV-DEC 22

Launched W@M Officially during MAG Townhall

1. Raya Meet & Greet with W@M Chairperson
2. Officially launched W@M App for members

Hosted 3 talks for Confidently Beautiful Month

Received joint WOW award with MAG Corporate Communications for International Womens Day initiatives

W@M Chairperson participated as a panel speaker for Selangor Aviation Show

Chairperson Turun Padang with MAB Engineering employees

1. Launched various activities under anti-sexual harassment campaign, SHAME (Sexual Harassment Must End)

2. Joint efforts with MAB Engineering for Scrap to Fab - CSR project (upcycling MAB Engineering waste)

OTHER NOTABLE ACTIVITIES:

- Monthly Zumba and Yoga session
- 4 charity bake sales
- Kayuhan Silaturrehlim with MAG Cycling group

EMPOWERING WOMEN AT MAG

GRI 413-1

Women’s safety in the workplace is a serious concern, with sexual harassment as a significant issue that must be addressed. In November 2022, W@M launched the SHAME (Sexual Harassment Must End) campaign as part of MAG’s zero-tolerance stance on sexual harassment. This campaign serves as the cornerstone for future anti-sexual harassment initiatives for the organisation.



INITIATIVES BY WOMEN AT MAG: SCRAP TO FAB PROJECT

GRI 2-23, 2-24, 2-27, 301-2

The Scrap to Fab project was initiated in 2020 during the height of the pandemic. It is aimed at reducing waste and empowering women from lower income communities through a collaboration with Komuniti Tukang Jahit (KTJ). The project collects engineering waste to be upcycled into marketable, income-generating products.

In 2022, Women@MAG, a group of dedicated female volunteers, with the support of MAB Engineering and Group Sustainability, joined forces with the Scrap to Fab project. The joint project successfully produced and sold 150 upcycled bags, and another 400 bags are currently in production for sale in 2023.

W@M is committed to making a long term positive impact on the community and environment. To help us achieve this, we are seeking partnerships with organisations that share the same values in contributing to community development, environmental conservation, and education.



SOLD

150
upcycled
bags

PRODUCTION

400
bags

DEVELOPING TALENT

GRI 401-2, 403-3

DIGITAL UPSKILLING AND RESKILLING PROGRESS FOR 2022

GRI 401-2, 403-3, 404-2

The School of Digital Business was established on 21 January 2022 to address MAG’s Digital Training needs, aligned with LTBP 2.0’s 5th strategic pillar. The digital training programmes are offered via short sessions, on-demand learning, and instructor-led training.

During the year, “Learnjelah”, a two-hour virtual learning session on Digital & Innovation by industry experts was conducted four times and attended by 610 employees. In addition, four digital courses were specifically designed for MAG’s workforce, including Power BI 101 for Beginners, Digital Playground, Power Up with PowerPoint, and Excel at Work, all of which were delivered through instructor-led training.

To ensure that all staff members have equal opportunities for learning and development, we introduced pilot sessions of On-Demand Learning using LinkedIn and Coursera. The initiative received positive feedback and will continue in 2023.

ACHIEVEMENTS

Executive level employees had the highest participation rate at

41%

Middle Management at

19%

Cabin Crew at

18%



In 2022, a total of

2,085 MAG employees underwent Digital Training, with

1,478 having attended at least one 4-hour session

ENSURING THE WELLBEING OF OUR PEOPLE

GRI 401-2, 403-3, 403-6

Our employees are our most valuable asset, and we are committed to supporting their health and wellbeing.

We believe that access to quality healthcare is a fundamental right, and we are committed to providing our employees with the best possible care. We understand that chronic medical illnesses can be challenging for employees and their families, which is why we offer a comprehensive health programme that includes coverage for long-term conditions, in addition to inpatient and outpatient care. Our health programme is designed to provide comprehensive coverage for our employees and their families, ensuring they have access to the care they need, whenever they need it. A strong focus on preventative health underpins our health programme. We believe that encouraging healthy lifestyle choices and regular check-ups can help prevent illness and improve overall health outcomes.

For those with long-term medical conditions, we provide a range of support services. This includes access to specialist medical care, counseling services, and financial assistance to help cover medical expenses. We believe that our employees' health is a top priority, and we are committed to providing the support they need to manage their health effectively.

We will continue to invest in our employees' health and wellbeing as we strive to create a supportive workplace for all.

EMPLOYEE WELLBEING

GRI 401-2, 403-3, 403-6, 403-7

We understand that the daily stresses of life and the workplace can take a toll on our health. These situations were further exacerbated by the pandemic restrictions. To ensure our people are taken care of emotionally, mentally, socially and spiritually, we have adopted holistic and comprehensive approach to their wellbeing.

In addition to taking care of their psychosocial needs we established the Employee Assistance Programme (EAP), launched in March 2020 during the lockdown, focuses on 4 psychosocial health intervention dimensions to provide employees in managing their wellbeing effectively.

The EAP focuses on four (4) psychosocial health intervention dimensions.

 <p>Mental & Emotional Health</p> <p>Main Areas: Mental and emotional wellbeing</p>	<p>Key initiatives: MHeart is a digital psychological and counselling service that provides employees with tools and techniques in addressing emotional, mental and psychological conditions.</p> <p>Mental Health Webinar Coaching Support including face-to-face counseling and Supervisory C.A.R.E training programme.</p>
 <p>Social Health</p> <p>Main Areas: Financial wellbeing, diversity and inclusion</p>	<p>Key initiatives: For A Better Tomorrow - Taking Charge of Your Finance which covers financial literacy programmes and ensuring an inclusive and diverse culture.</p>
 <p>Spiritual Health</p> <p>Main Areas: Spiritual wellbeing</p>	<p>Key initiatives: Sembang Santai series aimed at instilling good habits and positive thinking featuring talks with guests speakers on topics related to spiritual development.</p>

Mental & Emotional Health - MHeart Programme

GRI 401-2, 403-3, 403-6, 403-7

MAG collaborates with Naluri, a Malaysia-based digital therapeutics company to provide our people with psychological health support through a multi-disciplinary and structured approach to health coaching and psychological support.

Coaching Support

Multi-disciplinary coaches

With a professional including psychologist, dietitians and career coaches for expert advice

Remote therapy

60 mins one-on-one virtual consultation

F2F therapy

60 mins one-on-one in-person consultation

Dedicated hotline

9am-9pm hotline for immediate support

Digital Tools

Connected devices

Track and monitor steps, weight, blood pressure and waistline

Thought journal

Record thought patterns and emotions to process feelings, manage emotions and identify triggers

Food journal

Snap a photo, track food intake and receive nutrition advice

Planner

Gamify the healthy lifestyle experience by setting challenges and reminders for activities such as diet, exercise, self-care, and more.



REGISTERED USERS

8,699

*as at Dec 2022

Educational Content



Wellness website

Educational hub for all corporate clients



Webinars

Interact with health experts through live webinars



Newsletters & blogs

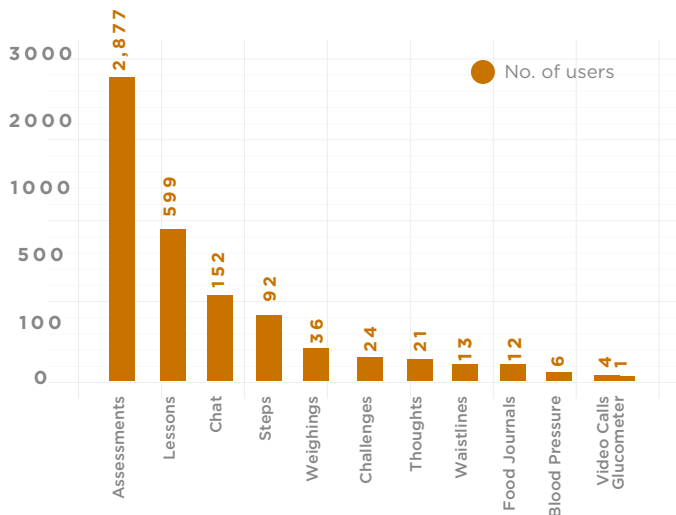
Stay updated on the latest mental health tips and informative articles



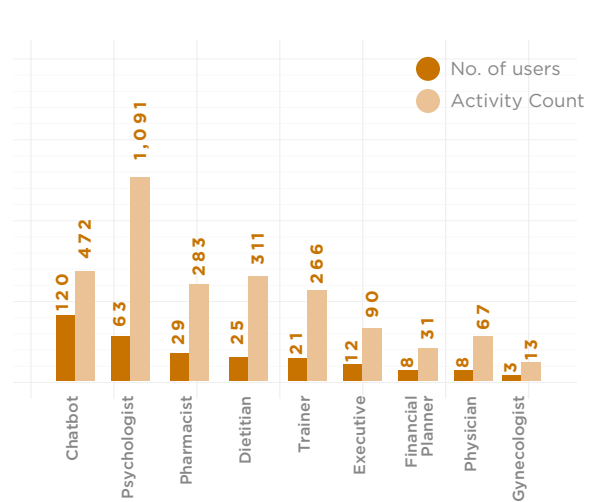
Digital modules

Over 77 self-help modules to learn on-the-go

Number of employees using each app feature



Number of employees and chat activity using each chat channel







Social Health

GRI 401-2, 403-3, 403-5

Activity	Relevance
Women's Health (Own Your Health)	Healthy employees contribute to workplace productivity. Excessive working hours and high stress levels, combined with an inactive lifestyle, are contributing factors to declining health. It is crucial to create awareness of adopting a healthy lifestyle among employees.
Men's Health	Men are more likely to neglect their health, therefore it is important to improve awareness on health and wellbeing, both at home and at the workplace.
Ergonomics at Workplace	Sitting at a desk or working a job that requires lifting and repeated movements can cause stress on the musculoskeletal system, leading to chronic injuries. Encouraging a deeper understanding of the body, performing specific stretches and exercises, and adopting a proper posture can prevent injury.
Road safety (Mini Safety Day)	Road accidents can occur during travel to and from the workplace. Raising awareness of road safety and etiquette among employees can reduce the risk of accidents.
Ergonomics at Workplace (Physical)	Understanding ergonomics requires practical sessions to demonstrate correct posture and exercises to minimise the risk of injuries related to repetitive stress on muscles and joints.

Spiritual Health

GRI 401-2, 403-3, 403-5

Sembang Santai	Dakwah Bawah Pokok
 <p>25 February 2022 Fadzli Aziz Motivator, TV Host <i>Bugar Diri - Change Your Perspective to Change Your Habit</i></p>	<p>3 June 2022 <i>Bangau Oh Bangau</i> Hangar 5, EMD</p> <hr/> <p>28 July 2022 <i>Kopi vs Gula</i> MASKargo Logistics</p>
 <p>3 June 2022 Ambassador Dato' Aminah Tun Karim Former Public Career Diplomat <i>Passion, Perseverance & Patience</i></p>	
 <p>24 June 2022 Fayza Mohamed Amin Independent Non-Executive Director of Cradle Fund Sdn Bhd <i>Atomic Habit</i></p>	

ENSURING THE BEST CUSTOMER EXPERIENCE

In 2022, our Customer Experience Department focused on minimising our environmental impact while contributing to our organisational goals as outlined in our Sustainability Blueprint.

The department's initiatives were guided by the following principles:

- **Reduction of waste and emissions:** Minimising the use of resources, reducing waste and emissions, and working towards becoming carbon neutral.
- **Increased efficiency:** Implementing processes and technologies that increase efficiency and reduce waste, such as digitalising documents and using sustainable materials.
- **Sustainable procurement:** Ensuring that suppliers and partners meet the same sustainability standards as the airline, using eco-friendly products and services whenever possible.
- **Customer engagement:** Engaging customers in sustainability efforts and educating them on the importance of sustainability in the aviation industry.
- **Continual improvement:** Regularly reviewing and improving sustainability initiatives and processes to ensure they remain relevant and effective.
- **Collaboration:** Collaborating with other departments, industry partners, and stakeholders to drive sustainability initiatives forward and achieve common sustainability goals.

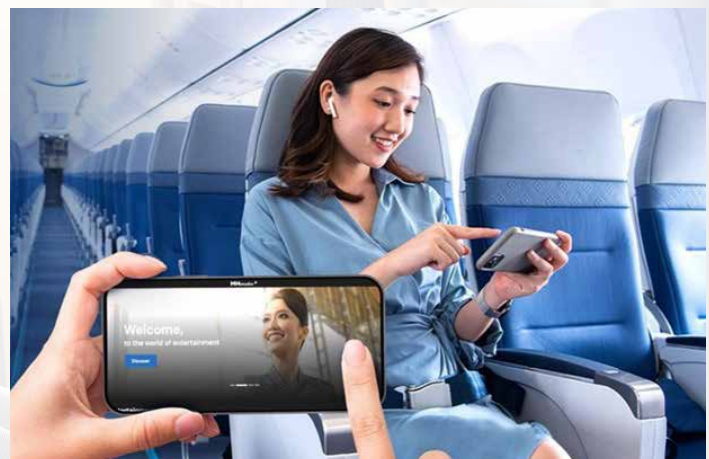


REFRESHING OUR CABINS

Improving our offerings goes hand in hand with our carbon reduction initiatives. We refurbished the B737-800 NG cabins and upgraded the new seats in both the Business and Economy classes to offer a superior traveling experience.

The new seats are made with durable lightweight materials and feature personal device holders and power outlets for charging. The design is functional, comfortable, and visually pleasing, while proudly showcasing the Malaysian identity through batik motifs.

Lighter materials are also used throughout the cabins, with soft dividers replacing hard partitions for a more welcoming feel.



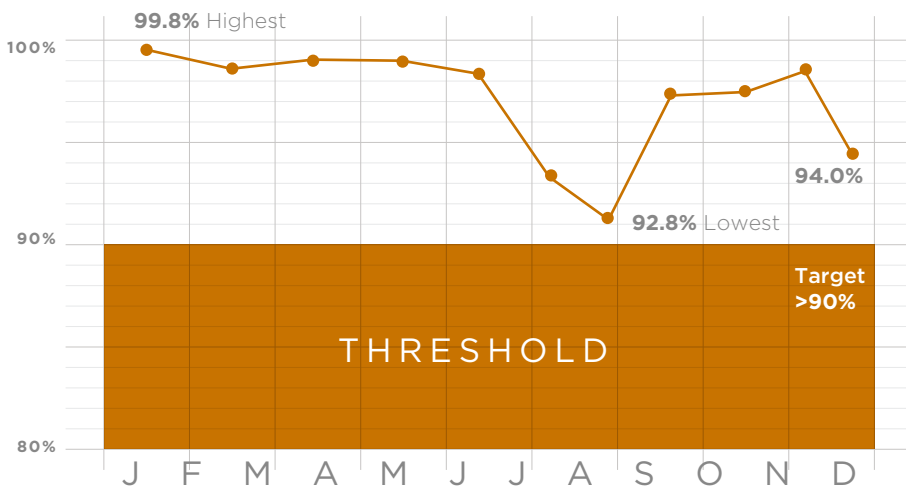


TRACKING FEEDBACK AND COMPLAINTS

GRI 2-23, 2-24, 2-27

The MAVCOM Closure Rate Report shows the total number of closed complaints that were lodged with MAB, which are reported to MAVCOM quarterly. This report is central to our efforts in our obligations as governed by the First Schedule of Malaysia Aviation Consumer Protection Code (MACPC), and to safeguard the rights of consumers in the aviation industry.

Monthly Actual Performance vs Target



YTD STATISTICS 2022

12,532
Complaints

12,184
Closed
Complaints

97.2%
Closure Rate

■ MAVCOM Closure Threshold
● Closure rate '22

DIGITALISING OUR PROCESSES

Digitalising our processes helps improve the experience for our customers, employees and suppliers by reducing processing time and providing a platform for direct communication, in addition to reducing usage of paper. Our Customer Experience Department at MAG is dedicated to promoting digitalisation and sustainability through data-driven initiatives.

MAG has implemented the **MH Self Service Portal**, which provides customers with self-service options such as flight disruption letters, mishandled baggage reporting, travel confirmations, and travel documentation. Storage for documents is now cloud-based, allowing easy and secure access.

For our employees, the **MH SuperCEX Employee Attendance Tracking** system improves remote work efficiency and effectiveness by digitalising workflow documentation.

For our suppliers, our Procurement Blueprint highlights key initiatives to improve their experience with us.

DIGITALISING THE CUSTOMER EXPERIENCE

At MAG, our hospitality extends throughout the entire customer experience, from pre-booking to travel experiences at the destination.

Digitalising our processes enhances customer experience, allowing faster service by reducing wait times and enabling us to provide a more personalised and transparent experience. Automating certain processes increases operational efficiency and improves customer satisfaction.

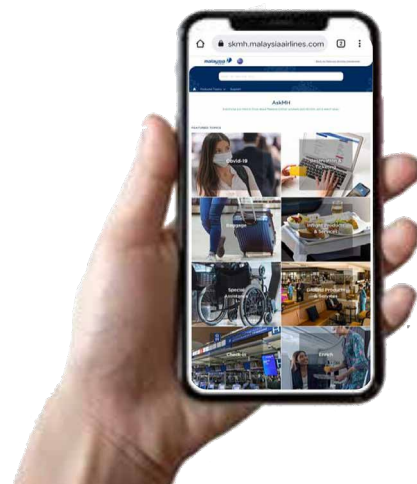


MALAYSIA AIRLINES BAGGAGE SELF-SERVICE REPORTING

The Baggage Self service Reporting system commenced on 29th July 2022. By offering our customers a convenient way to easily report lost or delayed baggage, update their contact information and baggage details, their experience on our flights is significantly improved. The system automatically populates passenger information and baggage details from the airlines' departure control system, allowing a seamless and efficient reporting process.

AskMH

The AskMH platform is a one-stop centre on the Malaysia Airlines website that provides quick answers to frequently asked questions. It includes information on new products, updated travel information, travel advisory, and product suspension FAQs. This platform reduces the volume of inquiries to the Contact Center and number of emails received, as customers can search for relevant information at any time and from any location. The FAQs on the platform are regularly updated through quarterly maintenance and engagement with stakeholders to ensure their accuracy.



MH E-FOCUS GROUP

We want to know what our customers expect of us and the best way to get that information is by directly engaging them. The MH e-Focus Group is an ongoing initiative that involves interviews with a target audience to get feedback on our products, services, and marketing campaigns. Through direct engagement and seeing their suggestions implemented, our customers will feel valued and assured that our commitment to customer service is not merely lip service.



Touchbase / Engage

To find out how our customers are coping during these uncertain times and how they are embracing the new norm



Leveraging the Digitalisation for Onboard Experience

To identify the strength & weaknesses of digitalisation and customer preference on digital experience & 'personal touch' at various touchpoints



Improving the Premium Customer Experience

To capture feedback and insight on the value of Premium Economy (PEY) offerings and flight disruption handling experience



Expanding Product and Service Offerings

To gauge opinions on the expansion of our product and service offerings

MALAYSIA AIRLINES (MH) CUSTOMER INSIGHT SURVEY (MHCIS)

We conducted the MHCIS in Q4 2022 to gain further insight into customer preferences and travel aspirations for 2023 and beyond. We received 10,262 responses through Malaysia Airlines' social media platforms and newsletter subscribers.

88% of the respondents were Enrich Members and 12% were non-Enrich Members, with most having recently traveled with an airline within the last 3 months.

Health and safety measures continue to be a major influence on customers' travel plans. The survey will provide valuable information on areas for improvement in our products and services, airport experience, in-flight experience, and onboard.



BUILDING A COMMUNITY OF CUSTOMERS

CUSTOMER ADVOCACY PROGRAMME (MHfriends)

We created MHfriends in March 2022, a community of frequent flyers, to help us improve our products and services and bring new and innovative ideas to enhance the experience for all our customers.

Through MHfriends, the community members will have the opportunity to:

- Join the quarterly 'Meet and Greet Session' to share feedback in a casual, small group setting.
- Be the first to experience new products / concept testing including food tasting for new menu development.
- Participate in Malaysia Airlines' surveys for product design and development.
- Receive quarterly newsletters and be informed of exclusive updates and news on Malaysia Airlines.
- Be a Mystery Shopper on our flights (when flying Malaysia Airlines).

In 2022, we held several events under the MHfriends initiative, including BeYOUTiful @Tiarasa Luxe that celebrates women and wellness, a Wireless Inflight Entertainment User Experience Session and the opportunity for guests to experience our refreshed cabins and evaluate the new seating and glassware.



OTHER DIGITALISATION PROJECTS FOR OUR CUSTOMERS




<p>MH SELF SERVICE PORTAL ENHANCEMENT</p> <ul style="list-style-type: none"> To allow customers self-service options in obtaining delay / cancellation confirmation letters immediately. To improve the current flight disruption letter module with inclusion of additional flight disruption scenarios. To introduce the Travel Confirmation Letter module. 	<p>MH TRADVISOR ALIGNMENT OF TRAVEL INFORMATION ACROSS ALL FRONTLINE AREAS</p> <ul style="list-style-type: none"> To act as a quick reference point for the evolving travel requirements for different countries. To ensure our frontline teams have the right resources to communicate with customers to keep them updated with the correct travel requirements. 	<p>CUSTOMER RELATIONS ONLINE RESOURCES STANDARD OPERATING PROCEDURE (SOP)</p> <ul style="list-style-type: none"> To act as a single source platform. To provide an accessible and secure platform for sensitive documents. To facilitate document control, access and retrieval.
<p>DATA AND FILE ARCHIVING SOLUTION HEROKU BACKED DATA STORAGE</p>  <ul style="list-style-type: none"> To comply with data retention policies while remaining within the allocated data budget. To improve performance, reporting, and record locking. To improve data access and retrieval in Salesforce. 	<p>EMPLOYEE ATTENDANCE TRACKING MH SUPER CEX</p>  <ul style="list-style-type: none"> Zero development cost To improve efficiency and effectiveness of working from home (WFH). Features in the app: <ul style="list-style-type: none"> Attendance Reports & History Attendance History Health Check Form Leave Management Check in/out : date / time / location tracker MH Quality Assurance Self Evaluation Form (MHQASE) link 	<p>FLIGHT TICKET REQUEST MARKETING SPONSORHIP</p>  <ul style="list-style-type: none"> To automate manual processes and tracking. To create a completely digital process.

DIGITALISING THE SUPPLIER EXPERIENCE

MAG's Supplier Relationship System (SRM) is a systematic approach to evaluate our vendors who supply goods, materials, and services. The SRM determines each supplier's contribution to develop strategies that improve their performance and enhance our long-term relationships with them.

The key benefits from the SRM include increased efficiency and accuracy throughout the entire process. Vendors are also given the autonomy, through self-assessment and training, to improve their implementation of ESG elements.

MAG Procurement Blueprint Key initiatives relating to Supplier Management

<p>PHASE 1 REFRAME ESG 2022 - 2024</p>	<p>PHASE 2 INSTITUTIONALISE ESG (2025 - 2027)</p>	<p>PHASE 3 EMBEDDING ESG ORGANISATION AND ECOSYSTEM WIDE (2028 - 2030)</p>
<ul style="list-style-type: none"> Initiate Self Assessment Questions with ESG elements - Supplier Profile & Supplier Risk Performance 	<ul style="list-style-type: none"> Annual training to SMEs and local vendors on Supplier code of conduct as well as create a structured programme to enable suppliers a grace period to meet requirements 	<ul style="list-style-type: none"> Build a network of suppliers with specialists / experts to support suppliers in their transition Incentive structure for SMEs / entrepreneurs to venture into sustainable solutions and innovations Accelerate MAG led vendor development programme Full adoption of supplier Code of conduct becomes a pre-condition to qualification (with Self Assessment Question full scoring) Targeted long-term partnerships to factor investments in key sustainability focus areas
<p>DIGITAL TRANSFORMATION </p>		
<p>COLLECT AND ANALYSE DATA</p> 	<p>IDENTIFY THE OPPORTUNITIES FOR COST SAVINGS AND OPTIMISATION</p> 	<p>ESTABLISH METRICS TO MEASURE SUCCESS</p>

ENGAGING THE COMMUNITY

GRI 413-1

By improving our communities, we improve ourselves. MAG actively engages with the communities we serve to build trust and involvement, bridging the gaps in communication through collaborations that bring positive and sustainable economic, social, and environmental development.

Our MH Rangers team, established in 2018, is a ready pool of staff volunteers that support the organisation’s CSR initiatives and activities.

MH RANGERS

GRI 413-1

2022 DEPLOYMENTS & ACTIVATIONS

With the roll-out of LTBP 2.0, the MH Rangers – MAG Employee Volunteering Programme continues to play a major supporting role in driving MAG’s five (5) key pillars and six (6) beliefs anchored on MAG’s Statement of Purpose:

<p>Building Trust</p>	<p>Building Connections</p>	<p>Impacting Lives</p>
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Established in 2018, MH Rangers contributed to the improvement of our performance in delivering Malaysian Hospitality (MH). This programme steers a sense of solidarity in MAG employees and empowers them to volunteer their skills, experience, commitment and time to make a difference to every customer at various customer touchpoints and intervene in a crisis to minimise business disruptions.

In response to a potential, imminent or actual crisis, the **Emergency Operations Committee (EOC) may instruct MH Rangers’ activation.**

Guided by HC-EOC Rep, **the deployment of MH Rangers will help manage the critical situation and minimise its impacts.** It will also enhance and align the whole Group’s response to the crisis.

Based on the criticality of the situation, MH Rangers’ Operation Control Centre will **deploy the first squad of 10 members within eight (8) hours of activation.**

	Unit	Total
Staff Volunteering	Hours	2,384
Humanitarian Aid	Tonnes	2.5
Humanitarian-Aid Worker Passengers	Pax	1,090

MH RANGERS’ ACTIVITIES

<p>Turnaround Aircraft Quality Control</p>	<p>On-Site Assistance</p>	<p>Special Assistance Team for Crisis</p>	<p>Faces of MH</p>	<p>Humanitarian CSR</p>	<p>Educational Awareness</p>
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MH Rangers is a team of employees across all MAG's departments and entities who volunteer their services or have been selected based on their skills and experience to be mobilised in times of crisis.

Registered MH Rangers
1,657

Total Deployments (Jan-Dec 2022)
9

2022 MHR Activated
250

2022 MHR Man-Days
446

Since MH Rangers was formed, they have actively contributed to a number of community and humanitarian efforts.

During the 2022 floods in Malaysia, MH Rangers on-site support to the victims and distributed care packs in the Klang Valley and Sepang areas. After the floodwaters receded, they assisted in post-flood cleaning efforts. A dedicated call centre and evacuation centre were established to coordinate the team's operations.

2022 TIMELINE

Deployment	Level of Criticality	Total MHR Activated	Total Man-Days
MHR Digital Solutions & Payments	Moderate	1	9
MAG Flood Relief (19 Dec 2021 - Jan 2022)	High	156	298
On-Site Support MH Cool Treat	Low	4	5
EOC Deployment BTW Baggage Management	High	38	65
On-Site Support MAG Retiree - Appreciation Event	Low	11	21
On-Site Support MAG Open Day Recruitment 2022	Low	14	14
On-Site Support MAG Coffee Table Book Launch	Low	5	5
On-Site Support KLIA Departure - Balik Kampung	Low	20	28
On-Site Support Anugerah WOW 2022-H1	Low	1	1
MAG Flood Relief (Dec 2022)	High	241	-

MHR-MAG FLOOD RELIEF DEPLOYMENT COVERED

Care Pack Delivery	Klang Valley & Sepang	MAG Evacuation Centre	South Support Zone (SSZ) & MAB Academy (MABA)
Post-Flood House Cleaning	Klang Valley & Sepang	On-Site Support	Care Pack Production
MHR Call Centre	Coordinated MHR Delivery Team & Engaged with Affected Employees		LSG Sky Chef Ibrahim KLIA Departure

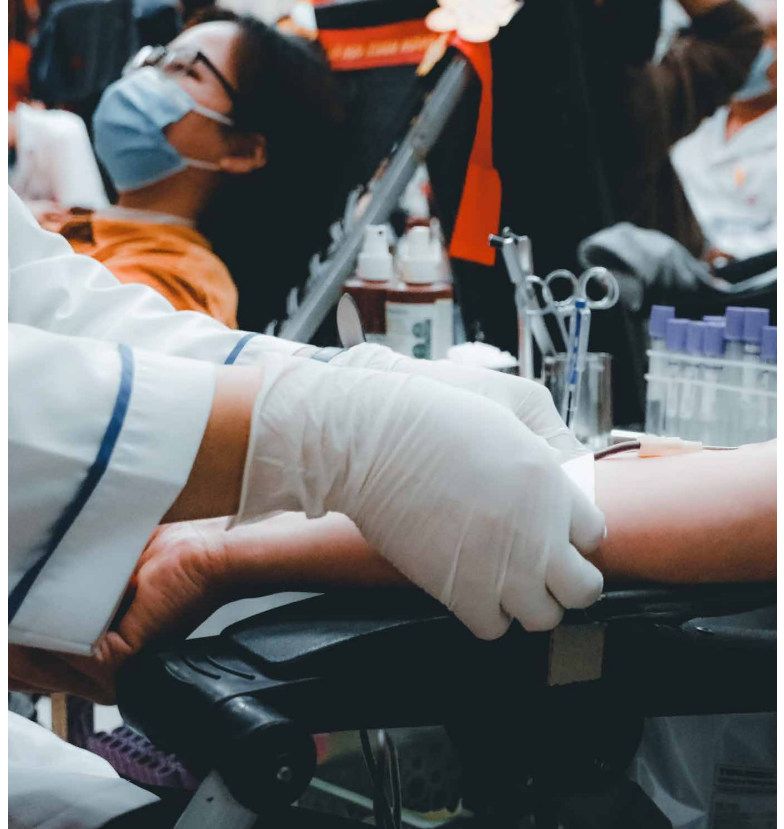
MASwings BLOOD DONATION

GRI 413-1

Blood is the most precious gift; one that can save a life.

MASwings signed a memorandum of understanding (MOU) with the Malaysian Red Crescent-Kota Kinabalu to collaborate on blood donation campaigns and other beneficial activities.

MASwings' sustainability initiatives in Sabah, Sarawak, and Federal Territory Labuan encompass environmental and social causes aimed bettering the lives of the communities it serves.



Collaborated with

MALAYSIAN
RED CRESCENT



Lives Saved

459



Blood Donation

153
PINTS

Successfully collected 153 pints of blood during the 2022 blood donation drive





GOVERNANCE

— Building Trust

- 49** Corporate Governance at MAG
- 50** Good Governance Practices for Sustainability
- 50** A Multi-Level Approach to Safety and Security
- 51** Upholding Human Rights
- 52** Corporate Governance for Sustainability

At Malaysia Aviation Group, our utmost priority is to enhance long-term value for our stakeholders through a steadfast commitment to corporate governance at every level of our organisation.

We believe that being proactive in ensuring good governance ensures we operate to the highest of ethical standards and in compliance with laws and regulations, building trust and credibility with our stakeholders. By practicing good governance, clear lines of responsibility and accountability are established, enhancing our decision-making, boosting operational performance, and mitigating risks. Establishing MAG as an organisation that is ethical, credible, and transparent will attract the finest of industry talents to join our positive work culture, further enhancing our reputation.

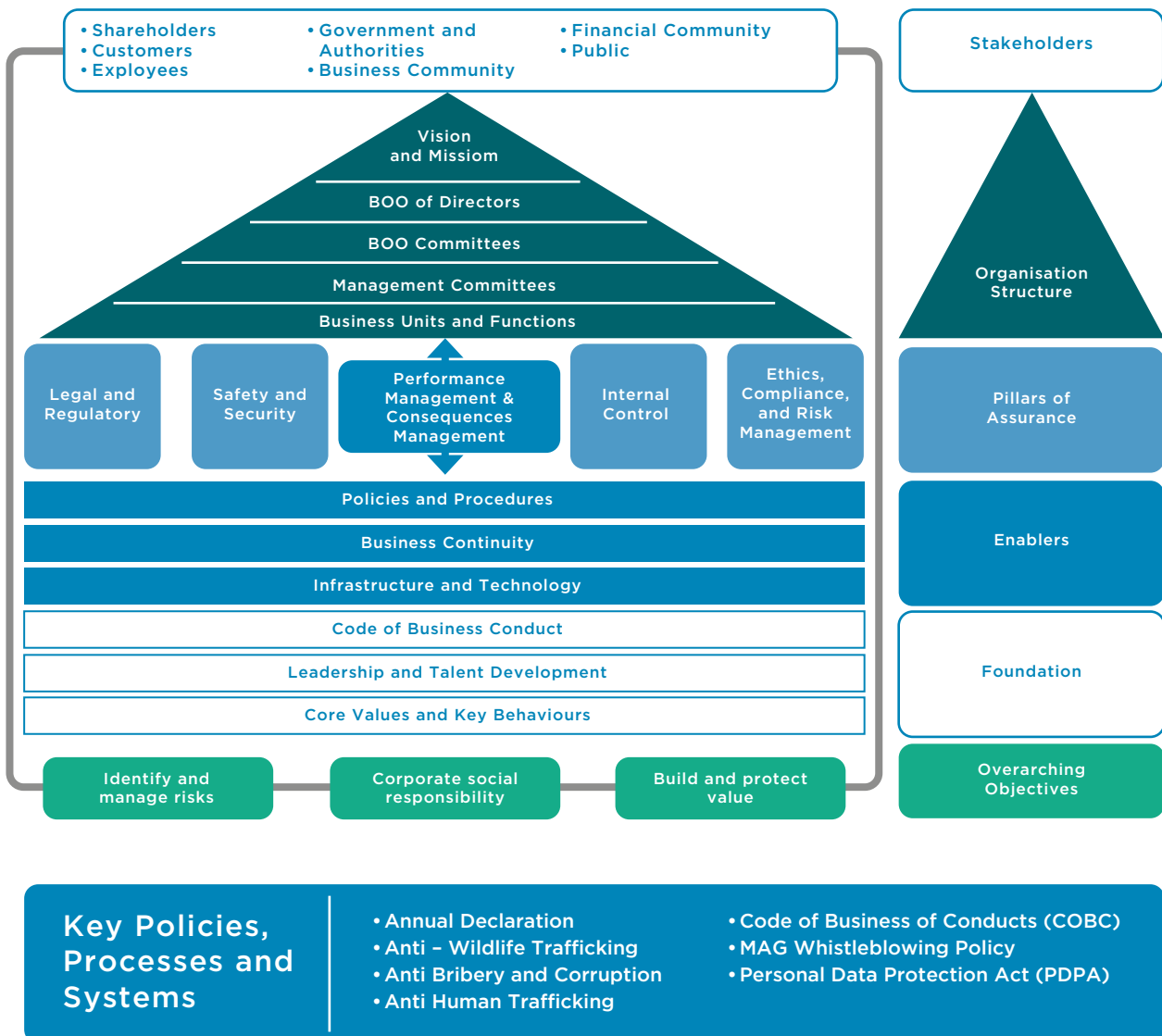
Aside from maintaining a robust corporate governance framework that governs our day-to-day operations, our commitment to good governance extends to prioritising safety, upholding human rights, managing risks effectively, and ensuring responsible supply chain and procurement practices.

CORPORATE GOVERNANCE AT MAG

GRI 2-9, 2-12, 2-13, 2-16, 2-23, 2-24, 2-25, 2-27, 403-2

Corporate governance at MAG ensures oversight, transparency, and accountability throughout our organisation, while balancing the interests of all our stakeholder groups. The corporate governance structure comprises a suite of policies, frameworks, and standards that direct the conduct, management, and performance of the Group’s employees, and outlines the communication and maintenance of corporate policies and procedures. This includes comprehensive guidelines for the Financial Approving Authority and Limits for MAG, as defined in the CAAP. All governance frameworks are consolidated in our ‘House of Order’.

In order to accomplish sustainability objectives in MAG, it is crucial to establish transparent lines of accountability that empower us to make well-informed and impactful decisions.



GOOD GOVERNANCE PRACTICES FOR SUSTAINABILITY

GRI 2-23, 2-24, 2-25, 2-27, 416-2, 418-1

A MULTI-LEVEL APPROACH TO SAFETY AND SECURITY

GRI 416-2, 418-1

In 2022, all three of our airlines underwent Civil Aviation Authority of Malaysia air Operator Certificate (AOC) Renewal and Surveillance Audits in 2022, maintaining our AOC certifications. The AOC certification is a key regulatory certification for airlines to operate.

MAB conform to the IATA Operational Safety Audit (IOSA) certification. ADS HQ and Kuala Lumpur were IATA Safety Audit for Ground Operations (ISAGO) recertified until end of 2023, and conflict zones of Ukraine, Middle East and South China Sea are closely monitored. Potential cyberthreats are constantly evaluated by our IT Cybersecurity team.

We continue to implement safety measures related to COVID-19 among our staff. We emphasise safety and security at all levels within our Business Units (BU), with clear targets and measurable indicators. An Operational Safety Management review is conducted periodically, with the results escalated to the BU Safety Action Groups (SAG), chaired by the Head of Operations and the Airlines Safety Review Board (SRB). A Safety Review Meeting (SRM) is chaired by the Group Managing Director (GMD) quarterly. Safety matters are escalated to the Board Safety and Security Committee for their guidance. All three of our airlines have undergone the Civil Aviation Authority of Malaysia Air Operator Certificate (AOC) Renewal and Surveillance Audits in 2022 and maintained our AOC certifications. This is a key regulatory Flight Operations Safety Certification for airlines to operate.

Maintaining a multi-level approach to safety and security involves continuous monitoring to ensure we are always proactive in staying one step ahead.



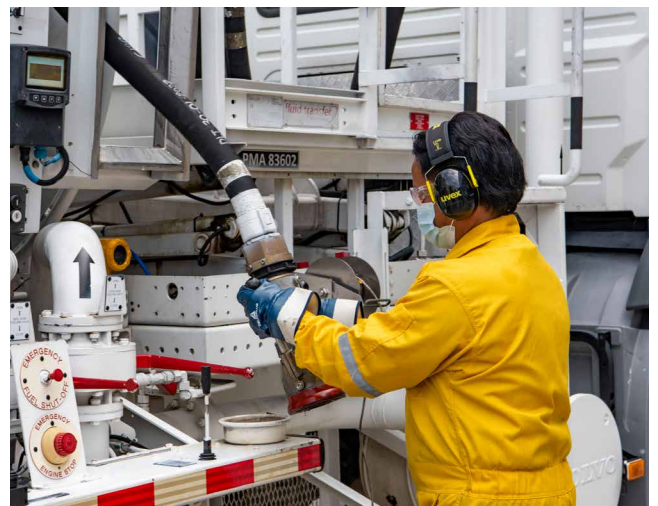
ZERO
Accidents for
5.5 Years



ZERO
Accidents and
Workplace Related
Deaths in 2022



ZERO
incidents of
cybersecurity
breaches



UPHOLDING HUMAN RIGHTS

GRI 2-23, 2-24, 2-25, 2-27

The aviation industry is seen as “the business of freedom”, providing access to a global network that reunites families, facilitates tourism and cultural exchange, and opens gateways to a new life for many at-risk individuals.

This capacity comes with its own risks. According to the 2021 Global Estimates of Modern Slavery, there are currently 50 million people in situations of modern slavery – the very antithesis of social justice and sustainable development. Through the adoption of the Sustainable Development Goals (SDGs), the global community has committed to ending modern

slavery among children by 2025, and universally by 2030 (based on SDG Target 8.7) and the aviation industry plays a very big role in achieving this.

Having said that, MAG does not tolerate and support modern slavery as stated under our Human Capital Policy.

Our key approach of **creating awareness, capacity building and collaborating with strategic partners** has helped us contribute to this universal goal. We adopt a zero-tolerance approach to modern slavery in any form, and our position is clearly stated in our Human Capital Policy.



“According to the 2021 Global Estimates of Modern Slavery, there are currently 50 million people in situations of modern slavery – the very antithesis of social justice and sustainable development”



ZERO
reported cases of human trafficking



Continuous awareness

Group Business Integrity provides recurrent training for victim identification and reporting mechanisms. The training module was developed in 2018 and later digitalised.



Specialised training

Our crew and operations staff have been specifically trained to identify possible trafficking victims and implement reporting mechanisms. They are made aware of profiling, discreet reporting methods and the Do Not Harm Concept as circulated by ICAO guidelines.



Collaborating with strategic partners

In 2017, we began engaging with the Council for Anti-Trafficking in Persons and Anti-Smuggling of Migrants (MAPO), an agency under the Ministry of Home Affairs. In 2022, we signed an MOU with Stop Human Trafficking (SHUT) to develop and conduct the identification of human trafficking module for our employees. The MOU was signed during our inaugural Aviation Against Trafficking in Persons Conference (AATIP-C), held in conjunction with World Day Against Human Trafficking.



An average of **1,000** MAG staff has been trained for victim identification and reporting mechanism since 2018



CORPORATE GOVERNANCE FOR SUSTAINABILITY

GRI 2-16, 205-2

MAG takes a zero-tolerance approach to corruption to ensure the growth and long-term sustainability of the organisation and build trust with our stakeholders. We are strongly committed to secure and transparent processes across our operations and in embedding a working culture of integrity, as reflected in our Code of Business Conduct which all our employees are bound by.



ANTI-WILDLIFE TRAFFICKING

GRI 205-2

MAG is fully committed to disrupting the distribution channels of wildlife trafficking within our transportation networks. We have implemented a range of awareness and training programmes for our employees, covering topics such as CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora) regulations, identifying suspicious items or cargo, and reporting mechanisms for suspected illegal contraband.

In addition, we have established strong working relationships with the Customs Department of Malaysia and TRAFFIC, a well-known NGO that monitors global illegal wildlife trade. These partnerships provide us with up-to-date information on the latest modus operandi, enabling us to remain vigilant in disrupting the transportation of illegal contraband within our network.



ZERO

reported cases of
wildlife trafficking in
2022

SPEAKING UP AGAINST SEXUAL HARASSMENT AND CORRUPTION

GRI 2-16, 2-25, 2-26, 205-3, 206-1

A conducive and safe work environment emphasises open communication and transparent processes. We adopt a zero-tolerance approach to all forms of sexual harassment, bribery and corruption.

MAG has provided our employees a safe channel to raise their concerns affecting the organisation, protected by our Whistleblowing Policy under the Board Governance and Risk Committee (BGRC).

The Whistleblower platform provides a safe and acceptable channel for anyone to raise concerns about malpractice affecting the organisation without fear of reprisal.

We are committed to making whistleblowing the norm for employees to raise genuine concerns. To support this, MAG conducts anti-corruption and anti-sexual harassment training to enable our employees to identify incidents and take appropriate action through the dedicated grievance channels.

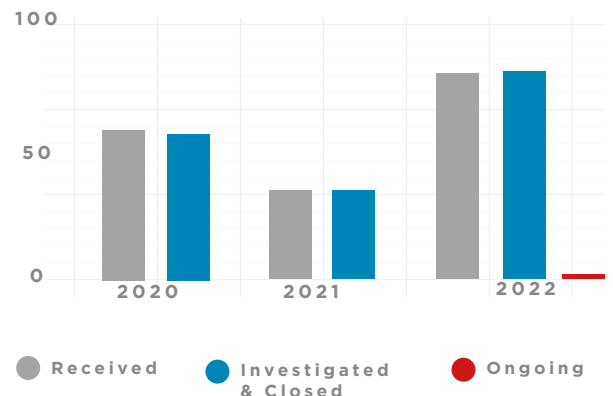
The MAG Anti-Bribery and Corruption Manual provides guidance on how to deal with all forms of solicitation, bribery, and corruption that may arise during the course of business. All MAG employees are required to submit an annual declaration of conflict of interest to promote a culture of transparency. Additionally, the company is also required to submit a bi-annual report to MACC on any reported or investigated cases involving corruption, as well as updates on risk assessments and efforts in eradicating corruption within the organisation.

“All MAG employees are required to submit an annual declaration of conflict of interest to promote a culture of transparency within the company”



WHISTLEBLOWER CASES

Year	Total	Investigated & Closed	Ongoing
2020	88	86	2
2021	46	45	1
2022	64	64	
2019	204	204	
2018	41	41	
2017	32	32	
2016	11	11	
Total	486	483	3



RISK MANAGEMENT FRAMEWORK

GRI 2-23, 2-24, 2-25, 2-26, 2-27, 207-2, 403-2

MAG risk management framework guides the organisation in identifying and mitigating risks. It provides a systematic approach to risk management while increasing awareness of business risks, instills confidence, improves compliance and provides decision makers the knowledge and tools to manage risks.

OUR APPROACH TO RISK MANAGEMENT

- Adopting the ISO31000 Risk Management Framework
- The framework satisfies the requirements of Bursa’s Statement on Risk Management and Internal Control, the Malaysian Code on Corporate Governance 2021, ISO37001: 2016 Anti Bribery Management System, and the Malaysian Anti-Corruption Commission Act 2009 (MACC Act) Section 17A.

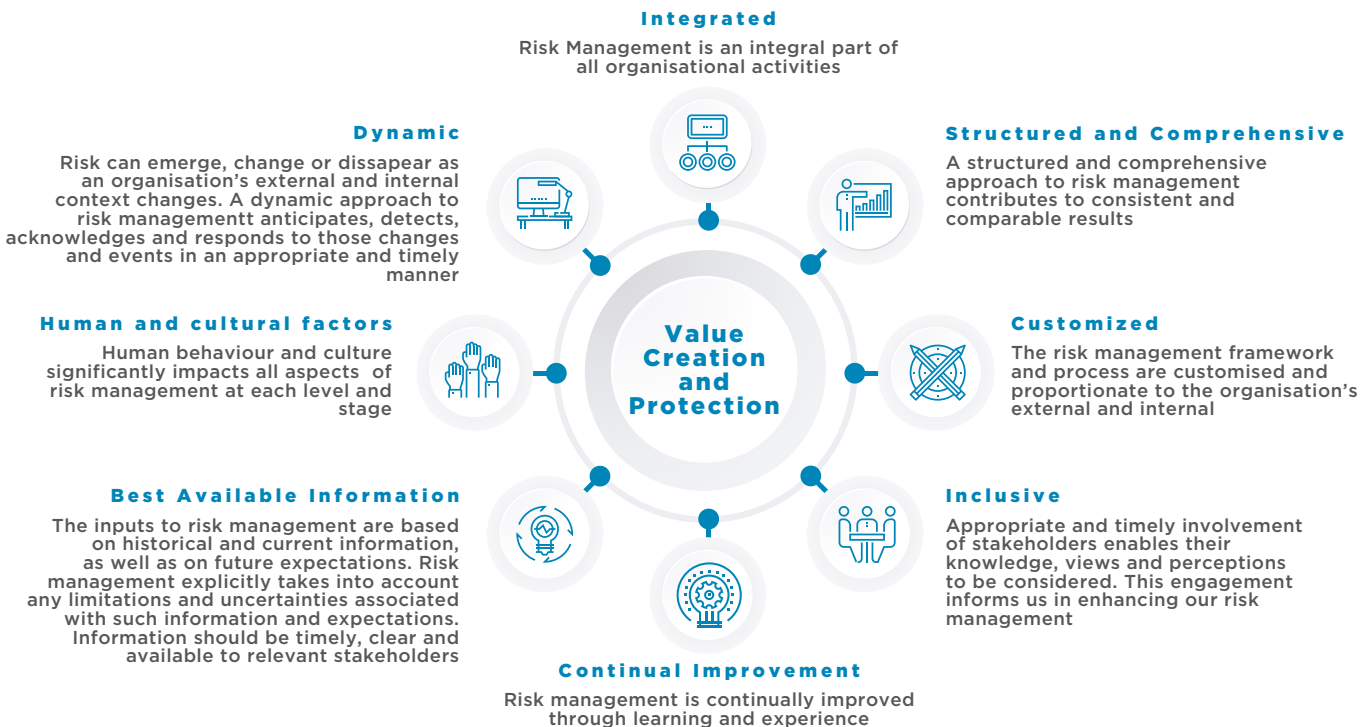
All risks are evaluated in accordance to MAG’s Probability and Impact Tables are rated according to MAG’s Risk Matrix. Based on the risk rating, mitigation plans are implemented. Critical and High risks are escalated to management and Board Governance, Risk and Compliance (BGRC).

A Key Risk Indicator (KRI) is an indicator, or metric, used to assess and measure a risk. By using Key Risk Indicators, we are able to quantify and monitor changes in the levels of risk exposure and contribute to the early warning signs that enable MAG to prevent crisis and mitigate them in time.

“By using Key Risk Indicators, we are able to quantify and monitor changes in the levels of risk exposure and contribute to the early warning signs that enable MAG to prevent crisis and mitigate them in time.”

RISK MANAGEMENT PRINCIPLES

These principles underpin MAG’s commitment and guide our risk management approach across all levels.



MAG Risk Management Policy: Adopted from ISO 31000.



Supplier Code of Conduct

Click or scan here to read more



GRI INDEX

Statement of use	Malaysia Aviation Group (MAG) has reported the information cited in this GRI content index for the period 1 January 2022 - 31 December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standard	Disclosure	Page Number (s) or URL/Direct Answer
GRI 2: General Disclosures 2021	2-1 Organisational details	4, 5
	2-2 Entities included in the organisation's sustainability reporting	3
	2-3 Reporting period, frequency and contact point	3
	2-4 Restatements of information	
	2-5 External assurance	3, 8, 10
	2-6 Activities, value chain and other business relationships	4, 5, 9, 10
	2-7 Employees	4
	2-8 Workers who are not employees	
	2-9 Governance structure and composition	49
	2-10 Nomination and selection of the highest governance body	
	2-11 Chair of the highest governance body	
	2-12 Role of the highest governance body in overseeing the management of impacts	49
	2-13 Delegation of responsibility for managing impacts	49
	2-14 Role of the highest governance body in sustainability reporting	
	2-15 Conflicts of interest	
	2-16 Communication of critical concerns	49, 52, 53
	2-17 Collective knowledge of the highest governance body	
	2-18 Evaluation of the performance of the highest governance body	
	2-19 Remuneration policies	
	2-20 Process to determine remuneration	
	2-21 Annual total compensation ratio	
	2-22 Statement on sustainable development strategy	7, 8, 12
	2-23 Policy commitments	15, 22, 23, 28, 32, 33, 35, 41, 49, 50, 51, 54
	2-24 Embedding policy commitments	15, 22, 23, 28, 32, 33, 35, 41, 49, 50, 51, 54
	2-25 Processes to remediate negative impacts	49, 50, 51, 53, 54
	2-26 Mechanisms for seeking advice and raising concerns	53, 54
	2-27 Compliance with laws and regulations	15, 22, 23, 28, 32, 33, 35, 41, 49, 50, 51, 54
	2-28 Membership associations	14
	2-29 Approach to stakeholder engagement	14
	2-30 Collective bargaining agreements	

GRI Standard	Disclosure	Page Number (s) or URL/Direct Answer
GRI 3: Material Topics 2021	3-1 Process to determine material topics	13
	3-2 List of material topics	13
	3-3 Management of material topics	13
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	
	201-2 Financial implications and other risks and opportunities due to climate change	15, 16
	201-3 Defined benefit plan obligations and other retirement plans	33
	201-4 Financial assistance received from government	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	
	202-2 Proportion of senior management hired from the local community	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	
	203-2 Significant indirect economic impacts	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	
	205-2 Communication and training about anti-corruption policies and procedures	52
	205-3 Confirmed incidents of corruption and actions taken	53
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	53
GRI 207: Tax 2019	207-1 Approach to tax	
	207-2 Tax governance, control, and risk management	54
	207-3 Stakeholder engagement and management of concerns related to tax	
	207-4 Country-by-country reporting	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	11, 25, 26, 27
	301-2 Recycled input materials used	26, 35
	301-3 Reclaimed products and their packaging materials	26
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	
	302-2 Energy consumption outside of the organisation	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	11, 16, 17, 18, 19, 20
	302-5 Reductions in energy requirements of products and services	11, 19, 20, 21

GRI Standard	Disclosure	Page Number (s) or URL/Direct Answer
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	25, 28
	303-2 Management of water discharge-related impacts	
	303-3 Water withdrawal	
	303-4 Water discharge	
	303-5 Water consumption	28
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	31
	304-2 Significant impacts of activities, products and services on biodiversity	31
	304-3 Habitats protected or restored	31
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	16
	305-2 Energy indirect (Scope 2) GHG emissions	16
	305-3 Other indirect (Scope 3) GHG emissions	16
	305-4 GHG emissions intensity	16
	305-5 Reduction of GHG emissions	11, 20
	305-6 Emissions of ozone-depleting substances (ODS)	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	
	306-2 Management of significant waste-related impacts	25 - 26
	306-3 Waste generated	
	306-4 Waste diverted from disposal	11, 25, 27
	306-5 Waste directed to disposal	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	
	308-2 Negative environmental impacts in the supply chain and actions taken	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	33, 36-39
	401-3 Parental leave	33
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	

GRI Standard	Disclosure	Page Number (s) or URL/Direct Answer
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	33
	403-2 Hazard identification, risk assessment, and incident investigation	30, 31, 33, 49, 54
	403-3 Occupational health services	36-39
	403-4 Worker participation, consultation, and communication on occupational health and safety	33
	403-5 Worker training on occupational health and safety	33, 39
	403-6 Promotion of worker health	32, 37-38
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	29 - 30, 33, 37-38
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	33
	403-10 Work-related ill health	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	
	404-2 Programs for upgrading employee skills and transition assistance programs	36
	404-3 Percentage of employees receiving regular performance and career development reviews	34
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	34
	405-2 Ratio of basic salary and remuneration of women to men	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	

GRI Standard	Disclosure	Page Number (s) or URL/Direct Answer
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	7, 26, 31, 35, 45 - 47
	413-2 Operations with significant actual and potential negative impacts on local communities	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	
	414-2 Negative social impacts in the supply chain and actions taken	
GRI 415: Public Policy 2016	415-1 Political contributions	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	50
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	
	417-2 Incidents of non-compliance concerning product and service information and labeling	
	417-3 Incidents of non-compliance concerning marketing communications	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	50

IATA ESG METRICS

	Units	Page
E.1 Fuel Consumption (flight operations)	t ¹	17
E.2 Scope 1 CO ₂ emissions	tCO ₂ ; tCO ₂ e ²	16
E.3 Scope 2 CO ₂ emissions	tCO ₂ ; tCO ₂ e	16
E.4 No _x emissions	kg	16
E.5 Carbon offsets (voluntary - airline purchased)	t	-
E.6 Carbon offsets (voluntary - customer purchased)	t	-
E.7 Carbon offsets (mandatory)	t	-
E.8 Noise:% of fleet that meets with ICAO Chapter III, IV & XIV	%	29-30
E.9 Energy consumption within the organisation, non renewables and renewables	GJ ³ ; MWh ⁴	19-21 25-28
S.1 Community engagement and charitable support	\$, hours, cargo t, passengers	45-46
S.2 Work related injuries	#, rate	33, 50
S.3 Fatalites as result of work-related injury	#, rate	33, 50
S.4 Employee training; includes different types of trainings	#, hours	36
G.1 Diversity (gender, grade)	#	34
G.2 Total number of confirmed corruption cases	#	52

ASSURANCE STATEMENT



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ASSURANCE STATEMENT

Context

VERIFAVIA SINGAPORE PTE LTD. (referred to as "VERIFAVIA") has been appointed by Malaysia Aviation Group to carry out an impartial verification, providing limited assurance, of the carbon inventory data for scope 1, scope 2, and scope 3 emissions for the period of January 1st to December 31st, 2022. The calculation of scope 2 emissions was based on location-specific emission factors. The table below presents the comprehensive breakdown of the total CO₂ emissions.

Reporting scope	CO ₂ emissions (tonnes)
Scope 1 (Jet fuel, Diesel & Petrol)	2,779,968
Scope 2 (Electricity)	18,802
Scope 3 (Purchased goods & Services, Upstream transportation & distribution, Energy & Fuel related activities, Waste generated in operations, Business Travel, Employee Commuting, Upstream leased assets)	631,594
Malaysia Aviation Group Total 2022 Scope 1, Scope 2 & Scope 3	3,430,363

Criteria

We conducted the independent audit based on the following verification criteria:

- ISO 14065:2013 – *Greenhouse gases – requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition*
- ISO 14064-3:2019 – *Greenhouse Gases – Specification with guidance for the validation and verification of greenhouse gas emissions and removals*
- Chapter 10 of the *Greenhouse Gas Protocol – “A Corporate Accounting and Reporting Standard” (Revised Edition)*

Responsibilities

The preparation and reporting of carbon inventory data, along with all supporting information and assessments, are the sole responsibility of Malaysia Aviation Group. Additionally, they are responsible for setting objectives related to carbon information and management, as well as establishing and maintaining performance management and internal control systems that serve as the basis for the reported information. Our role, as stated in the verification contract, is to form an independent opinion based on the examination of the information, data, and documents provided.

In accordance with the verification contract, it is our duty to form an impartial judgment by thoroughly analyzing the information and data presented in the Carbon Footprint. Our subsequent obligation is to convey this opinion to Malaysia Aviation Group. Additionally, we are required to report any instances where, based on our professional assessment:

- There are actual or potential misstatements (omissions, misrepresentations, or errors) or non-conformities related to the carbon inventory data.
- The verification team/verifier has not been provided with all the necessary information and explanations required to perform a thorough examination.



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- Opportunities exist for enhancing the company's performance in the monitoring and reporting of carbon inventory data communicated through the issues log.

We conducted a thorough examination, taking into account the verification criteria documents listed earlier. This process involved engaging in email and teleconferencing discussions, as well as conducting a virtual site visit between May and June 2023. During these interactions, we interviewed the responsible staff members to obtain limited assurance that the data's amounts and disclosures were appropriately prepared in accordance with the requirements outlined by the Greenhouse Gas Protocol. Our assessment included evaluating the data's relevance, completeness, consistency, transparency, and accuracy. Additionally, we reviewed and considered any necessary estimates and judgments made by Malaysia Aviation Group in preparing the data, while also assessing the overall adequacy of the data's presentation in the Carbon Footprint of Malaysia Aviation Group.

Independence statement

We can confirm that both VERIFAVIA and the verification team maintain complete independence from Malaysia Aviation Group. They have not been involved in any capacity with the creation of the carbon inventory, estimation of GHG emissions, or the preparation of any textual or data-related content presented in the sustainability section of Malaysia Aviation Group's annual report, with the exception of this Assurance Statement.

Opinion

We have carried out a verification of the carbon inventory data reported by Malaysia Aviation Group, as presented earlier. Our verification work, conducted with limited assurance, confirms that these data are accurately represented and do not contain any significant misstatements or non-conformities.

Singapore, 14 June 2023



Mathias Grossmann
 Aviation & Airports Director, VERIFAVIA



Kaustubh Deshpande
 Senior Aviation Manager, VERIFAVIA

ABBREVIATIONS AND ACRONYMS

AATIP	Advanced Aerospace Threat Identification Program	LTAG	Long Term Aspirational Goal
ADS	AeroDarat services	LTI	Loss Time Injury
AI	Artificial Intelligence	LSG	Lufthansa Group
ATR	Average True Range	MABA	Malaysia Airliens Berhad Academy
AOC	Air Operations Certifications	MACC	Malaysian Anti Corruption Commission
BCP	Business Continuity Plan	MAG	Malaysia Aviation Group
BGRC	Board Governance, Risk and Compliance	MACPC	Malaysia Aviation Consumer Protection Code
BKI	Kota Kinabalu Intrnational Airports	MAHB	Malaysia airports Holdings Berhad
BMI	Business Media International	MASB	Malaysian Accounting Standards Board
BU	Business Unit	MAVCOM	Malaysian Aviation Commission
Bumiputra	The concept of a bumiputra ethnic group in Malaysia	MBM	Market Based Measure
Status	Malaysia	MH	Malaysian Hospitality
CAAM	Civil Aviation Authority of Malaysia	MHCIS	Malaysia Airlines Customer Insight Survey
CCUS	Carbon Capture Technologies	MHRCC	MH Ranger Call Centre
CDA	Continuous Descent Altitude	MHQASE	MH Quality Assurance Self Evaluation Form
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora	MK	Malaysia Airlines Berhad Kargo
Co₂	Carbon Dioxide	MOR	Mandatory Occurance Report
COP27	27th Conference of the Parties	MW	MASwings
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation	MOU	Memorandum of Understanding
COSO	Committee of Sponsoring Organisations	MYA	Miri Airport
CSR	Corporate Social Responsibility	NGO	Non-Governmental Organisation
DNA	Deoxyribonucleic Acid	NGWB	Next Gen Wide Body
DOSH	Department of Safety and Health	NRT	Narita, Tokyo
EAP	Employee Assistance Programme	PBSM	Persatuan Bulan Sabit Malaysia
EMD	Engineering Management Department	PDRM	Polis Diraja malaysia
EOTI	Engine Out Taxi In	PEN	Penang
EOTo	Engine Out Taxi Out	PEY	Premium Economy
ERMD	Enterprise Risk Management Department	RAAL	Reduced Acceleration Altitude
ERM	Enterprise Risk Management	REVT	Idle Reverse Trust
ESG	Economy, Social, Government	RFLAP	Reduced Drag Landing Flaps Robotic
EQA	Environmental Quality Act	RPA	Process Automation SAG Safety Action Groups
FAQ	Frequently Asked Questions	SAF	Sustainable Aviation Fuel
FE	Flight Explorer	SGD	Sustainable Development Goals
FY	Firefly	SHAME	Sexual Harassment Must End
GB	Group Business	SHUT	Stop Human Trafficking Association
GMD	Group Managing Director	SME	Small and mid size enterprises
GHG	Green House Gases	SOHELP	Safety Health Enhancement Level Program
GP	Group Procurement	SOP	Standard Operating Procedure
GRCS	Governance, Risk and Compliance System	SP	Outpatients Specialist
IATA	International Air Transport Association	SRB	Safety Review Board
ICAO	International Civil Aviation Organisation	SRM	Safety Review Meeting
IFE	In flight entertainment	SRM	Supplier Relationship Management
IG	Implementation Guidance	SZB	Sultan Abdul Aziz Shah Airport
IP	Inpatients	SSZ	South Support Zone
IOSA	IATA Operational Safety Audit	SYD	Sydney
ISAGO	IATA Safety Audit for Ground Operations	TRAFFIC	Trade Records Analysis of Flora and Fauna in Commerce
KLIA	Kuala Lumpur International Airport	WB	Whistleblower
KPI	Key Performance Indicator	WFH	Work from home
KRI	Key Risk Indicator	WHM	Wildlife Hazard Management Program
KTJ	Komunity Tukang Jahit	W-ife	Wireless Inflight Entertainment
LHR	Heathrow		



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