

YTL GROUP
Building The Right Thing



MAKING A GOOD FUTURE HAPPEN

**SUSTAINABILITY
REPORT
2021**

The Journey Continues...



MAKING A GOOD FUTURE HAPPEN
The Journey Continues...

reflects our vision for what YTL Group sustainability initiatives aim to achieve internally and externally across the four pillars of YTL Group Sustainability Framework – **Environment**, **Workplace**, **Community** and **Marketplace**

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About This Report

[GRI 102-1, 102-46, 102-50, 102-51, 102-52, 102-53, 102-54]

YTL Group has produced an annual sustainability report since 2006 with the aim to accelerate our sustainability commitments and to create net positive impacts on society and the environment. This report, which marks the 15th annual sustainability report, provides an overview of our approach, performance and achievements to create long-term sustainable value for a wide array of stakeholders. We progressively evaluate and make necessary improvements to our approach to sustainability, in order to achieve our goals. We endeavour to report issues that are material to YTL Group and our stakeholders, where we create the most value and align with United Nations Sustainable Development Goals (UN SDGs).

As part of our efforts to reduce environmental impacts, this is our first year to produce our report only in digital version only. This report and our previous reports can be viewed online or downloaded in PDF from YTL Group's corporate website. Supplementary information is also available on our website under the sustainability section.

Reporting Period

This report covers YTL Group's performance from 1 July 2020 to 30 June 2021 (FY2021), unless otherwise specified. The information in this report corresponds to the Annual Reports of YTL Corporation Berhad (YTL Corp), YTL Power International Berhad (YTLPI), YTL Hospitality REIT Berhad (YTL REIT) and Malayan Cement Berhad (MCB) for the same year.

Reporting Scope

This report covers YTL Group's significant and active operating units, and those we have direct operational control over, as reflected in the holding company's Annual Report. Unless otherwise stated, the information presented in this report covers our utilities and property investment businesses in Malaysia, Singapore, Indonesia, Australia and the United Kingdom (UK), where there is readily available data in place and have more comprehensive sustainability disclosures in their respective reports and corporate websites listed here on the right. We also include sustainability initiatives from other business units and some associated companies in greater detail.

Reference and Guidelines

This report has been prepared in accordance with the Global Reporting Initiative Standards (GRI) - Core option and the Bursa Malaysia Securities Berhad (Bursa Malaysia) Main Market Listing Requirements relating to Sustainability Statements in Annual Reports. We have also benchmarked our disclosures and reporting against the Ten Principles of the United Nations Global Compact and the FTSE4Good Bursa Malaysia Index.

Assurance

We have not sought external assurance for this reporting period and will consider it when our reporting matures over time.

[YTL Corporation Berhad](#) 

[YTL Corporation Berhad's Sustainability Microsite](#) 

[PT Jawa Power¹](#) 

[YTL PowerSeraya Pte Limited²](#) 

[Starhill Global REIT³](#) 

[Wessex Water Services Limited⁴](#) 

Feedback

We welcome your comments, thoughts, and feedback, which can be directed to:

YTL Group Sustainability Division

YTL Corporation Berhad

Email: sustainability@ytl.com.my

¹ PT Jawa Power (Jawa Power) is an associated company of YTLPI. PT YTL Jawa Timur (YTLJT), the operation and maintenance operator for PT Jawa Power, is a wholly-owned subsidiary of YTLPI. YTLPI is an international multi-utility owner and operator, active across key segments of the utilities industry, with operations and projects under development in Malaysia, Singapore, the UK, Indonesia, Australia, the Netherlands and Jordan.

² YTL PowerSeraya Pte Limited is a wholly-owned subsidiary of YTLPI. YTL PowerSeraya Pte Limited's retail brand, Geneco will be denoted as "Geneco SG" throughout this report.

³ Starhill Global Real Estate Investment Trust (SGREIT) is an associated company of YTL Corp. YTL Starhill Global REIT Management Limited (YSGRM), the manager of SGREIT, is a wholly-owned subsidiary of YTL Corp. YTL Corp is an integrated infrastructure developer domiciled in Malaysia, with international operations and projects under development in countries including Singapore, the UK, Australia, France, Indonesia, Japan, Jordan, Myanmar, the Netherlands, Thailand and Vietnam.

⁴ Wessex Water Services Limited (Wessex Water) is a wholly-owned subsidiary of YTLPI, and its regulatory year runs from 1 April 2020 to 31 March 2021. Wessex Water's subsidiary, GENeco Limited, a recycling and renewable energy company, will be denoted as "GENeco UK" throughout this report.

Executive Chairman's Letter to Stakeholders



**TAN SRI (SIR) FRANCIS
YE OH SOCK PING**

PSM, KBE, CBE, FICE, SIMP, DPMS,
DPMP, JMN, JP

Executive Chairman
YTL Corporation Berhad

CLIMATE CHANGE AND CODE RED FOR HUMANITY

In July 2021, the Intergovernmental Panel on Climate Change (IPCC) issued a "Code Red" warning through the publication of its sixth assessment report, highlighting how human influence has warmed the climate at an unprecedented rate over the last 2,000 years. The report was shocking, but it shouldn't be paralysing, and we should not let our generation's leaders be compared to Nero's strumming of the lute as Rome burned. Global scorching, deep freezing and devastating floods over the last year have made it abundantly clear that climate change strategy might now need to shift even further in favour of adaptation against mostly mitigation. Whilst the world is talking about 1.5°C - 3.0°C increases, it is the deviation from mean temperatures in certain regions that is deeply worrying. In Greenland, temperatures of up to 10°C over the summertime average and unprecedented rainfall on its summit in August 2021 are causing massive melting of glaciers and ice sheets. Some scientists think that we may not have only reached total imbalance resulting in tipping points or entered dangerous feedback loops, but that we may already be in free fall.

REASON FOR HOPE

When we look back to the mid 1980's crisis of the chlorofluorocarbons (CFCs) depletion of the ozone layer, it is evident that the seemingly monumental challenge of phasing out the harmful gases was achieved through a concerted and unified effort by almost all countries, known as the Montreal Protocol. It helped that leaders such as Margaret Thatcher, an engineer by training, studied and believed in the science, and helped galvanise global action by championing the initiative. In an address to the United Nations General Assembly in 1989, she said "the problem of global climate change is one that affects us all and action will only be effective if it is taken at the international level. It is no good squabbling over who is responsible or who should pay. Whole areas of our planet could be subject to drought and starvation if the pattern of rains and monsoons were to change as a result of the destruction of forests and the accumulation of greenhouse gases (GHG)."



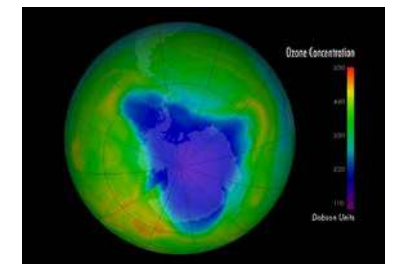
Fires raging on the island of Evia in Greece as a ferry evacuates people during the summer of 2021



Devastating and deadly floods in Germany and Belgium



Margaret Thatcher addressing the United Nations about global warming and commending the then fledgling Intergovernmental Panel on Climate Change



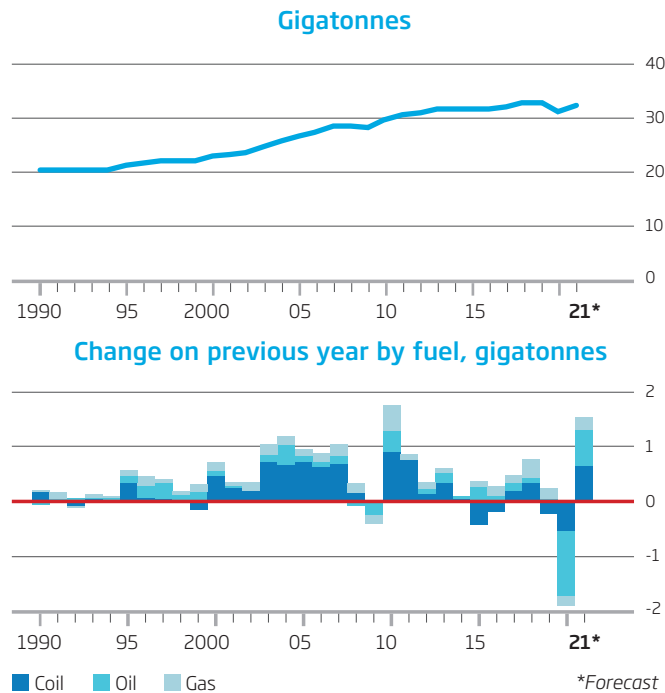
Scientists saw a significant decrease in ozone over Antarctica in 1985, shown in this image from NASA

YTL GROUP AND DECARBONISATION

Global emissions briefly fell during the early stages of the pandemic with energy-related carbon emissions falling by 5.8% in 2020, equal to nearly two gigatonnes of carbon dioxide (CO₂), thanks to the reduced demand for oil, coal and gas. However, as countries have gradually opened up, they have risen to pre-pandemic levels. Although CO₂ is responsible for 76% of global GHG emissions, methane is responsible for up to around 17%, and it is a far more potent gas in terms of trapping heat than CO₂. In a progressive move, the United States (U.S.) and European Union (EU) are crafting a pledge to reduce global methane emissions by 30% by 2030, and pushing several of the world’s largest economies to join them. The Global Methane Pledge, as it is known, is the first such global commitment to cut emissions of methane and represents an effort by all signatories rather than country-specific targets.

One step forward, two steps back

Global energy-related CO₂ emissions



Source: International Energy Agency

Whilst prices in voluntary and compliance carbon markets have already begun to recover, they are likely to increase further as global carbon trade protectionism intensifies, and the EU continues to set a high benchmark on emission limits. China’s cap and trade market opened in July 2021, and it could also eventually provide a powerful impetus toward the country’s goal to reach net zero emissions by 2060. Similarly, Malaysia’s recent announcement on economic instruments like carbon pricing and a carbon tax; and market mechanisms like a domestic carbon trading scheme will help accelerate the ambitions to reaching carbon neutrality by 2050.

We have been active in the carbon markets since 2007, and our subsidiary, YTL-SV Carbon (YTL-SVC) continues to carry out GHG inventory work both for YTL Group as well as for clients, and assists in registration, issuance and brokering of carbon credits and renewable energy certificates in Southeast Asia. Our energy retail brand in Singapore, Geneco SG, a part of YTL PowerSeraya, offers carbon credits and renewable energy certificates to customers under the “Go Green with Power Eco” add-on plan. In collaboration with YTL-SVC, Geneco SG also offers GHG inventory services for commercial and industrial customers, and helps to identify energy efficiency and renewable energy solutions to mitigate emissions, such as waste heat recovery, and solar photovoltaic (PV) installations.

In response to the need to further decarbonise, this year we have set a target for YTL Group to be carbon neutral by 2050 in our operations. This follows targets set by our subsidiaries,

Wessex Water, YTL PowerSeraya and Malayan Cement. Respectively, they aim to be net zero operational carbon emissions by 2030, and carbon neutral in operations by 2050. YTL PowerSeraya has also set an interim target of 60% GHG emissions reduction from power plant operations by 2030. The Group target represents a firm commitment to find ways to mitigate emissions through continued improvement in energy efficiency, the use of alternative fuels and aggregates, the deployment of renewable energy, investment in nature-based solutions and the funding of external carbon abatement projects. We will continue to report on our intention to reach these targets with regular updates on progress.

At the same time, we have continued to expand our renewable energy portfolio, adding to the solar PV, biogas and micro hydro portfolios in Singapore, Indonesia and the UK, and will continue to explore the use of appropriate technology in the regions where we operate. We have pushed on throughout 2021 during the COVID-19 pandemic to build on the rural renewable energy programme around YTL Jawa Timur (YTLJT) in Java, Indonesia, with a cumulative total of 715 biogas units, 39 micro hydro units and 65 solar installations serving off-grid communities. These installations help to reduce the negative health impacts of dangerous indoor fumes from burning kerosene, wood and charcoal for cooking and lighting, the use of costly and polluting diesel for energy, and chemical fertilisers by providing clean burning fuel, renewable energy and our own brand of organic fertiliser known as BIOTAMOR.



Solar PV installation on the roof of the YTL PowerSeraya plant on Jurong Island/ Geneco SG’s Power Eco plan



GENeco UK’s Bio-Bee collecting food waste



Micro hydro unit installed by YTL Jawa Timur

BIODIVERSITY AND CONSERVATION IN YTL GROUP

In Sir David Attenborough’s Witness Statement and Vision for the Future, he points out that “our home is not limitless, and that we are ultimately bound by and defined by the resources on this planet.” He discusses the five great innovations that changed the way we live and work; water and power, the industrial revolution, electrification, space exploration, as well as technology and the internet, and predicts that we have commenced the sixth, sustainability. Our legacy must be to change how we produce growth. Profits must be seen to not only coexist with other goals, but through a sustainable business model, become embedded in the elements of stakeholder capitalism that will drive those profits.

We need to avoid systemic collapse of the natural environment through responsible stewardship and positive engagement, and we must now collectively embrace this not just in theory, but in practice. We have not taken our eyes off the serious issue of the impacts of climate change on flora and fauna, and have continued with our numerous projects related to protecting the environment and communities who rely on nature for their livelihoods. The partnership between Lang Tengah Turtle Watch and YTL Hotels has kept apace over the years, and we have now saved 73,394 turtle eggs, and released 44,999 hatchlings into the sea. Similarly, the mangrove and sea pines planting programme in Indonesia along the 55 km coastline has been gradually expanded, and we have now planted 112,300 mangroves and 58,910 sea pines, providing much needed coastal protection, habitats for marine and terrestrial ecosystems, and flourishing eco-tourism with healthy related community impacts.

Malayan Cement prioritises protection of endemic species of flora and fauna. All species, however small, have been at the forefront of our biodiversity and conservation programmes. The Kanthan Trapdoor Spider’s habitat has been preserved and effectively isolated from human impacts. Similarly, the tiny *Charopa lafargei* snail species, measuring just one tenth



Randutatah Mangrove and Sea Pines Planting Programme

of an inch, has also been saved from extinction. Across the globe at Wessex Water, we have a duty to enhance and protect biodiversity. We continue to expand our Biodiversity Action Plan (BAP) based on the UK BAP. The BAP provides a framework to manage our land to maintain its current level of habitats and diversity, ensuring that good conditions are maintained and seeking opportunities to extend, enhance or restore habitats where possible. This includes ecosystems such as unique chalk grasslands and chalk streams known for their diversity of species, including numerous species of birds, woodland otters, bats, southern damselflies, south-western groundwater shrimp, and numerous others.

Similarly, our waste management programmes across YTL Group continues to expand. Concerns about the negative impacts of plastic pollution have intensified with the discovery of microplastics as high up as Alpine snow, as far north as the Arctic Circle and in almost everything we consume. YTL Group companies made a pledge in 2018 to eliminate all avoidable single use plastic otherwise known as the Say No to All Plastic (SNAP) campaign. We have currently avoided the consumption of over 1.65 million pieces of plastic annually and are progressing well to reaching our target of elimination by 2025.



Hatcheries built for turtle egg rescue at Tanjong Jara Resort - a collaboration with Lang Tengah Turtle Watch



A chalk stream in one of Wessex Water’s catchment areas (left)/ Kanthan Trapdoor Spider (right)

YTL GROUP, THE PANDEMIC AND EDUCATION

As much as the climate related disasters, 2020 will be remembered in history as the year that everything literally came to a standstill. For an entire generation of 1.3 billion students this was the case when almost all schools were shut at some point across the globe.

The implications from the COVID-19 pandemic on education continues to run deep, with many stories of hardship and challenges. None so much as Veveonah Mosibin in Sabah, who gained national attention for climbing a tree to get an internet connection so that she could prepare for her exams through her mobile phone.



Veveonah Mosibin climbs a tree to get an uninterrupted connection to sit for her exams. Photo: YouTube/Veveonah M

We responded almost immediately during the Movement Control Order (MCO) to address the needs of our students by mobilising our digital and mobile internet assets in Malaysia. YTL Foundation launched the Learn From Home initiative with FrogAsia and YES 4G. We provided free mobile data and free SIM cards to students in Government schools in Malaysia and free mobile devices to students from B40 (low income) families. YTL Foundation also donated RM1 million to the Government's COVID-19 Fund. Apart from

YTL Foundation, various subsidiaries responded quickly and decisively. Under the BUILDS initiative by YTL Cement, 7,000 COVID-19 care kits and school sanitation supplies were donated to 24 schools. The Wessex Water Recovery Fund was set up in the autumn of 2020 to respond to and support groups as a result of the effects of the COVID-19 pandemic on local communities, including new community fridges, counselling services, gardening projects and nature camps for young people. In total, the fund supported 85 groups with grants totalling GBP175,000, and has positively impacted the lives of more than 70,000 people across the region.

The Learn From Home Initiative (LFHI) was supposed to end on 31 May 2020 but was extended due to continued lockdowns. A total of 100,000 smartphones, 450,000 SIM cards and 18 million gigabytes of free data has since been delivered to students across the country. In terms of educational engagement, the YTL Foundation website has partnered with FrogAsia and Teach For Malaysia, My Readers and UKM (The National University of Malaysia) to develop 1,268 online lessons and 13,500 online quizzes accessible on FrogPlay mobile application. We also addressed the needs of university students stranded without connectivity away from their campuses by delivering free YES SIM cards to 35 local and private universities.

Since the establishment of LFHI, YTL Foundation has received a massive number of applications for free phones. We see a real need in bridging the device gap for B40 families as it was apparent that home-based learning would continue in 2021. When the Government announced an allocation of RM1.5 billion for implementation of Jaringan Prihatin Programme⁵, YTL Foundation partnered with YTL Communications to press further on the opportunity in expanding and broadening the impacts of LFHI by subsidising

the remaining costs involved in purchasing smartphones and providing free SIM cards with enhanced data plans. The funding has enabled B40 families to obtain YTL Communications's YES Prihatin device plans at no cost and allowing them to continue learning from home during school closures. During the year under review, a total of 311,640 smartphones with a 12-month free data plan has since been delivered to the families.

Education is at the heart of every successful nation, and with God's grace, YTL Group will continue to support Malaysia's transition towards digital and online learning which has proven to be essential during these uncertain times. It will also prove crucial to unlocking the potential of our children and prepare them for a rapidly changing world. The all-inclusive and engaging nature of digital learning also has the ability to give self-confidence to any child and help bridge the education gap between urban and rural communities, so that no student will be left behind. In addition to the support given to students in Malaysia, various donations, grants, subsidies and relief by YTL Group amounting to RM286 million has been disbursed during the course of the pandemic.



YTL Foundation ensures the most needy students receive free mobile phones and data plans

⁵ The Jaringan Prihatin Programme was announced in the 2021 Budget to assist around 8.4 million recipients of Bantuan Prihatin Rakyat (BPR) through the provision of subsidies for subscriptions to telecommunication services or the purchase of mobile devices. It is a collaboration between the Ministry of Finance with 12 telcos in Malaysia namely, Celcom, Digi, Maxis, Mcalls, redONE, speakOUT, Tune Talk, U Mobile, unifi Mobile, XOX Mobile, YES, and Yoodo.

THE JOURNEY CONTINUES

Approximately 8,200 years ago a large glacial lake in North America, Lake Agassiz, ruptured, resulting in a global flood of biblical proportions, possibly the same one written about in the Old Testament. Sea levels are estimated to have risen by between 0.8 metres and 2.8 metres and precipitated a rapid and drastic change for those living in coastal areas. The flooding event likely occurred over a very short period and sea levels probably increased at the speed of a rising tide. Whilst the current symptoms of climate change are not so rapid, in geological terms they are but a fraction of a second, and we cannot sit idly by and do nothing.

When HRH Prince Philip was born in 1921, the global population was about to hit two billion, the world was approximately 48% forest, and there was approximately 300 parts per million of CO₂ in the atmosphere. Today the world’s population has swollen to 7.9 billion, forest cover has dwindled to just 31% and CO₂ is over 400 parts per million. This is the legacy of those who have lived and worked over any part of the last 100 years. Around the time when Prince Philip was born, British Philosopher, Mathematician, and Economist Frank Ramsey (1903 - 1930), promoted a theory that society should not value current well-being over future generations. He called it “ethically indefensible” for a society collectively to discount the welfare of future generations. This is now more widely known as sustainability or ESG (Environmental, Social and Governance).

Whilst the limits of climate change modelling and uncertain results should be the reason for acting as fast as we can, the causes are now more obvious. As climate scientist Kate Marvel recently wrote “I don’t have hope. I have something better: certainty. We know exactly what’s causing climate change. We can absolutely 1) avoid the worst and 2) build a better world in the process.”

The ability of future generations to endure is at stake, and inaction is unacceptable. Knowing what we have brought on ourselves, it is within our reach to undo it. As the alarm on climate change sounds louder each day, let us not be known as the generation hitting the snooze button. May God bless each and every one of you in your endeavours, and give us all the will and strength to face and overcome the challenges ahead.

TAN SRI (SIR) FRANCIS YEOH SOCK PING

PSM, KBE, CBE, FICE, SIMP, DPMS, DPMP, JMN, JP
Executive Chairman
 YTL Corporation Berhad



British Philosopher, Mathematician, and Economist Frank Plumpton Ramsey (22 February 1903 - 19 January 1930)

About YTL Group

[GRI 102-10, 102-12, 102-13, 102-49, 201-1]

YTL Group is an integrated infrastructure developer domiciled in Malaysia, with international operations and projects under development in countries including Singapore, the United Kingdom, Australia, France, Indonesia, Japan, Jordan, Myanmar, the Netherlands, Thailand and Vietnam. The core businesses of YTL Group comprise utilities, cement and building materials industry, construction, property investment and development, hotel operations, management services and others, as well as IT and e-commerce related business.

Corporate Vision



A trusted global company building the right thing

We have a long-held strategy of building profitable businesses that last, driven by the overriding life philosophy of always doing right to people, society and the business itself. This vision of 'Building the Right Thing' conditions our business mindset, pervades our culture and forms the bedrock of everything we do at YTL Group.

CORPORATE FACTS AT A GLANCE



>12,000 employees globally



Serving **>15** million customers



Operating in **>10** countries across 3 continents



Listed on the **Main Market of Bursa Malaysia**^{6,7,8,9}
Main Board of SGX-ST¹⁰
Tokyo Stock Exchange⁶



Constituent of
FTSE Bursa Malaysia Mid 70 Index^{6,7,8}
FTSE4Good Bursa Malaysia Index since 2017⁶
FTSE ESPA Nareit Global Developed Index¹⁰
FTSE ST Real Estate Investment Trust Index¹⁰
FTSE ST Real Estate Index¹⁰



⁶ YTL Corporation Berhad

⁷ YTL Power International Berhad

⁸ YTL Hospitality REIT Berhad

⁹ Malayan Cement Berhad

¹⁰ Starhill Global REIT

KEY PERFORMANCE 2021

PROTECTION OF THE ENVIRONMENT



GHG emissions from 2016 ^{b,c,d}

↓ **13.0%**

Energy consumption from 2016 ^{b,c,d}

↓ **2.8%**

Waste generation from 2016 ^b

↓ **74.3%**

Pieces of plastic reduced

1.65 million

Water consumption from 2016 ^{b,c}

↑ **42.3%**

ENRICHING COMMUNITIES



Children engaged in learning and education

56,001

Cash and in-kind donated for COVID-19 pandemic relief initiatives since 2020

~ **RM286 million**

Local community investments

~ **RM40 million**

Employee volunteer hours

9,880

People in need, groups and charities benefitted

451,216

EMPOWERING OUR PEOPLE



Females in leadership roles

31%

Proportion of locally hired persons in senior management

85%

Work opportunities for People with Disabilities against 2020

↑ **20%**

Lost time injury per million man hours worked ^{a,b,c}

Zero

EMBRACING THE MARKETPLACE



YTL Corp's revenue versus FY2020

RM17.3 billion
↓ **9.9%**

Total procurement spent on local vendors ^{a,b,d}

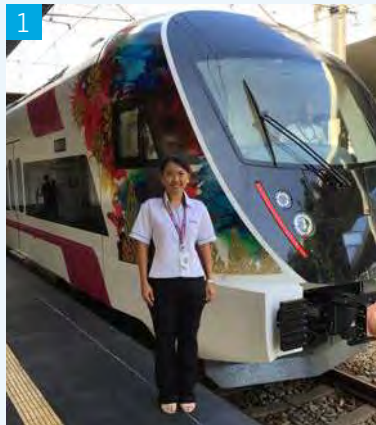
90%

Combined Group market capitalisation (as at 30 June 2021)

RM17.2 billion

^a Jawa Power ^b YTL PowerSeraya ^c Starhill Global REIT ^d Wessex Water

AWARDS AND ACCOLADES



1 **ERL Maintenance Support (E-MAS)**

- Icon Inspiration Award - Skills (Anugerah Ikon Inspirasi - Kemahiran) conferred on Ms. Eng Seow Wei, a Rolling Stock Engineer

2 **YTL Construction**

- Graduates' Choice Award - Top 5 Winner in 2018, 2019 and 2020 in the category of Property Developer

3 **Fico-YTL Cement**

- The Saigon Times Group Responsible Business Awards for its great contribution to communities through CSR activities

4 **YTL Jawa Timur**

- Indonesia Green Awards in Energy Saving and Renewable Energy for their excellent performance in:
 - 200 kWp Solar Photovoltaic Installation Programme
 - Water Recycling from wastewater treatment plant through Reverse Osmosis system
- Zero Accident Award 2021 for achieving 14,417,799 man hours without lost time accidents
- Asean Energy Efficiency and Conservation Best Practices Award 2020 - First Runner Up in the category of Energy Management at Large Industry

5 **Starhill Global REIT**

- Silver Award at The International ARC Awards 2021 in the category of Specialised Annual Report: Combined Annual and Sustainability Report
- bizSAFE Level 3 certification for the company's effort to put in place systems to manage workplace risks and compliance with WSH (Risk Management) Regulations

6 **Wessex Water**

- SGS Customer Service Excellence certificate and achieved Service Mark with distinction from the Institute of Customer Service
- Royal Town Planning Institute (RPTI) Awards in the category of highly commended Planning Excellence
- Institute of Water National Innovation Awards 2020 for their "3D LiDAR Modelling Tunnels in Semi-Turbulent Flow" innovation
- Louder Than Words chartermark for their continued focus on customer care in helping people with hearing loss
- Bridgwater and Taunton College Apprenticeship Awards in Large and Overall Employer of the Year and Work Placement Participant of the Year
- Commended Sector Award at the RoSPA Health and Safety Awards 2020 for its proactive health and safety management systems, company culture and overall performance
- IEMA Sustainability Impact Awards as the best team from a large organisation

7 **YTL Hotels**

- The Ritz-Carlton, Koh Samui
 - Amazing Thailand Safety and Health Administration (SHA) certification
- Brisbane Marriott Hotel
 - Queensland Hotels Association Industry Recognition Award for category Quarantine Hotel in June 2021
- The Ritz-Carlton, Kuala Lumpur
 - Travelmyth Awards -Top 30 hotels in Kuala Lumpur and featured in eleven of Travelmyth collections
 - Travellers' Choice Awards in Accomodations, Attractions and Restaurants category
- The Ritz-Carlton Reserve, Higashiyama Niseko Village
 - The Hot List 2021 by Conde Nast Traveller UK
 - The Best New Hotels in Japan

Our Approach to Sustainability

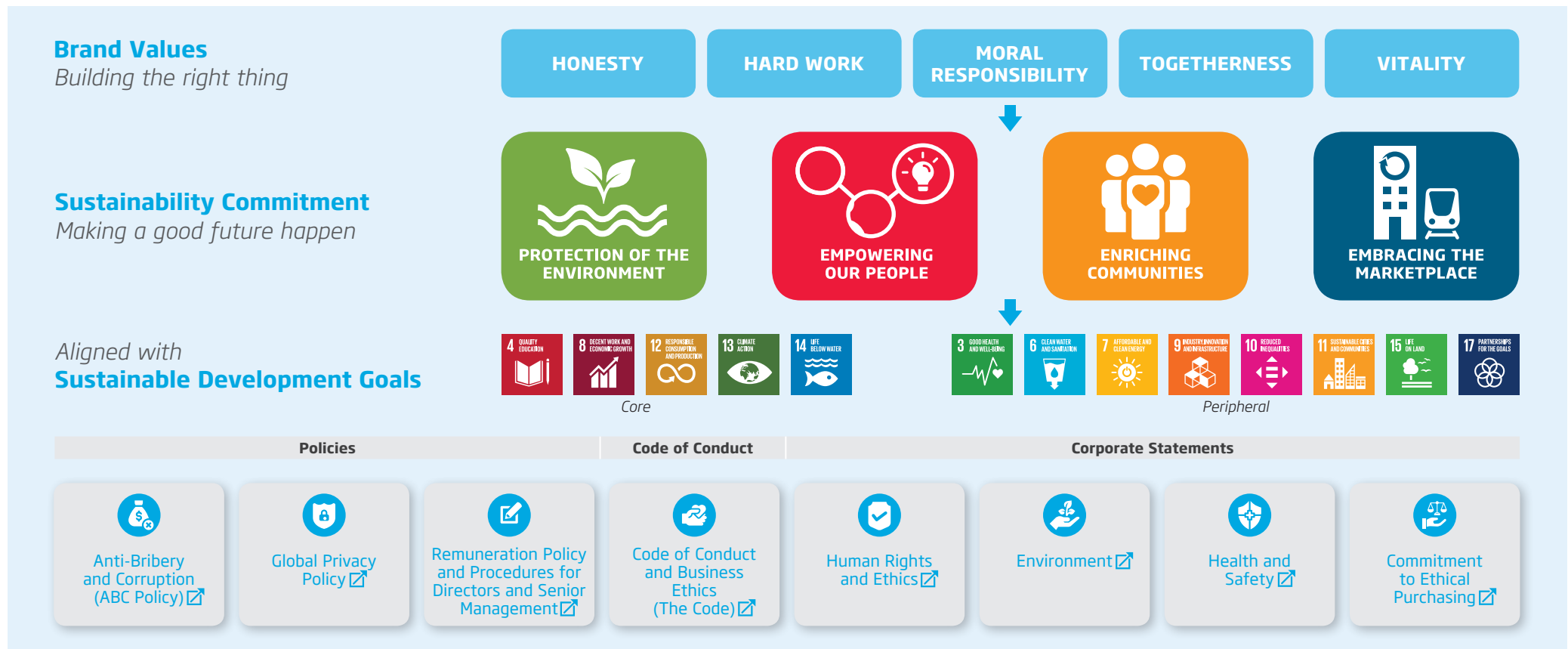
[GRI 102-11, 102-16, 102-18,102-40, 102-42, 102-43, 102-44, 102-47, 102-49]

MAKING A GOOD FUTURE HAPPEN

Our commitment to sustainability is embodied in all aspects of our business in line with our strategy and the four main sustainability pillars - Environment, Workplace, Community and Marketplace. YTL Group has a strong track record of building impactful businesses and striving to overcome challenges that exist in the current global context. Founded on the ethos of “Building The Right Thing” (BTRT), YTL Group is committed to consistently reinforcing our creative thinking and innovative approach so that we can continue **Making A Good Future Happen**.

Our sustainability strategy remains focused on the four pillars as outlined in our Sustainability Framework, and aligned with the United Nations Sustainable Development Goals (UNSDGs), YTL Group Corporate Statements, Policies and Code of Conduct and Business Ethics, which are available on our corporate website.

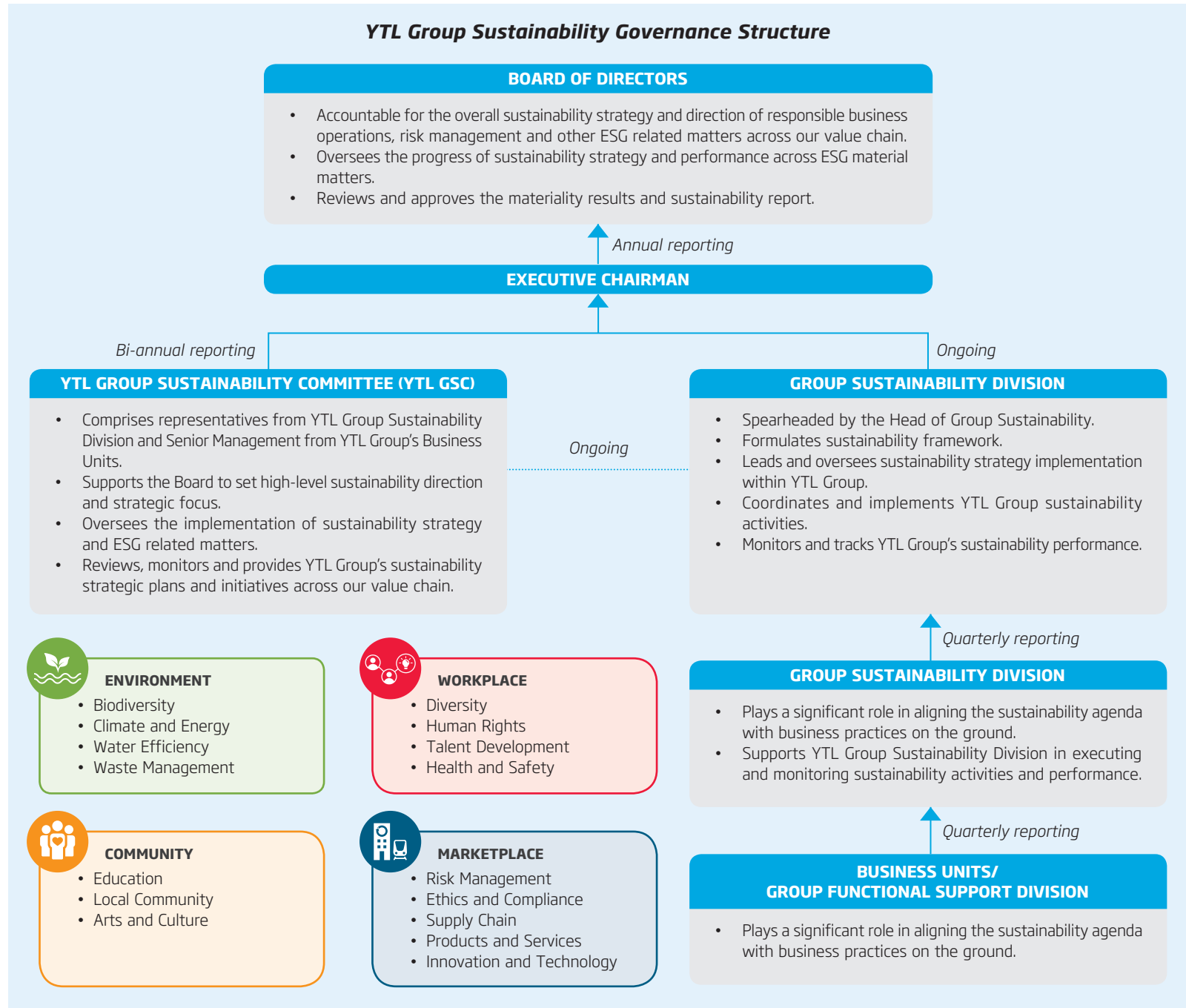
YTL Group Sustainability Framework



SUSTAINABILITY GOVERNANCE

Good governance begins with integrity and ethics at the paramount of an organisation, namely the Board of Directors (the Board). We are committed to achieving our business objectives to deliver sustainable value to stakeholders. As such, we have established a set of well-defined policies and processes to enhance corporate performance and accountability. These are supported by our strict conformance to respective laws, rules, regulations and international standards.








To further our sustainability agenda in an inclusive and integrated manner, our formal set of guidelines - the Sustainability Framework - lays down a strong foundation for our current and future roadmap to achieve our sustainability objectives in a holistic manner. It also directs our sustainability practices towards the achievement of our triple bottom line objectives. We have instituted a YTL Group Sustainability Committee (YTL GSC) chaired by the Executive Chairman, Tan Sri (Sir) Francis Yeoh Sock Ping, for the implementation and monitoring of our sustainability agenda. YTL Group Sustainability Division is spearheaded by the Head of Group Sustainability and assisted by business units and group functional support division employees worldwide. An overview of the sustainability governance structure as well as the roles and responsibilities are listed on the right.



STAKEHOLDER ENGAGEMENT

We strive to actively and regularly communicate with our stakeholders through multiple communication platforms for deep and meaningful engagement in order to understand their perception of ESG aspects related to our businesses, better respond to stakeholders’ needs and deliver sustainable value. The stakeholder engagement process focuses on identification and prioritisation of material issues and the periodic review of actions taken to deal with concerns. The following table covers a list of key stakeholder groups, various methods of engagement, matters discussed, and how we respond.

Stakeholder Engagement for YTL Group

Groups	Modes of Engagement	Frequency	Matters Discussed by Stakeholders	Our Strategy
 Employees	<ul style="list-style-type: none"> Intranet, newsletters and broadcasts Town halls and Leadership Conference Trainings Annual performance appraisal Recreational and team-building sessions 	A Q O	<ul style="list-style-type: none"> Corporate vision, core values and ethical conduct Business strategy and direction Reward and recognition Leadership and talent development Welfare and benefits Human rights, diversity and inclusion Workplace health and safety 	<ul style="list-style-type: none"> Opportunity for career development Employee benefits and medical coverage BTRT and Monday Memo Women of YTL (W@Y) YTL Sustainathon @ Earth Day LEAD Conference Peer-to-peer sharing session The Code, Corporate Statements, ABC Policy
 Customers	<ul style="list-style-type: none"> Website and social media Marketing and promotional programmes and events Feedback channels such as emails, phone calls, hotlines and surveys Product launches and roadshows 	O	<ul style="list-style-type: none"> Product and service quality Competitive pricing Customer experience Safety and security 	<ul style="list-style-type: none"> Global Privacy Policy Innovative product Reliable customer service Appreciation events
 Shareholders, Investors, Banks and Lenders	<ul style="list-style-type: none"> Annual General Meetings Investor relations events Annual reports Sustainability reports Analyst briefings Website updates 	A Q O	<ul style="list-style-type: none"> Economic performance Company growth and value chain Business strategy and direction Financial results 	<ul style="list-style-type: none"> Appreciation events Supply chain seminars FTSE4Good Bursa Malaysia Index Consistent profit generation Malaysian Code on Corporate Governance 2017 ABC Policy
 Suppliers, Business Partners and Industry Groups	<ul style="list-style-type: none"> Regular meetings and site visits Product launches and roadshows Supplier briefings and trainings Supplier assessment system Workshops and networking functions 	O	<ul style="list-style-type: none"> Sharing best practices Compliance with rules and regulations Health and safety excellence Fair treatment of suppliers and business partners Ethical and responsible conduct Opportunities for business collaboration 	<ul style="list-style-type: none"> Increased compliance audits Appreciation events Supply chain seminars The Code, Corporate Statements and ABC Policy
 Government and Regulators	<ul style="list-style-type: none"> Official meetings and visits Industry dialogues, events and seminars 	O	<ul style="list-style-type: none"> Compliance with rules and regulations Opportunities for business investment Community investment 	<ul style="list-style-type: none"> Public-Private Partnership Foreign investment
 Media	<ul style="list-style-type: none"> Press releases Official launches and corporate events Media coverage Website and social media 	O	<ul style="list-style-type: none"> Economic performance Company growth and value chain Business strategy and direction New projects and future prospects 	<ul style="list-style-type: none"> Regular media engagements Announcement of Quarterly Financial Results
 Communities	<ul style="list-style-type: none"> Community outreach programmes Charitable contributions Website and social media 	O	<ul style="list-style-type: none"> Minimising environment and social impacts Community investments including donations, fundraising and volunteering programmes Project-based initiatives 	<ul style="list-style-type: none"> Corporate donations Corporate social responsibilities Support local SMEs

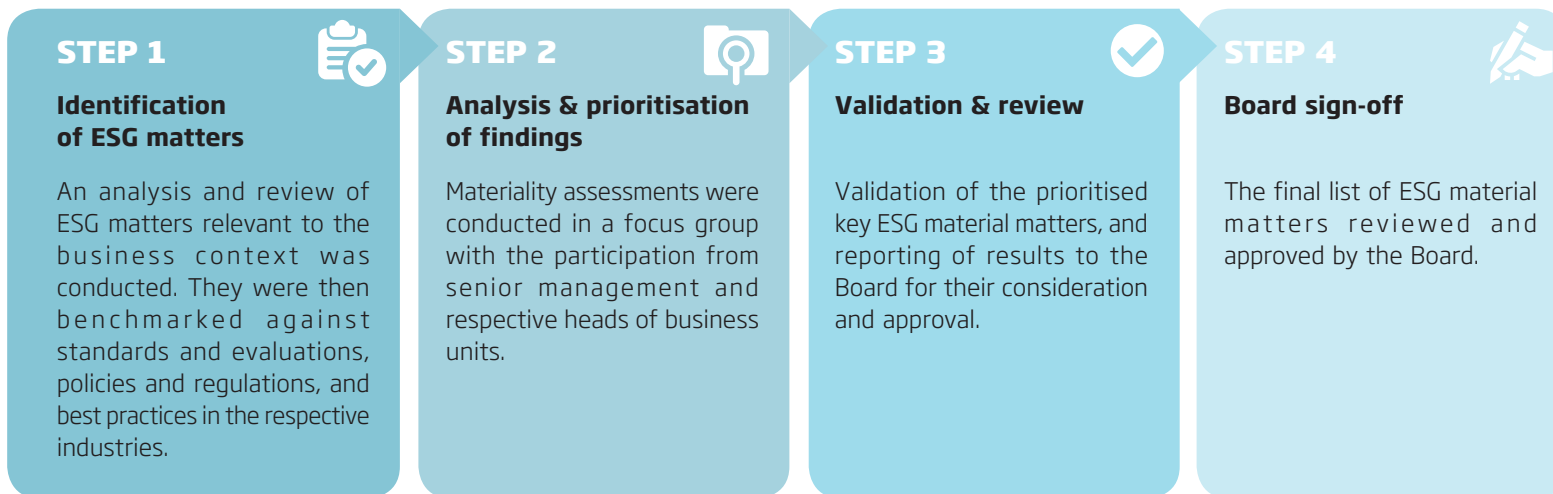
MATERIALITY

We have prepared this report in accordance with the AA1000 AccountAbility Principles of Inclusivity and Materiality and the Principles for Defining Report Content of GRI Standards, consisting of Stakeholder Inclusiveness, Sustainability Context, Materiality, and Completeness.

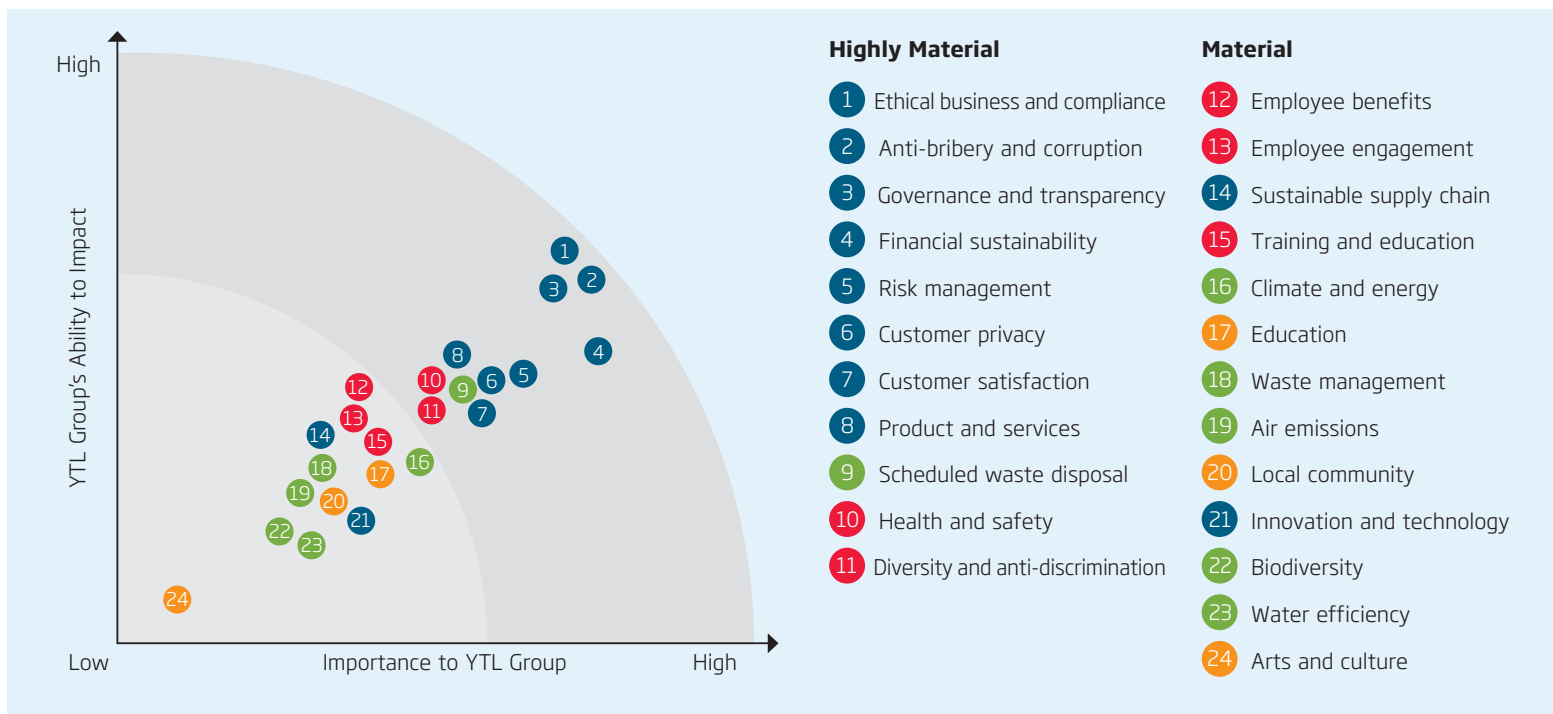
We conduct materiality assessment exercises in order to develop a better understanding of the various interests of stakeholders as well as internal and external issues that affects our businesses. To ensure the continued relevance of our material matters, we carefully review and refine them annually, where necessary.

In 2021, we reassessed our ESG matters and found no changes to the 24 material matters compared to the previous year as they were deemed to still be relevant to our businesses and stakeholders. COVID-19 pandemic impacts public health and business activity, which should be also deemed as a material matter. However, it is not found in the matrix because we deal with COVID-19 pandemic in the Marketplace, Health and Safety and Community sections of the report. Moving forward, a fresh review of our ESG material matters will be undertaken in order to ensure that we address each of them and that they are kept active and up to date.

Materiality Assessment Process

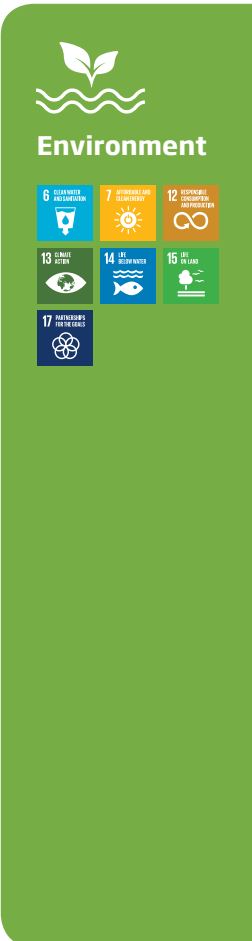



YTL Group Materiality Matrix



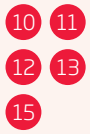








Mapping Our Material Matters

The value creation of YTL Group is intrinsically linked with our sustainability strategy, risks and opportunities which are represented by the four sustainability pillars. The material matters are aligned with the relevant UN SDGs, The Ten Principles of United Nations Global Compact (UNGCC), and ultimately how we respond to them.

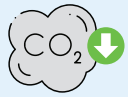




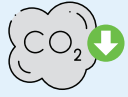
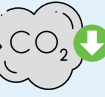
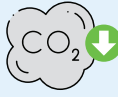


	UNGCC Principles	Material Matters	Key Stakeholders	Risks	Opportunities	Our Actions
	Principle 7, Principle 8, Principle 9		Communities Government and Regulators Customers Banks and Lenders	<p>Short-term (1-5 years)</p> <ul style="list-style-type: none"> Regulatory and policy risks: Interventions such as higher carbon price or carbon taxes Financial risks: Increased operational or investment costs to comply with new regulations, research and development as well as the adoption of new technologies Reputational risks: Shift in consumer behaviour and investor preference for more sustainable businesses <p>Long-term (>5 years)</p> <ul style="list-style-type: none"> Physical risks: Extreme weather that may disrupt operations and increase operational, capital and supply chain costs Technology risks: Disruption of existing technologies, products and services with lower emissions options; limited technology options due to geographical constraints 	<ul style="list-style-type: none"> Demonstrate business alignment with climate change trends and to increase competitiveness Leverage on new and cleaner technologies with use of supportive policy incentives, subsidies and tax benefits Participation in carbon markets Attractive lending options from banks or lenders for financing Access to new markets, partnerships and innovations 	<ul style="list-style-type: none"> Resource-efficient operations Continuously reduce impacts on the environment through green initiatives, innovation and investments Participation in renewable energy programmes and adoption of energy efficiency measures Exploring green business lines Research and development of lower environmental impacts building materials and products

Mapping Our Material Matters

	UNGC Principles	Material Matters	Key Stakeholders	Risks	Opportunities	Our Actions
 <p>Workplace</p> 	Principle 1, Principle 2, Principle 3, Principle 4, Principle 5, Principle 6		Employees	<p>Short-term (1-5 years)</p> <ul style="list-style-type: none"> Workers strike due to unfair treatment Regulatory fines Business reputational and branding damages <p>Long-term (>5 years)</p> <ul style="list-style-type: none"> Disruptions to business operations Adverse financial impacts 	<ul style="list-style-type: none"> Develop talent and provide equal opportunity with industry-benchmarked standard Uphold the principle of human rights and best labour practices 	<ul style="list-style-type: none"> Continuously invest in our human resources through upskill and re-skilling programmes Ensure our employees are able to continue to work in a safe and conducive environment
 <p>Community</p> 	Principle 6		Communities Media	<p>Short- and long-term</p> <ul style="list-style-type: none"> Reputational and branding damage 	<ul style="list-style-type: none"> Build a responsible brand Leverage technology to provide state-of-the-art quality education 	<ul style="list-style-type: none"> Enrich local communities through community engagement initiatives to create shared values Empower underprivileged and underserved groups through education and by creating opportunities for knowledge access
 <p>Marketplace</p> 	Principle 7, Principle 8, Principle 9, Principle 10		Customers Suppliers, Business Partners and Industry Group Shareholders and Investors Government and Regulators Banks and Lenders	<p>Short-term (1-5 years)</p> <ul style="list-style-type: none"> Loss of relevant market share Regulatory fines Poor customer service <p>Long-term (>5 years)</p> <ul style="list-style-type: none"> Adverse financial impact Loss of license to operate Reputational damage 	<ul style="list-style-type: none"> Create a compliance culture Investments in long-term sustainable products and infrastructure to promote business resilience Stimulate and increase competitiveness and create new green business segments Integrate climate related risk management into the current risk management framework 	<ul style="list-style-type: none"> Deliver robust financial performance and maintain strong governance Ensure fair and responsible supply chains and procurement processes Committed to produce world-class products and services at competitive prices for global markets

Our Aims

This year, we have set our aims to cover the four pillars of YTL Group Sustainability Framework, focusing primarily on those with mature performance data and where we have operational influence over to reduce impacts and create shared value for all stakeholders. We aim to report our plans, achievements and progress towards these aims annually as we disclose our efforts for the remaining material matters in the report. Our utmost priority is to ensure business continuity and resilience, as well as the health and safety of our employees and stakeholders.

<p>By 2050 Carbon Neutral <i>(in our operations)</i></p>  <p>Aim by YTL Group</p>	<p>By 2025 Zero single use plastic <i>(for avoidable plastics)</i></p>  <p>Aim by YTL Group</p>	<p>Zero tolerance for avoidable fatalities</p>  <p>Aim by YTL Group</p>	<p>Continue to empower and enrich local communities by supporting educational and outreach programmes</p>  <p>Aim by YTL Group</p>	<p>Zero tolerance for bribery and corruption</p>  <p>Aim by YTL Group</p>
<p>By 2050 Carbon Neutral <i>(in operations)</i></p>  <p>Aim by Malayan Cement and YTL PowerSeraya</p>	<p>By 2040 Net Zero total carbon emissions <i>(including those related to their supply chain emissions)</i></p>  <p>Aim by Wessex Water</p>	<p>By 2030 Net Zero carbon emissions <i>(for operational carbon emissions)</i></p>  <p>Aim by Wessex Water</p>	<p>By 2030 ↓ 60% GHG emissions <i>(for emissions reduction from power plant operations, from 2010 levels)</i></p>  <p>Aim by YTL PowerSeraya</p>	<p>By 2027 ↓ 15% energy use <i>(for Wisma Atria property from FY2017 levels)</i></p>  <p>Aim by SGREIT</p>



Protection of the Environment



OUR COMMITMENT

Integrating responsible and sustainable environmental strategies into our core business decisions to protect and enrich the natural environment for future generations



ALIGNED WITH



OUR APPROACH

- Protecting and conserving terrestrial and marine biodiversity and ecosystems
- Reducing greenhouse gases (GHG) emissions through the adoption of energy efficiency and renewable energy technologies towards a low carbon economy
- Managing waste streams including responsible disposal, harnessing of waste to energy, anaerobic digestion and embracing the 5Rs - Refuse, Reduce, Reuse, Repurpose and Recycle whilst optimising resource efficiency towards a truly circular economy
- Prioritising sustainable water use and efficiency
- Using sustainable materials and waste where possible whilst minimising negative impacts on the environment in manufacturing, construction and property development

Protection of the Environment

[GRI 103, 302-1, 302-2, 302-3, 302-4, 303-3, 303-4, 303-5, 304-1, 304-2, 304-3, 304-4, 305-1, 305-2, 305-3, 305-4, 305-5, 305-7, 306-1, 306-2, 306-3, 306-4, 306-5, 307-1]

The outbreak of the COVID-19 pandemic is affecting every part of our lives and has caused a massive shock to the global economy. This has provided an unparalleled pause for us and businesses around the world to rethink our relationship with the environment. Protection of the environment remains one of YTL Group's core business principles and we place a strong focus on sustainable development through commitments spelled out in our Corporate Statement on Environment, and Code of Conduct and Business Ethics – Responsible Corporate Citizen, which can be accessed on our corporate website.

Adopting the United Nations Global Compact (UNGC) principles of environment, YTL Group is dedicated to progressing in a sustainable manner whilst taking precautionary approaches to minimise the potential risks to both our business and the environment. We strive to achieve the highest environmental standards and to minimise our environmental impacts through our collective efforts in biodiversity conservation, climate change and energy, as well as waste and water management. Much of our environmental footprint is measurable and we have strong environmental policies and strategies in place to encourage and guide our business units to set their own reduction targets.

Our strategic investment in protection of the environment has resulted in a growing portfolio of green investments, environmental technologies, greenhouse gases (GHG) emission reduction measures, resource efficiency programmes and biodiversity conservation programmes across YTL Group. We strive to become one of the leading conglomerates in environmental protection through learning from experts and sharing best practices with our stakeholders to Making A Good Future Happen.

“ We strive to become one of the leading conglomerates in environmental protection through learning from experts and sharing best practices with our stakeholders to **Making A Good Future Happen.** ”

[Corporate Statement on Environment](#) ↗

[Code of Conduct and Business Ethics – Responsible Corporate Citizen](#) ↗



PERFORMANCE HIGHLIGHTS

Our Goals



BIODIVERSITY

To conserve biodiversity both in the areas of life on land and below water



CLIMATE CHANGE AND ENERGY

To reduce greenhouse gases (GHG) emissions, promote energy efficiency and adopt renewable energy



WASTE MANAGEMENT AND RESOURCE EFFICIENCY

To manage waste streams through effective and responsible reuse, recycling and disposal



WATER STEWARDSHIP

To enhance water efficiency in daily operations

FY2021 Achievements Against FY2020

- **17,846** turtle eggs saved from 201 nests in Tanjung Jara Resort (TJR)
- **7,723** coral nubbins/colonies transplanted in Gaya Island Resort Marine Centre (GIRMC), Pangkor Laut Resort (PLR) and YTL Jawa Timur (YTLJT) with 990 fly ash and bottom ash (FABA) blocks deployed in YTLJT, and 153 cement blocks used in GIRMC, since inception of the programmes

- **↓ 8.51%** Reduction in GHG emissions ^{b,c,d}
- **171,210** mangroves and sea pines planted since 2013, with 812,810 kg CO₂ sequestered to date ^a
- **↓ 3.01%** Reduction in energy consumption ^{b,c,d}
- **1,591 kWp** solar photovoltaic panels installed across YTL Group to date ^{a,b,d}

- **↓ 6.18%** Reduction in waste generated ^{b,c}
- **↓ 25.81%** Reduction in waste diverted from disposal ^{b,c}
- **↓ 4.33%** Reduction in waste directed to disposal ^{b,c}
- **1.65 million pieces** of plastic reduced

- **↑ 4.85%** Increase in total water consumption ^{b,c}

Moving Forward

We will continue to conserve terrestrial and marine ecosystems, especially endangered and threatened species.

Striving to reduce emissions by improving energy efficiency, expanding renewable energy and investing in green technology. We collect comprehensive data for preparation of setting Group-wide climate targets.

We promote resource efficiency by eliminating avoidable single use plastic, reducing waste generation and embracing circular solutions and economy.

We constantly search for innovative ways to reduce our water consumption and enhance water efficiency.

^a Jawa Power

^b YTL PowerSeraya

^c Starhill Global REIT

^d Wessex Water

ENVIRONMENTAL MANAGEMENT AND COMPLIANCE

As populations grow rapidly and urbanisation intensifies, adverse environmental impacts may occur in the construction and operational phases. At YTL Group, we are committed to minimising negative impacts on the environment and optimising our operational efficiency during the design, planning, construction and operation of our projects.

Driven by YTL Group Corporate Statements - Environment and the respective business units' Environmental Policies, we align our environmental management and compliance commitments with the ISO 14001 Environmental Management Systems to cover environmental impacts and risk assessment, laws and regulations, due diligence, planning and monitoring. Established standard operating procedures (SOPs) are in place to review relevant environmental requirements to be followed in order to manage and mitigate environmental risks arising from operations.

Most of our key business units are certified under ISO 14001 Environmental Management Systems. YTL Cement and Jawa Power attained ISO 50001 Energy Management Systems certification, whilst YTL PowerSeraya, YTL Starhill Global REIT Management (YSGRM), the Manager of Starhill Global REIT (SGREIT), as well as YTL Starhill Global Property Management were awarded the Project Eco-Office certification for their green initiatives and practices. A full list of certifications attained by our business units can be found in the "Other Information" section on page 127.

YTL Group conducts periodic training and awareness programmes for our employees to facilitate and ensure the effective implementation of environmental management. Topics covered included environmental policy and operating procedures, environmental emergency preparedness and response, energy savings, waste recycling and water use.



Planning

- Identify environmental policies, interactions, significant aspects and other requirements
- Develop environmental objectives, targets and programmes



Implementation and Operation

- Define EMS structure and responsibility
- Identify and complete trainings required
- Establish communication procedures for internal and external stakeholders
- Implement documentation of policies, plans and procedures
- Establish operational control and implement emergency preparedness and response plan



Checking and Corrective Action

- Monitor and evaluate environmental performance and compliance levels
- Establish non-conformance, corrective and preventive action systems
- Maintain records and perform periodic EMS compliance audits



Management Review

- Management review of environmental performance, policies, priorities and objectives and recommend improvements



Environmental Policy

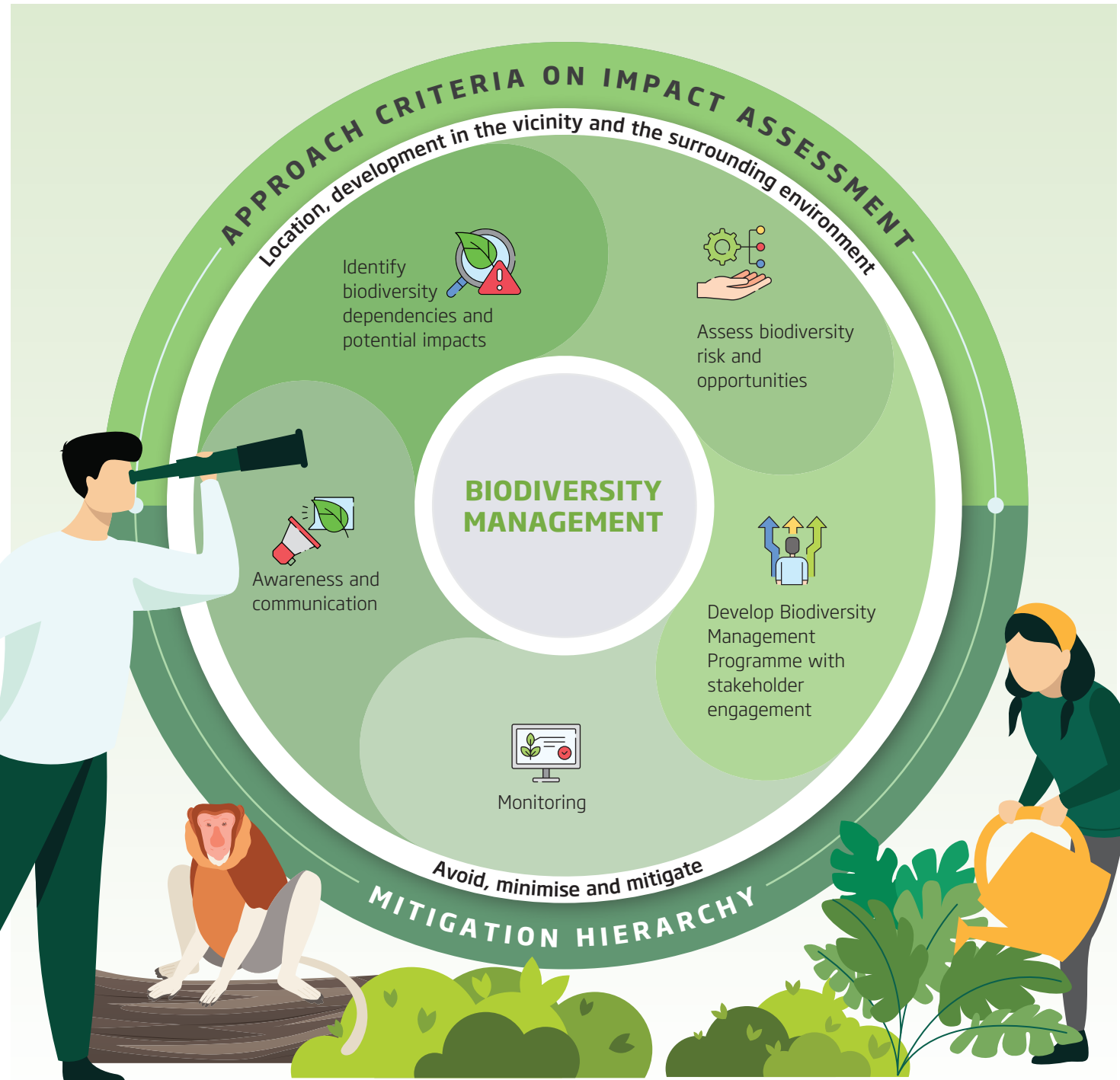
- Commitment to regulatory compliance, pollution prevention and continuous improvement of environmental performance

BIODIVERSITY

All living creatures depend on other creatures and plants in one way or another to maintain balanced ecosystems. Over the years, the advancement of human development has led to the deterioration of the natural environment in the form of biodiversity loss and species extinction. It is essential for humanity to maintain a good balance between business profitability and care for natural capital in order to ensure sustainability of the relationship.

Management Approach

At YTL Group, we hope to protect biodiversity and to avoid or minimise adverse impacts in our operations through enhancing our processes to allow us to coexist with nature, halting or reversing biodiversity loss on land, preserving and conserving terrestrial and marine ecosystems as well as raising public awareness.



Biodiversity Screening and Monitoring

Biodiversity screening is necessary in the initial stage of construction and operational activities for YTL Group to address the scarcity of finite resources and potential biodiversity loss in order to meet regulatory compliance requirements such as Environmental Impact Assessment (EIA) Standard and International Union for Conservation of Nature (IUCN) Red List threatened species. Through these assessments, species inventory or baseline information can be determined prior to project planning. Subsequent monitoring work can take place in the later phase of the project activities, which involves continuous scrutinisation in tracking anticipated impacts caused by operations or other related activities, followed by proper improvements to minimise associated risks.



YTL Cement Responsible Quarrying

- All YTL Cement's quarries are in locations gazetted by local governments for mining and production, with permits to operate.
- YTL Cement has in place a mining development plan with strict adherence to environmental requirements as well as Health and Safety procedures.
- The company's cement operations are fully compliant with all requirements set by relevant authorities.



YTL Jawa Timur Environmental Monitoring Plan under Indonesia's EIA (AMDAL)

- Online system to ensure all water from the power station meets local standards prior to discharge.
- Monthly on-site water sampling and testing by appointed third party environmental authority and independent laboratory.
- Quarterly marine biota and coral reef surveys.



Wessex Water Biodiversity Assessments

- Identifying Wessex Water's potential impacts on the environment, wildlife, archaeology and geology as well as the presence of any protected or rare species.
- Sniffer dogs to support terrestrial great crested newt surveys.
- Nearly 63% of our Sites of Special Scientific Interest (SSSI) landholding is considered to be in favourable condition by Natural England with a further 30.5% in unfavourable recovering condition.
- The UK government's 25-year Environment Plan includes a target to restore 75% of protected sites to favourable conditions.

Restoration and Protection of Life on Land and Below Water

Biodiversity on Earth is essential to preserving life on our planet. Each and every organism plays its role in the ecosystems, and it is the complex interactions of life that supply both tangible resources (food, nutrient cycling, balance in ecosystems, water purification, etc.) and intangible benefits (tourism and aesthetic value) to communities we depend on. At YTL Group, we have embarked on various initiatives both preserving and conserving terrestrial and marine ecosystems, in line with SDG 14 - Life Below Water, SDG 15 - Life On Land and SDG 17 - Partnerships For The Goals. Over the years, YTL Group has been very supportive of biological conservation efforts by partnering with numerous non-governmental organisations (NGOs) to safeguard and restore life on land and below water against various threats. Through partnerships, we are able to address issues that we may not have the expertise, skills or resources to manage on our own.

LIFE ON LAND INITIATIVES

Langkawi Biodiversity Initiatives YTL Cement

- Worked with University Malaya since 2016 to develop the foundation of Langkawi's biodiversity inventory for flora and fauna through a series of comprehensive biodiversity surveys. More details can be found on page 27.

Kanthan Biodiversity Initiatives Associated Pan Malaysia Cement (APMC)

- A series of initiatives on environmental protection and sustainable development implemented at Kanthan Quarry site located in Chemor, Perak. More details can be found on page 27.

Eyes on Flying Foxes Pangkor Laut Resort (PLR) X RIMBA

- Conservation work carried out on the giant fruit bat, commonly known as flying fox (*Pteropus sp.*) which is a protected species under the Wildlife Conservation Act 2010 and IUCN Red List.
- Outcome:
 - i) Species diversity and population study of flying fox to secure long-term protection.
 - ii) Provide suitable and safe roosting sites whilst also raising public awareness on the value to ecosystems and conservation of the flying fox.

Conserve Our National Bird - Hornbill Pangkor Laut Resort (PLR)

- In order to conserve the hornbill, our national bird, PLR planted Macarthur Palms (*Ptychosperma Macarthurii*) in 2014 which provides its fruit as main diet for The Great Hornbill (*Buceros bicornis*) and Oriental Pied Hornbill (*Anthracoceros albirostris*).
- Since 2018, several wooden nesting boxes made from recycled wood were built to provide breeding and nursery habitats for the hornbills.
- Three juvenile hornbills were successfully bred in 2018; four in 2019; three in 2020; and two in 2021.

Safeguard Landed Species Gaya Island Resort Wildlife Centre (GIRWC)

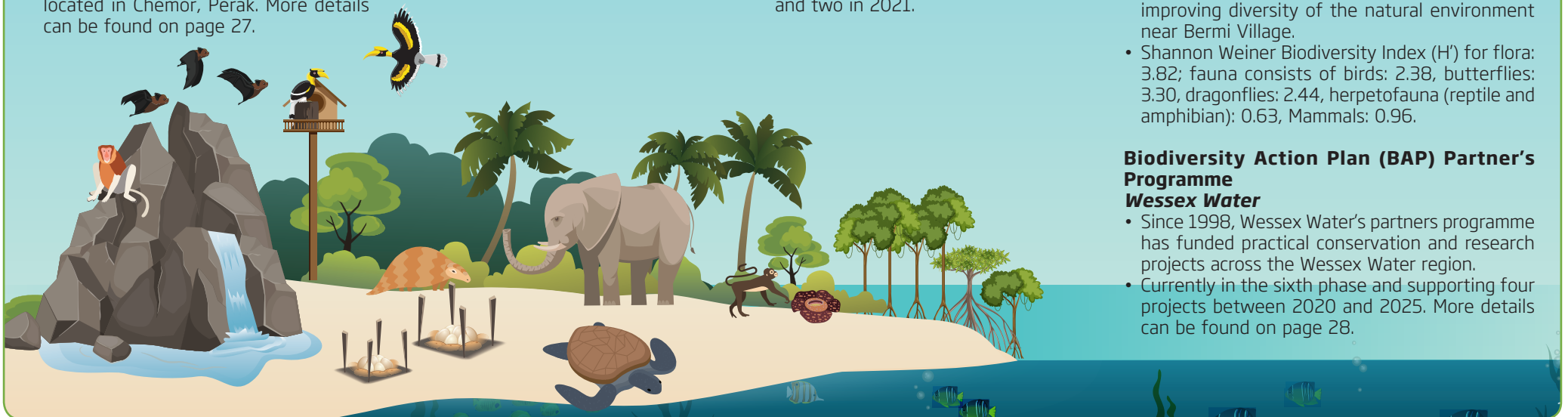
- Identified ten new flora and 446 fauna species in and around GIR.
- Initiated a proboscis monkey conservation project in collaboration with Sabah Wildlife Department and Sabah Parks to enrich their gene pool in Gaya Island.
- Rescue work carried out to treat injured wildlife before releasing them back to their natural habitats.

Bermi Eco Park YTL Jawa Timur (YTLJT)

- Partnered with Bermi Village Enterprises to improve the natural environment near Bermi Village.
- 1,599 trees planted in an area of five hectares, improving diversity of the natural environment near Bermi Village.
- Shannon Weiner Biodiversity Index (H') for flora: 3.82; fauna consists of birds: 2.38, butterflies: 3.30, dragonflies: 2.44, herpetofauna (reptile and amphibian): 0.63, Mammals: 0.96.

Biodiversity Action Plan (BAP) Partner's Programme Wessex Water

- Since 1998, Wessex Water's partners programme has funded practical conservation and research projects across the Wessex Water region.
- Currently in the sixth phase and supporting four projects between 2020 and 2025. More details can be found on page 28.



LIFE BELOW WATER INITIATIVES

Enriching the Mangrove Forest *Gaya Island Resort (GIR)*

- Established a mangrove nursery in 2014 to enrich coastline ecosystems.
- 3,000 mangrove saplings planted and consequently flourished into shrubs, with 75% success rate.
- Additional 500 seedlings propagated, covering an approximate area of 20,000 square feet (ft²).

YTLJT Greenery Programme *Randutatah Mangrove and Sea Pines Conservation Area*

- Initiated in 2013 to improve coastal erosion risks and later developed into an eco-tourism and recreational zone.
- 176,641 trees planted, stretching along 55 km coastline.
- Shannon Weiner Biodiversity Index (H') for flora: 2.53; fauna consists of birds: 2.83, butterflies: 2.35, dragonflies: 1.74, herpetofauna (reptile and amphibian): 1.19, Mammals: 1.34.

Saving Turtles *Gaya Island Resort Marine Centre (GIRMC)*

- 21 turtles rescued, nine released and two injured turtles treated under rehabilitation by GIRMC.

Tanjong Jara Resort (TJR) X Lang Tengah Turtle Watch (LTTW)

- 73,394 eggs saved from 739 nests since 2015.
- As of FY2021, 44,999 hatchlings released.
- A new hatchery was setup in June 2021 to expand the turtle egg recovery efforts.

Reviving Seagrass Habitat *GIRWC*

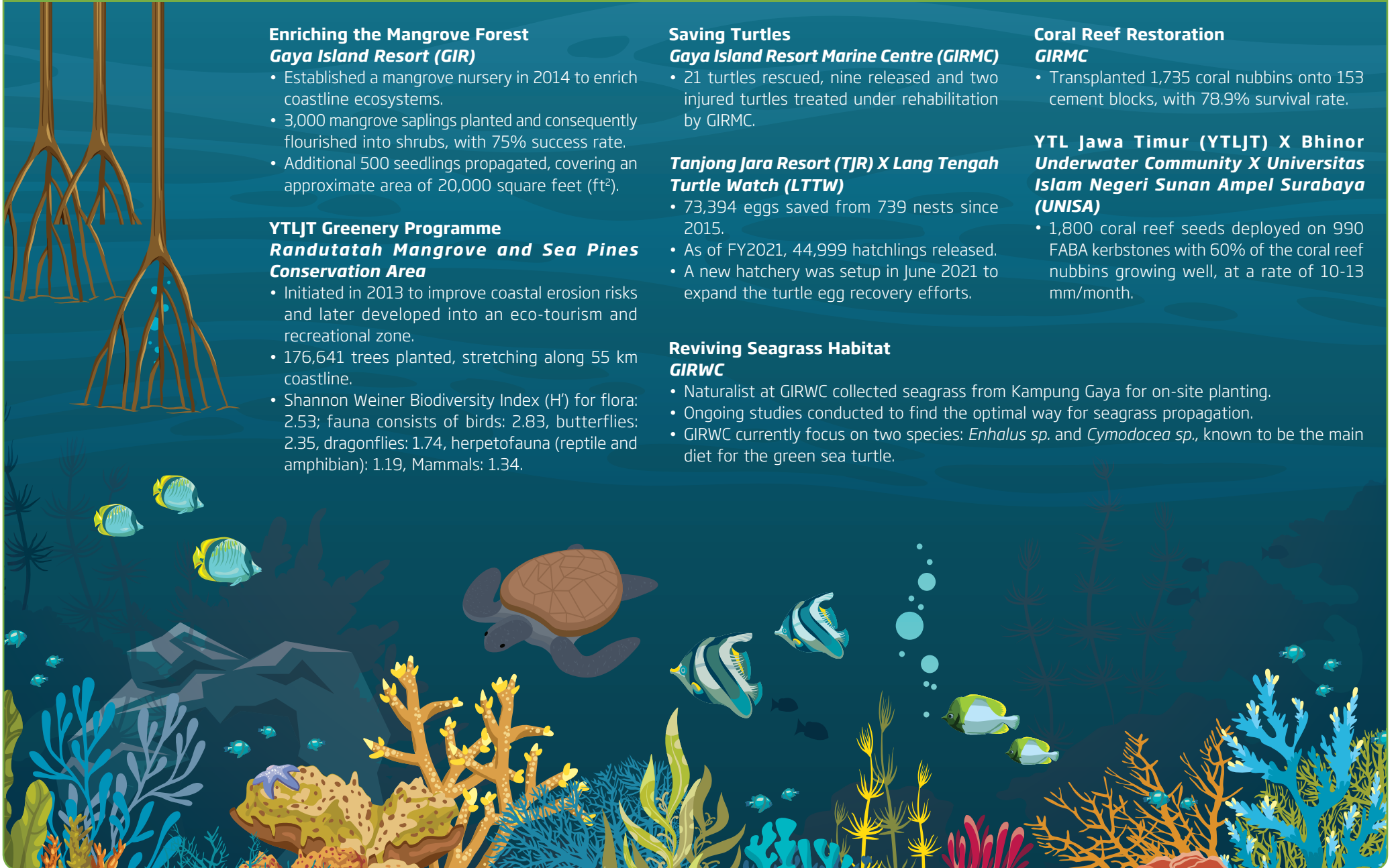
- Naturalist at GIRWC collected seagrass from Kampung Gaya for on-site planting.
- Ongoing studies conducted to find the optimal way for seagrass propagation.
- GIRWC currently focus on two species: *Enhalus sp.* and *Cymodocea sp.*, known to be the main diet for the green sea turtle.

Coral Reef Restoration *GIRMC*

- Transplanted 1,735 coral nubbins onto 153 cement blocks, with 78.9% survival rate.

YTL Jawa Timur (YTLJT) X Bhinor Underwater Community X Universitas Islam Negeri Sunan Ampel Surabaya (UNISA)

- 1,800 coral reef seeds deployed on 990 FABA kerbstones with 60% of the coral reef nubbins growing well, at a rate of 10-13 mm/month.



CONSERVATION THROUGH ENVIRONMENT EDUCATION AND RAISING PUBLIC AWARENESS

YTL Hotels is committed to creating unique and differentiated experiences for guests staying at each of their properties. Whilst a number of their properties are within close proximity to the nature, YTL Hotels understands the importance of biodiversity and conservation, and they work hard to optimise their business operations to co-exist with nature.

YTL Hotels imparts their conservation messages through their environmental education programmes and by raising public awareness through programmes with direct involvement and experience to promote sustainability in the natural environment and cultural heritage of many regions. Most of the activities have been temporarily suspended due to the COVID-19 pandemic.

Environmental Education



Conservation through Education - GIR

Organises weekly conservation talks for hotel guests and the local community. The resort also has conservation outreach programmes for volunteers, sponsors and local communities which covers topics like sustainable fishing and recycling. The programme also covers topics on biodiversity of marine ecosystems and is presented through a mix of slide presentations, video screenings and interactive sessions.

Wildlife Experience Centre - GIR

GIR established GIRMC and GIRWC as its forte in the execution of biological conservation initiatives. Hotel guests are able to learn more about Gaya Island's flora and fauna at the centre and get a chance to catch sightings of the abundant but hidden wildlife around the resort.



Beach Cleaning and Environmental Education - TJR X LTTW

Beach cleaning is held annually to remove litter and raise awareness for local communities and hotel guests on ocean pollution and marine biodiversity conservation. TJR and LTTW are also working to bring back environmental educational programmes such as The Wonderful World of Turtles talk and Turtle Kid's Club once the COVID-19 pandemic impacts on travel recede.



Direct Involvement and Experience Programme



Educational Nature Trails - GIR

The Seven Wonders of Gaya are a unique educational experience provided to hotel guests with a focus on the distinctive journey of exploration through natural encounters with rarely seen flora, fauna and wildlife around the resort.



Jungle Trekking - PLR

PLR provides guests with jungle trekking experiences. Two levels of difficulties are available and are selected based on participants fitness levels and the condition of the trail. The resident naturalist who leads the group briefs guests with information on the richness of biodiversity and PLR's conservation work around the island, such as the conservation of flying foxes and hornbill nesting initiative.



Jungle Trekking and Leisure Trails - CHR

CHR provides guests with adventure options to discover the plethora of natural wonders native to the highlands and immerse themselves in nature via jungle trekking guided by the resident naturalist. A more casual option is also available with leisure trails around CHR to learn about highlands' flora and fauna, as well as the history of the region and site visits.

Enhancing Hotel Guests' Experiences - TJR x LTTW

TJR's guests are strongly encouraged to participate in the process of nest inspections, adoption and if lucky, in the release of turtle hatchlings. Briefings are conducted on the incubation process, gender determination, the life-cycle of the turtles, a myriad of other biological, ecological and behavioural information.



Turtle Nest Adoption Programme - TJR x LTTW

Introduced to encourage the participation of the public and hotel guests to adopt turtle nests within the hatcheries. The adoptees receive regular updates from the conservation team throughout the egg incubation period, as well as being able to name the nests adopted and witness the releasing of the hatchlings.



CO-EXISTING HARMONIOUSLY WITH NATURE - KANTHAN AND LANGKAWI BIODIVERSITY INITIATIVES

In line with its commitment to United Nation’s SDG 15 - Life on Land and SDG 17 - Partnerships for The Goals, YTL Cement has been actively playing a key role in biodiversity conservation, and has been undertaking Kanthan Biodiversity Initiatives at the Associated Pan Malaysia Cement (APMC) Kanthan Quarry site located in Chemor, Perak since 2014. A summary of the available projects is detailed below:



Plant Recce and Translocation Project - Tropical Rainforest Conservation and Research Centre

Built an in-house plant nursery accommodating up to 10,000 saplings. Currently, 14 endemic species in Kanthan have been nurtured and preserved.



Jasa Megah Rehabilitation Project

A four-acre pilot plot was set up for rehabilitation by using palm oil waste to create humus, and fast-growing trees were planted to repair the soil condition of the heavily disturbed area.



Land Snail Translocation Project - University Malaysia Sabah (UMS) and RIMBA

Extensive microclimate and snail diet analysis carried out to survey and create living conditions that mimic original microhabitat conditions suitable for translocation.



Bat Diversity and Cave Structure Study - UMS

A planned study of the diversity of bat species in Kanthan Cave as well as characterisation of the cave structure favoured by different bat species as their roosting sites.

Liphistius kanthan (Trapdoor Spider) Population Study

A population study on the critically endangered species inhabiting Kanthan Cave carried out to ensure the conservation of the rare cave dweller.



YTL Cement further introduced the Langkawi Biodiversity Initiatives in 2016, with the aim to protect and conserve Gua Balai, Gua Pinang, Gua Layang and the immediate surrounding areas. YTL Cement worked with the Institute of Biological Science, University Malaya (UM) to develop the foundation of Langkawi’s biodiversity inventory for flora and fauna through a series of comprehensive biodiversity surveys in 2016. The summary of the findings is detailed below:



Fauna

Under Wildlife Conservation Act 2010

- 48 Totally Protected species
- Six Protected species

Under IUCN Red List

- Six Near Threatened species
- Four Vulnerable species



Flora

41 species were assessed by IUCN

- Two Near Threatened species
- Two Vulnerable species
- Four Endangered species



Some of the fauna that can be found at the Langkawi Biodiversity Initiative project sites.

The Biodiversity Conservation and Research Education (BCRE) is a research centre established by YTL Cement. BCRE believes in balanced development contributing to the conservation of nature as well as economic development. Through BCRE, the company aims to protect wildlife and the environment around us for the benefit of present and future generations by:

- Conducting research into the diversity of flora and fauna, and establishing studies to conserve the environment where it operates.
- Facilitating researchers in their work to study various aspects of flora and fauna.
- Promoting a deep understanding and appreciation of conservation in nature.

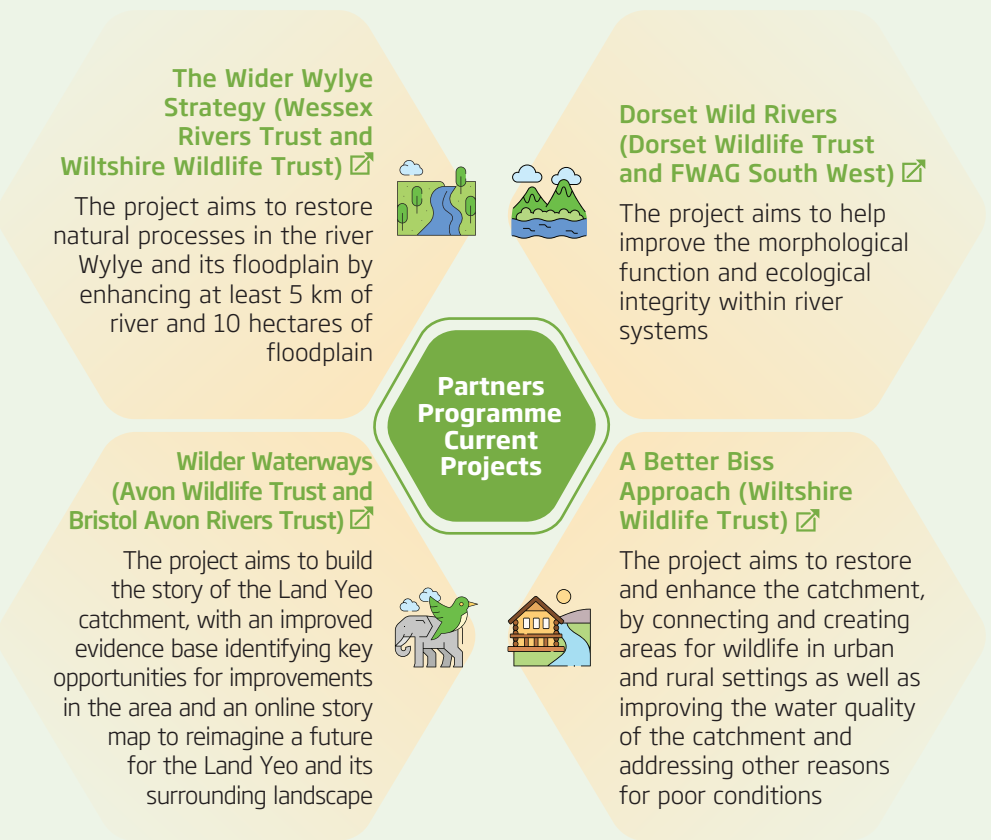
YTL Cement has developed a dedicated website www.bcre.my to communicate their biodiversity commitments and initiatives to the public. Moving forward, YTL Cement has plans to establish a physical research centre in Kanthan, Perak.

WESSEX WATER - BIODIVERSITY ACTION PLAN AND CATCHMENT PARTNERSHIPS

Biodiversity Action Plan (BAP)

Wessex Water is currently in the sixth phase of its BAP partners programme, which provides funding to projects carried out by wildlife organisations to conserve and enhance biodiversity across the Wessex Water region. Running since 1998, the programme has led to some notable conservation successes and has helped to contribute to the goal of conserving and enhancing wildlife in the region.

Previous phases of the Partners Programme focused on species and habitats of importance within the UK but has subsequently broadened to include water quality and ecology issues. Riding on the success of the fifth phase (2015-2020) of the programme, the current phase supports the following projects:



Catchment Partnerships

Wessex Water continues to support four catchment partnerships within the region, including Somerset, Hampshire Avon, Bristol Avon and Dorset Catchment Partnerships. These projects deliver a range of benefits including improved water quality, helping to slow the flow of surface water, restoring biodiversity and improving community engagement and awareness.



Somerset

The South and West Somerset Catchment Partnership brings together a range of organisations who have been working within the water environments of the county since 2013. The aim of the partnership is to promote and enhance the conservation of wildlife, the environment and the landscape in relation to modern agricultural needs.



Hampshire Avon

The Hampshire Avon Catchment Partnership was established in 2014 and is made up of a number of organisations and works together to achieve positive outcomes for the water environment of the Hampshire Avon catchment. It also aims to ensure that the ecosystem services provided by the rivers are recognised and valued in the management of land and water.



Bristol Avon

Since 2012, the Bristol Avon Catchment Partnership has worked closely with stakeholders in the catchment to identify solutions to improve water quality and environment, including nature-based solutions.



Dorset

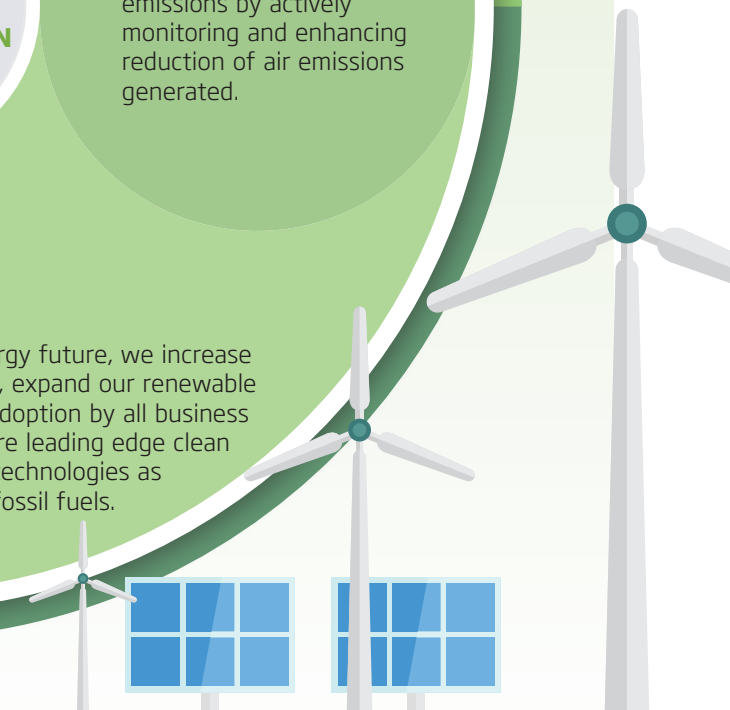
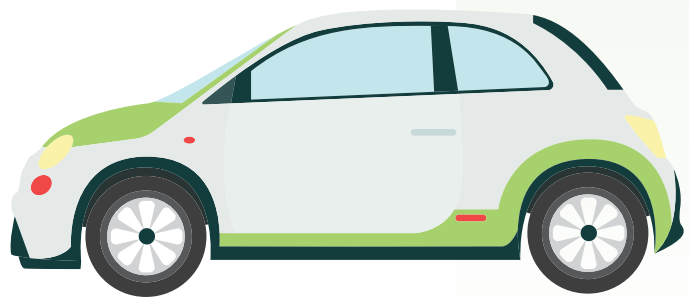
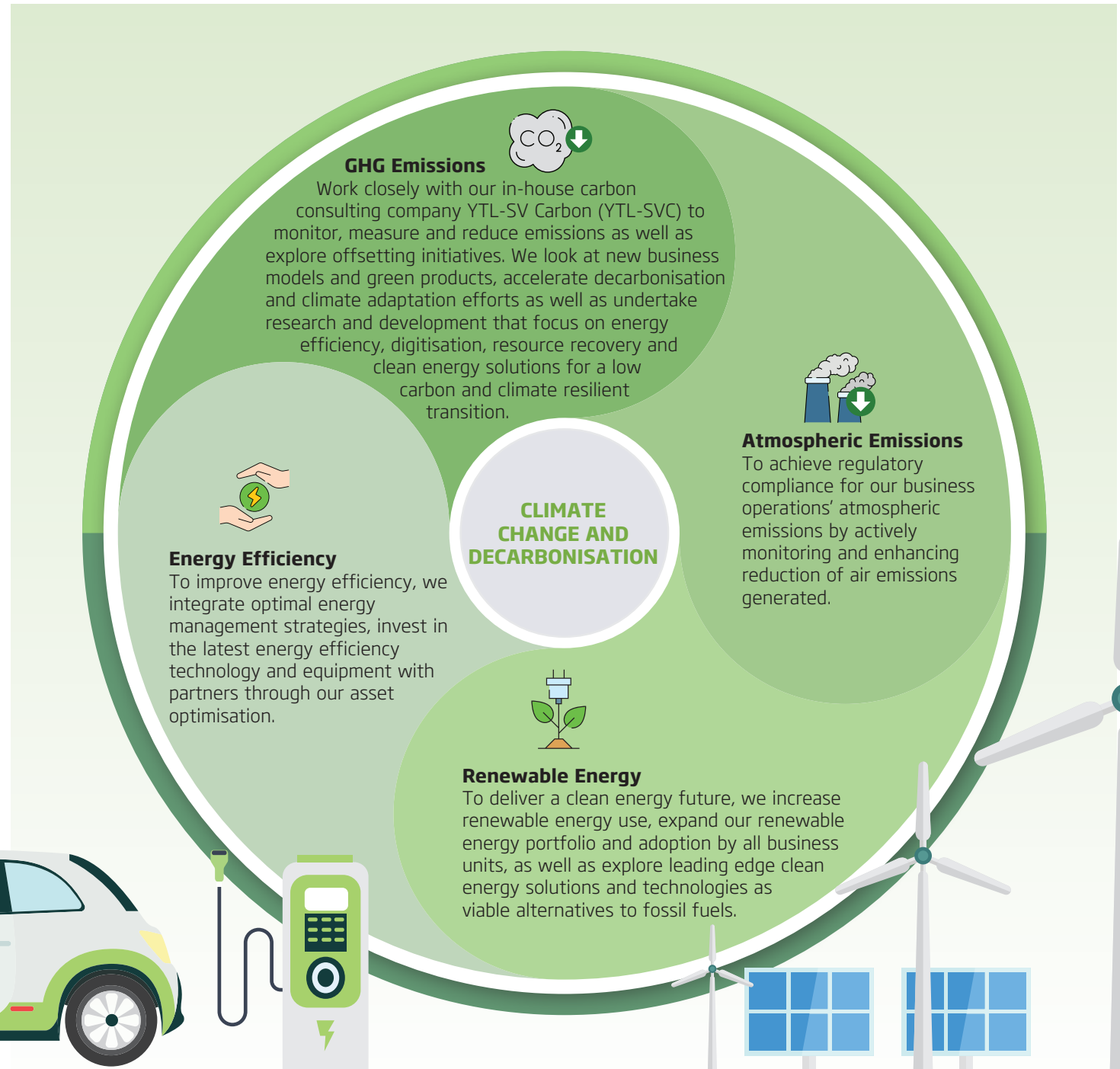
The Dorset Catchment Partnership brings together key stakeholders to co-design and co-deliver positive change to land and water management to improve the condition of the water environment across Dorset's catchment areas.

CLIMATE CHANGE

Global warming is under the spotlight all over the world as not only can it directly damage living and healthy ecosystems, but also have devastating impacts on social and economic development. A special report by UN Intergovernmental Panel on Climate Change (IPCC) has highlighted the urgency to limit global warming to about 1.5 degrees above pre-industrial levels to limit the occurrence of extreme heatwaves, floods and droughts that could lead to impacts, such as reduced fresh water availability, extreme precipitation, loss of biodiversity and ecosystems as well as higher ocean temperatures and acidity levels.

Management Approach

In line with YTL Group’s commitment towards SDG 13 - Climate Action, we strive to assess and mitigate climate-related risks for tougher climate regulations and higher carbon prices, and continuously update our efforts to reduce, mitigate and adapt to climate change. Our climate change and business strategy remain focused on reducing emissions, enhancing energy efficiency and adopting renewable energy technologies towards a low carbon future.



Greenhouse Gases (GHG)

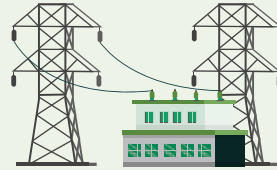
Recognising climate change as a significant risk that needs to be managed carefully, we measure and report our GHG emissions to develop a coherent climate strategy and go beyond being mitigation centric by creating awareness, sharing knowledge, and empowering communities to adapt to climate change, through various nature-based solutions as well as community-based adaptation plans and initiatives across our business units.

GHG Emissions Data ^{11,12}



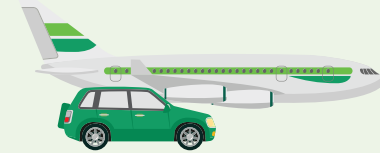
Scope 1 Emissions

Direct emissions from stationary and mobile fuel combustion by our utilities (power and water) and property management business (SGREIT)



Scope 2 Emissions

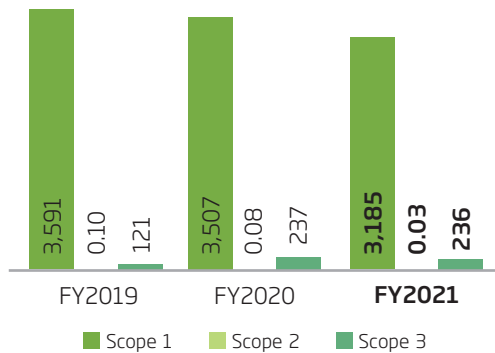
Indirect emissions from purchased/grid electricity consumption



Scope 3 Emissions

Other indirect emissions from business travel, outsourced activities, as well as emissions related to grid electricity transmission and distribution by our water utility business

GHG Emissions (kilotonnes CO₂e/year)



↓ **13%** from 2016

YTL PowerSeraya

YTL PowerSeraya continues to improve plant efficiency by:

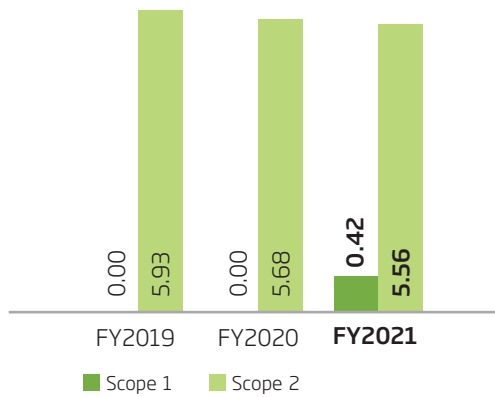
- Progressively switching from heavy fuel oil (HFO) to less carbon-intensive natural gas;
- Investments in more energy efficient power generation plants with co-generation capabilities;
- Maintaining the efficiency levels of the power plant units close to design limits through periodic preventive maintenance.

¹¹ YTL Group's GHG data collection and compilation methodology is based on the following international standards and guidelines:

- ISO 14064-1: The International Standard for organisation level quantification and reporting of GHG emissions and removals.
- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI).

¹² YTL Group's GHG inventory covers primarily three GHGs, which are: CO₂, CH₄ and N₂O. All other GHGs are currently excluded for simplification as emissions from these are assumed to be very small due to the nature of our businesses.

GHG Emissions (kilotonnes CO₂e/year)



↑ 1% from 2016

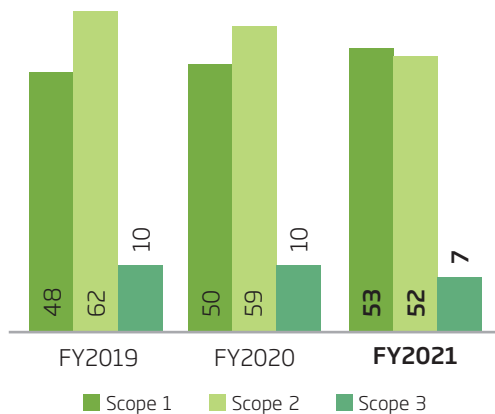
SGREIT

SGREIT continues to reduce energy consumption through:

- Progressively replacing with LED lights;
- Installing motion sensors at staircases;
- Upgrading existing infrastructure with energy efficient features.

SGREIT commenced reporting of Scope 1 emissions in FY2021. Scope of data reporting covers Wisma Atria Property (Singapore), Myer Centre Adelaide (Australia), David Jones Building (Australia), and Plaza Arcade (Australia).

GHG Emissions (kilotonnes CO₂e/year)



↓ 22% from 2016

Wessex Water

Wessex Water continues to reduce their carbon footprint through:

- Preventative aspects of catchment management;
- Extensive energy efficiency work;
- Generation of renewable energy from digestion of sewage sludge and food waste, hydro and solar.

Wessex Water’s regulatory year starts from 1 April 2020 to 31 March 2021.

TRANSITION TOWARDS CARBON NEUTRALITY

Malayan Cement Aims to be Carbon Neutral by 2050

Malayan Cement (MCB) is committed to reducing their carbon footprint and have stated their ambition to be carbon neutral by 2050. In the last ten years, the company has made various capital expenditure investments as well as funded research and development to enable their plants to produce cement with lower CO₂ emissions.

The main focus of their emission reduction initiatives has been energy use and production.

Area and Initiatives

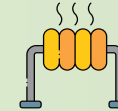
Energy



Improve energy efficiency



Use of low carbon fuels and waste as alternative fuels



Waste heat recovery for electricity generation

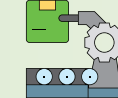
Production



Use of recycled materials as alternative raw materials



Optimise clinker substitution



Improve production efficiency

Acknowledging that achieving their 2050 ambition will require MCB to go beyond energy efficiency and production improvements, the company shall explore innovative carbon mitigation technologies, such as carbon capture and use.

MCB's initiatives towards carbon neutrality does not end at their gate. Through product development, the company is able to offer lower carbon intensity products to their customers. Being the leader in building materials in Malaysia, MCB aims to contribute to sustainable construction in our country.

TRANSITION TOWARDS CARBON NEUTRALITY

Wessex Water Aims to Achieve Net Zero by 2030

Wessex Water has published a routemap to achieve net zero operational carbon emissions by 2030, and net zero total emissions (including those related to their supply chain emissions, i.e. construction and consumables) by 2040, a decade ahead of the UK government’s 2050 target. For this routemap, Wessex Water used 2020 as their baseline year, representing their current position.

[Wessex Water’s routemap to net zero carbon emissions](#) ↗

The Scope

Wessex Water’s net zero commitment includes their regulated activities for water treatment and distribution, sewage treatment and sludge treatment. The emissions Wessex Water report are divided into three ‘scopes’, as per GHG reporting standards:

Scope 1	Emissions from Wessex Water own sites and assets e.g. fuels burnt on site, their vehicle fleet
Scope 2	Emissions from the generation of grid electricity that Wessex Water use
Scope 3	Other indirect emissions that occur in Wessex Water’s value chain, including core activity that is outsourced

**Wessex Water 2030 net zero operational carbon target will include Scope 1, 2 and selected Scope 3 emissions.*

Carbon Management Work

Wessex Water’s Carbon Management Strategy was originally developed in 2001 and has evolved into this routemap to net zero emissions. Their overall approach includes the carbon management hierarchy shown below:

Avoiding emissions	Reducing volumes of water and sewage
	Catchment management/nature-based solutions
	Avoiding transport emissions
Optimisation	Energy efficiency
	Process emissions from sewage and sludge
	Transport efficiency
Renewable Energy	Energy from waste
	• Self-generated
	• Direct supply
• Renewable energy tariffs	Partnerships with third-party renewable energy generators
Insetting	Carbon storage
Offsetting	Buying offsets

TRANSITION TOWARDS CARBON NEUTRALITY

Future Work Towards Net Zero Carbon Emissions

This section provides an overview of what Wessex Water plan to do over the next ten years and beyond to get to net zero carbon. There are three main parts:

- **Background emissions reductions**, happening across the UK especially in energy and transport.
- **Readily available options**, which require action on Wessex Water’s part but involve technologies that are already proven at scale.
- **More innovative options**, involving technologies that are in development or have been implemented in only a few locations.

Tackling the climate emergency - Wessex Water’s routemap to net zero carbon

	Business-as-usual	Readily available options					Innovative technology
Business-as-usual	 <p>UK GRID electricity -36</p>	 <p>LOW CARBON cars and vans -6</p>	 <p>LOW CARBON combined heat & power -3</p>	 <p>Work with Contractor -2</p>	 <p>Diesel generation alternatives -1</p>	 <p>Methane control -2</p>	 <p>Biochar -20 estimated</p>
Optimisation		 <p>Energy efficiency -3</p>	 <p>Nitrous oxide control -6</p>				
Renewable		 <p>Renewable grid purchase -25</p>	 <p>Renewable electricity generation -4</p>	 <p>Biomethane export -2</p>			 <p>Bio Hydrogen Unknown</p>

Note:

The figures in this diagram represent the emissions reductions that Wessex Water believes can be achieved via the actions set out in the route map document. Items under 'business-as-usual' and 'readily available options' will occur in the 2020s, whereas the 'innovative technologies' are more likely to be implemented at scale in the 2030s once they are established in the supply chain. All figures are reductions in kilotonnes carbon dioxide equivalent.

Climate Adaptation Initiatives

Tree Planting

YTL Group promotes tree planting across its business units to promote the adoption of nature-based solutions with positive impacts on biodiversity and ecosystem services to aid adaptation to climate change.

YTL Corporation (YTL Corp)

- 100 trees planted at Sentul Park under 2014 Lay Yong Grove Tree Planting.
- 203 trees planted and additional 297 trees to be planted at Sentul Park under 2018 Tree Planting Sponsorship Programme, a collaborative effort between YTL Corp and Yayasan Hijau. However, the tree planting progress has been delayed due to the COVID-19 pandemic.

Gaya Island Resort (GIR)

- 3,000 mangrove saplings planted with an additional 500 seedlings propagated.

YTL Cement

- Up to 10,000 saplings to be planted in our in-house nursery in Kanthan, Perak under Plant Recce and Translocation Project.

YTL Jawa Timur (YTLJT)

- A total of 171,210 mangroves and sea pines have been planted which have sequestered 812,810 kg of CO₂ to date through YTLJT's Greenery Programme at Randutatah Mangrove and Sea Pines Conservation Area.

Wessex Water

- The winning idea of #YTLBiggie 2017 - Save a Tree, Plant a Tree by Wessex Water employee Phil Bakerian promoted the adoption of e-billing by customers and tree planting. As a result, Wessex Water partnered with Woodland Trust to support tree planting across the region. Since this project, Wessex Water continues to encourage customers to switch to e-billing and currently more than 139,000 customers signed up to e-billing services.

The Ritz-Carlton, Koh Samui

- Planted trees around the resort's landscape area with the participation of employees and hotel guests.

Go Lo-CO₂ Programme

Express Rail Link

- Raised public awareness on reducing carbon emissions through the use of public rail transport.
- Reduced a total of 140,291 tonnes of carbon dioxide equivalent (tCO₂e) from 2015 to 2021, equivalent to approximately four million cars taken off the road from KL Sentral to KLIA every year.



Coral Reef Restoration

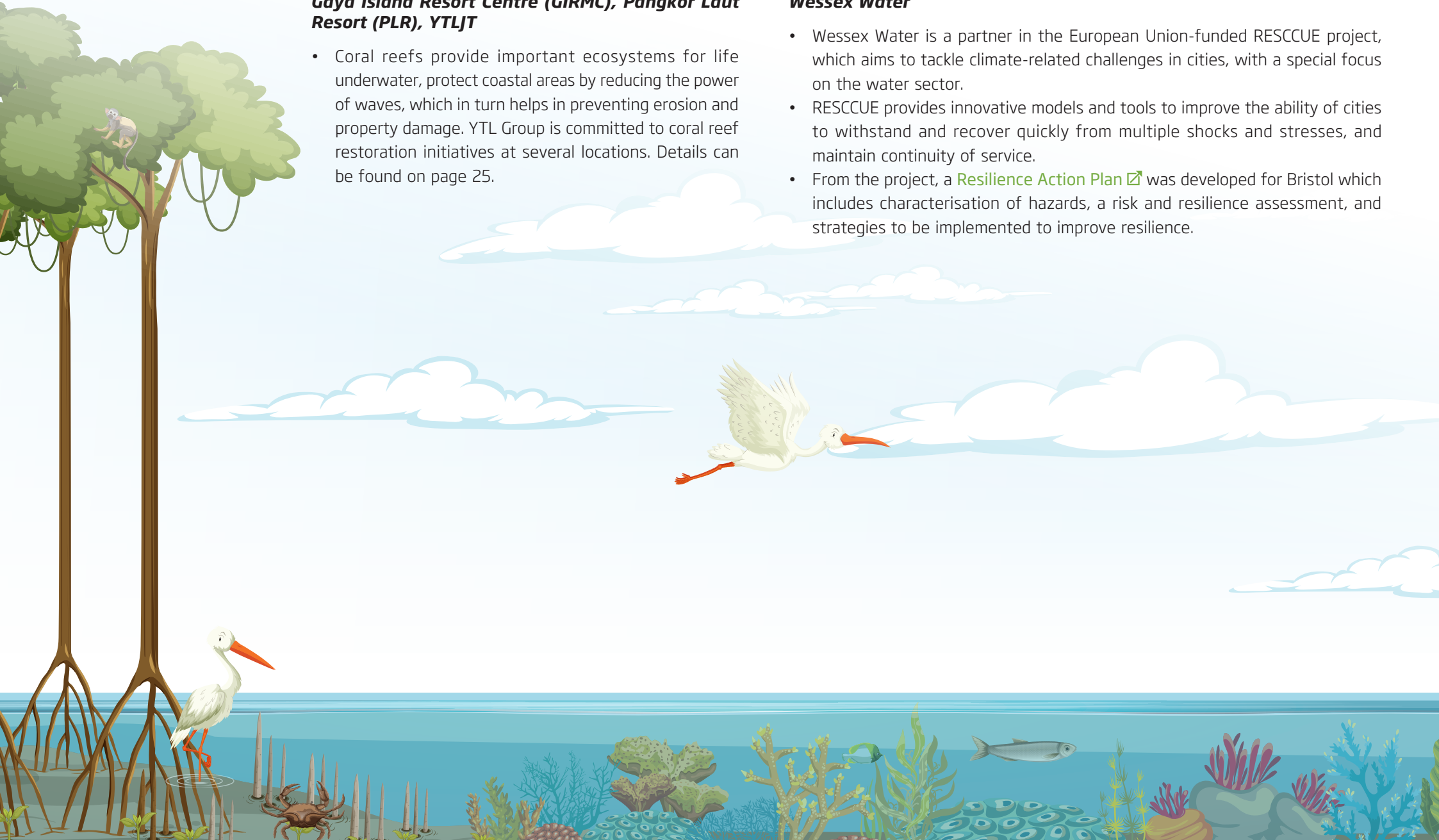
Gaya Island Resort Centre (GIRMC), Pangkor Laut Resort (PLR), YTLJT

- Coral reefs provide important ecosystems for life underwater, protect coastal areas by reducing the power of waves, which in turn helps in preventing erosion and property damage. YTL Group is committed to coral reef restoration initiatives at several locations. Details can be found on page 25.

Partnership through The RESCCUE Project

Wessex Water

- Wessex Water is a partner in the European Union-funded RESCCUE project, which aims to tackle climate-related challenges in cities, with a special focus on the water sector.
- RESCCUE provides innovative models and tools to improve the ability of cities to withstand and recover quickly from multiple shocks and stresses, and maintain continuity of service.
- From the project, a [Resilience Action Plan](#) was developed for Bristol which includes characterisation of hazards, a risk and resilience assessment, and strategies to be implemented to improve resilience.



Atmospheric Emissions

Atmospheric emissions are one of the most important causes of diffuse pollution, and contaminants emitted into the air, with adverse impacts on people and the environment. Through ISO 14001, we actively monitor the air emissions from our power and cement operations as part of our regulatory compliance and have also employed pollution abatement technologies to reduce emissions. In addition, YTL Cement’s plants are upgraded with emission control and monitoring systems - Continuous Emissions Monitoring System (CEMS). Any of Wessex Water’s combined heat and power (CHP) systems with a permit were tested and passed their emissions tests. We are working to better understand and quantify atmospheric emissions and continually seek opportunities for improvement.



Air Emissions Data

Emissions Parameters	Unit	NEA’s Emission Standards	FY2019	FY2020	FY2021
Sulphur oxides (SO _x)	kg/MWh	-	4.50E-9	2.46E-9	1.21E-9
Nitrogen oxides (NO _x)	kg/MWh	400	29-36	25-45	10-42
Particulates	mg/Nm ³	50	< 1	0-2	0-2
Carbon Monoxide	mg/Nm ³	250	1-5	0-3	0-53

YTL PowerSeraya

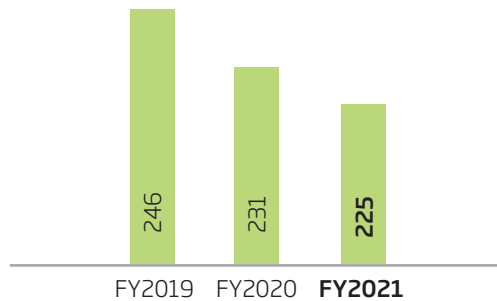
- The results of SO_x, NO_x and particulates are in compliance with the emission standards stipulated by Singapore’s National Environment Agency (NEA).

ENERGY EFFICIENCY

At YTL Group, we manage and monitor our energy consumption and efficiency to implement the best energy management practices in our daily operations. We have implemented several initiatives to reduce energy consumption, improve efficiency and progressively upgrade our existing infrastructure with energy saving features across YTL Group’s operations and properties.

Energy Consumption Data ¹³

**Energy Consumption (GWh)
(House-load and grid electricity consumption)**

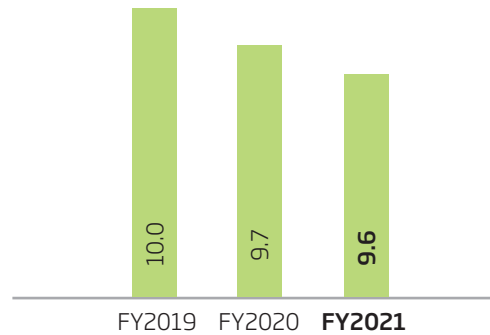


↓ **16%** from 2016

YTL PowerSeraya

In FY2021, the energy consumption decreased due to the decrease in total power generation. Energy efficiency of the power plant units dipped slightly as they were not operated at optimal levels due to a decrease in power demand arising from the COVID-19 pandemic.

Energy Consumption (GWh)

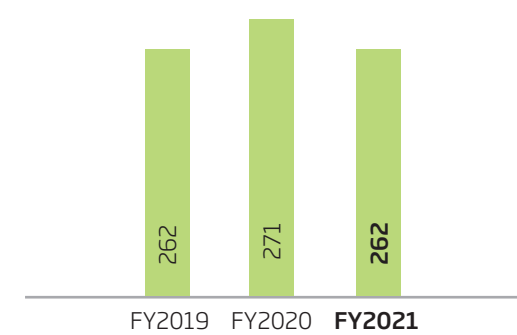


↓ **4%** from 2019

SGREIT

The energy consumption of SGREIT mainly includes electricity from the grid. On a portfolio level, SGREIT recorded a slight decrease in energy consumption. Whilst electricity consumption was reduced at our Australia properties, Wisma Atria saw a marginal increase in electricity consumption due to extra measures taken in line with government guidelines pertaining to COVID-19 pandemic, where indoor air in the malls was purged daily to improve ventilation, as well as a lower base in FY2020 due to Circuit Breaker measures in Singapore as well as work-from-home arrangements.

Energy Consumption (GWh)



↑ **7%** from 2016

Wessex Water

The energy consumption of Wessex Water includes both house-load consumption and electricity from the grid. Wessex Water’s energy consumption fell in FY2021, following the higher consumption in FY2020 that was mainly due to wet conditions that increased the load on sewage pumping stations. Wessex Water’s regulatory year starts from 1 April 2020 to 31 March 2021.

¹³ YTL Group’s energy consumption sources consist mainly of house-load (or auxiliary power consumption) and electricity from the grid.

Ongoing Energy Efficiency Initiatives

Some of the initiatives applied across YTL Group



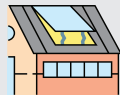
Adoption of ISO 50001 Energy Management System (EnMS)



Integrations and/or upgrading of Building Management System (BMS) - installing sub-metering systems, fitting control systems, motion sensors, occupancy sensors and dimmers



Conversion to energy efficient appliances, LED lighting and equipment



Climate-resilient design and installations - green roofs and walks, maximising natural lighting and ventilation



Employee awareness, including unplugging electronic appliances when not in use



Chiller and lift optimisation and modernisation

Earth Hour 2021

- YTL Group continues to show its support for Earth Hour, joining the global collaborative effort to send a powerful message of hope and action on climate change.
- Many business units participated in the lights-off and energy saving events where some of them extended the Earth Hour message to their customers and guests.

Outcome:

- The one-hour lights-off activity has resulted in savings of approximately **225 kg CO₂** across YTL Group.



YTL Cement

- Upgraded equipment at their cement plants that are not energy efficient with new, low energy consumption equipment.

Outcome:

- The new equipment has shown **improvements in energy consumption.**



YTL PowerSeraya

- Conducts periodic preventive maintenance of its combined cycle and co-generation power plant units.
- Seeks ways to continually improve the efficiency of existing power plant.

Outcome:

- Plant performance has shown significant improvements with higher reliability and availability percentage improvement of **1%** and **4.6%** as compared to the previous year over the same period.
- Overall efficiency of entire power station saw marginal improvement to **53.02%** (as compared to **53.66%** in FY2020).



- Awarded part of SGD23 million grant by Singapore’s Energy Market Authority (EMA) as part of the Genco Energy Efficiency Grant Call to embark on energy efficiency projects.

Outcome:

- Estimated to have **1,370 tCO₂** of emissions savings annually from these projects.



SGREIT

Myer Centre Adelaide

- Work is currently in progress to upgrade two escalators at the retail podium.
- In FY2021, some of the food court light fittings were replaced with LEDs.

Outcome:

- Replacement of lights will generate an estimated **20%** in energy savings.

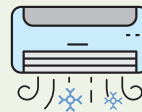


Wisma Atria

- Completed overhaul of three less-efficient chiller systems.
- Motion sensors installed on every LED fixture at the mid-landing of all staircases.

Outcome:

- On track to continue reducing electricity consumption at **Wisma Atria** in line with SGREIT’s target set in FY2017 to achieve a **15%** reduction in energy consumption **over a 10-year** period.



Wessex Water

In order to support energy savings and carbon emission targets, Wessex Water has implemented a range of energy saving activities, some of which include:

- On-site audit programme;
- Review and optimisation of existing control systems;
- Automatic meter reading equipment for more accurate energy use data;
- Programme to replace inefficient plant equipment.

Outcome:

- These projects have resulted in energy reductions and financial savings; **Wessex Water will continue to seek opportunities for further energy efficiency projects across their business.**



Brisbane Marriott Hotel

Energy saving initiatives included upgrade of equipment such as:

- LED lights
- Ice machine and free-standing freezer

Outcome:

- The replacement with LED lights in guestroom corridors saved **806 kWh** annually.
- The ice machine and freezer replacements reduced energy consumption by more than **50%**.



Melbourne Marriott Hotel

- Make a Green Choice - Guests have the option to convert their daily housekeeping services into Marriott Bonvoy points as rewards for their efforts in reducing environmental impacts.

Outcome:

- Due to the COVID-19 pandemic, there were only a minimal number of guests opting for the **“Make a Green Choice”** initiative.

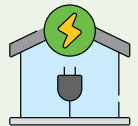


Sydney Harbour Marriott Hotel

- Formed a partnership with 28 partner members and 12 associate members to promote sustainability in Australia’s accommodation and entertainment sector.
- Energy saving initiatives includes:
 - Upgrade of chiller water plant system with Chiller Plant Optimiser (CPO)
 - Technical study on hot water system upgrade

Outcome:

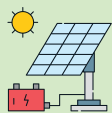
- Reduced electricity consumption by **4 million kWh** in 2020.
- Reduced 40 million MJ natural gas consumption and **5%** in GHG emissions.



Renewable Energy

Renewable energy sources are virtually inexhaustible and they produce much lower negative environmental and social impacts than conventional fossil fuel-based energy. In support of the transition to a low carbon economy, YTL Group has implemented various renewable energy integration projects across our business units and promoted the generation and use of renewable energy to facilitate the transition process and minimise our environmental footprint.

YTL Group’s Renewable Energy Portfolio



Solar Energy Installed Capacity 1,591 kWp

Solar Power

YTL Jawa Timur (YTLJT) embarked on a series of solar photovoltaic (PV) installations, projected to reduce grid electricity consumption by 20%. To date, 312 kWp of solar PV have been installed.

Outcome:

- **214,487 kWh** energy generated in FY2021.
- **188.7 tCO₂e** reduced in FY2021.

Under YTLJT’s Alternate Energy Development (AED) Programme, solar PV systems were installed to provide local communities in the Probolinggo regencies with access to electricity.

Outcome:

- **65 units** installed with total capacity of **8,710 Watt (Wp)**.
- **7,630 kWh** of solar energy was generated in FY2021.

YTL PowerSeraya installed solar PV panels with capacity of 970.49 kWp at its Jurong Island Power Plant.

Outcome:

- **1.14 GWh** of solar energy was generated in FY2021 and used to provide green energy options to YTL PowerSeraya’s customers.

Wessex Water has integrated solar PV at two of its larger sites:

- **250 kWp** solar PV array on the roof of the Bath Operations Centre at Claverton Down.
- **50 kWp** solar PV at Yeovil treatment facility in Sutton Bingham Water Treatment Works.

Outcome:

- **0.26 GWh** of solar energy was generated in FY2021.
- **28%** of Wessex Water’s electricity demand came from renewable energy generation on-site.

Electric Vehicle (EV) Adoption

In support of the use of EVs, parking lots with electrical power points are reserved for shoppers driving EVs, to charge their vehicles.

Outcome:

- **Five units** of EV parking lots have been set up at Lot 10, Malaysia and three units in Wisma Atria, Singapore.

YTL PowerSeraya replaced their old diesel van with an EV at the Jurong Power Plant.

Outcome:

- The EV has covered **3,062 km** and avoided **422 kg CO₂e** in FY2021.

YTLJT cooperated with Summitmas Building Management and PLN Disjaya to establish EV charging stations.

Outcome:

- **One unit** of General Electric Recharging Station has been established at the Summitmas parking lot.

YTLJT continued their renewable energy initiatives through the use of five units of Viar Q1 electric motorcycles at their power plant and offices.

Outcome:

- The use of **electric motorcycles** helps YTLJT’s employees to understand more about EVs and reduce their carbon footprint.

The large-scale trials of EVs started by GENeco UK in 2019 continues to move towards eliminating diesel and petrol vehicles from its fleet. Work has also been carried out to ‘green’ the grey fleet, helping to ensure that as many miles covered each day have a minimum impact on the environment, helping to improve air quality and reduce CO₂ emissions.

Outcome:

- **13 diesel** and **petrol vehicles** in Wessex Water’s fleet have been replaced by EVs and an additional six EVs purchased as part of GENeco UK’s trial.



Waste Heat Recovery Installed Capacity
10 MW

Waste Heat Recovery (WHR)

In 2015, YTL Cement invested RM70 million in a first-of-its-kind WHR unit with 10 MW capacity in Padang Rengas cement plant. Waste heat from clinker production is channelled into the plant and converted into electricity.

Outcome:

- Estimated emission reductions of **33,540 tCO₂e** in FY2021.



Micro Hydro Installed Capacity
415 kW

Micro hydro

YTLJT's micro hydro installations under the AED Programme benefitted local communities at Probolinggo and Situbondo regencies.

Outcome:

- **39 units** installed with total capacity of **95.3 kW**.
- **834,828 kWh** of hydro energy was generated in FY2021.
- **4,285 villagers** benefitted from the programme.

Wessex Water has hydro units operating at three locations:

- Maundown Water Treatment Works (WTW): 300 kW.
- Ashford WTW: 15 kW.
- Hawkridge (Spaxton) Reservoir: 5 kW.

Outcome:

- **1.9 GWh** of hydro energy was generated in FY2021.



Biogas Installed Capacity
4,290 m³

Biogas

Under the AED Programme, YTLJT constructed 715 biogas domes, with the capacity of 4,290 m³, supplying cooking gas and fuel for lighting for local communities.

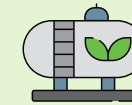
Outcome:

- Generated **260,975 m³** biogas in FY2021; **1,437,685 m³** since the inception of programme in FY2013.
- **2,948 villagers** benefitted from the programme.

GENeco UK recently completed the successful trial of a bio-CNG (compressed natural gas) powered sludge tanker, where the truck runs on 100% renewable and sustainable biomethane derived from waste and approved under Renewable Transport Fuel Obligation (RTFO).

Outcome:

- By converting to **biomethane powered trucks**, it results in **more than 40%** fuel cost saving and a CO₂ equivalent reduction of **over 80%** compared to diesel vehicles.
- Each converted tanker can achieve carbon savings equivalent to removing **over 100 cars** from the road.



Biomethane Installed Capacity
1,160 kW

Biomethane

GENeco UK supplies green gas derived from sewage sludge to local homes. GENeco UK also generates gas resulting from the digestion of food waste collected by the expanding fleet of Bio-Bee vehicles that are powered by biomethane generated at Bristol water recycling centre.

Outcome:

- **23,859,459 m³** of biomethane was generated in FY2021.
- **Reduced sulphur, CO₂ and pollutant emissions** compared to conventional petrol and diesel.

Following the installation of an advanced anaerobic digestion system at Trowbridge water recycling centre, Wessex Water made good progress with the scheme to improve digestion at Berry Hill, near Bournemouth. The Trowbridge Gas to Grid plant was installed in FY2019 with the capacity of 1,160 kW, allowing the injection of biomethane into the UK gas grid.

Outcome:

- **13,335,822 m³** biomethane fed into the grid in FY2021.
- **27,000 tCO₂e** saved through displacing natural gas.



YTL JAWA TIMUR - ALTERNATIVE ENERGY DEVELOPMENT (AED)

AED was launched in 2012 by YTLJT as an initiative to provide sustainable energy for local communities in the Probolinggo and Situbondo regencies by reducing dependence on fossil fuels, improving indoor air quality and promoting the use of renewable energy, such as micro hydro, biogas and solar energy.

	Cumulative units installed up to 2020 ¹⁴	Installed capacity (kW/m ³ /Wp) ^{15,16}	Total electricity (kWh)/methane generated (m ³) cumulative since installation	Equivalent CO ₂ reduction since installation (tonnes)
Micro hydro	39	95.3 kW	6,049,610 kWh	5,372
Domestic biogas	715	4,290 m ³	1,437,685 m ³	59,779
Solar energy	65	8,710 Wp	51,582 kWh	46



Micro hydro generation helps to resolve energy poverty issues in remote off-grid areas and enhances the quality of life for local communities



The domestic biogas programme provides cooking and lighting fuel for local communities and also indirectly improves their household incomes



Solar cell lamps installed at Bhinor Fishing Harbour provides lighting for the fishing community

In FY2021



834,828 kWh of hydropower generated



260,975 m³ of biogas generated



7,630 kWh of solar energy generated

Since installation

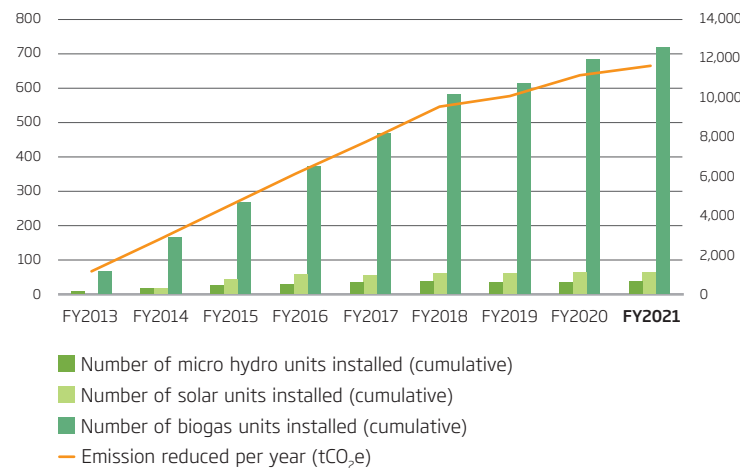


More than **7,000 villagers** benefitted from the programme



65,196 tonnes of CO₂ reduced

Number of renewable units installed and emissions reduced through AED



¹⁴ No additional micro hydro, biogas and solar systems were planned and/or built this year, as the company focused on the maintenance of the existing units.

¹⁵ Each biogas unit has 6 m³ storage capacity.

¹⁶ Wp stands for watt peak, the peak output power achieved by a solar module under full solar radiation.

WESSEX WATER - THE "BIO-VEHICLE FAMILY", POWERED BY WASTE

Initiated as an idea to put surplus biogas to good use in a sustainable and efficient way, GENeco UK introduced the Bio-Bug, UK's first Volkswagen Beetle powered by human waste in 2010. Since then, the "Bio Family" has expanded and has evolved to a closed-loop system where the biogas-powered vehicles are now collecting waste that will be used to generate biogas to power the vehicles.

2010



Bio-Bug

- Powered by human waste
- An innovation that creates a closed-loop system for a circular economy

2015



Bio-Bus

- Powered by food, sewage and commercial liquid waste
- Promoted the use of biomethane gas-powered buses in Bristol. There were 99 buses running on bio-methane gas in Bristol as of April 2020

2017



Bio-Bee

- Powered by commercial food waste and sewage waste
- Bio-Bee collects food waste and uses sewage waste to generate biomethane to refuel the vehicles

Bio-Family Trivia:

- 1) The idea of the Bio-Bug was created by students who were inspired to use the VW Beetle as its trial car because bugs naturally breakdown waste to produce the energy.
- 2) The Bio-Bus produces 20-30% less carbon dioxide, 80% less nitrogen oxides and is low in particulates when compared to traditional diesel bus engines.
- 3) Since it started in 2017, the Bio-Bee vehicle has collected over 4,070 tonnes of waste where the biomethane generated from food waste is sufficient to power 480 households with renewable energy for a year or fuel the Bio-Bee vehicle for an incredible 1,817,000 miles.
- 4) Each tanker converted to biomethane achieved carbon savings equivalent to removing over 100 cars from the road.

WASTE MANAGEMENT AND RESOURCE EFFICIENCY

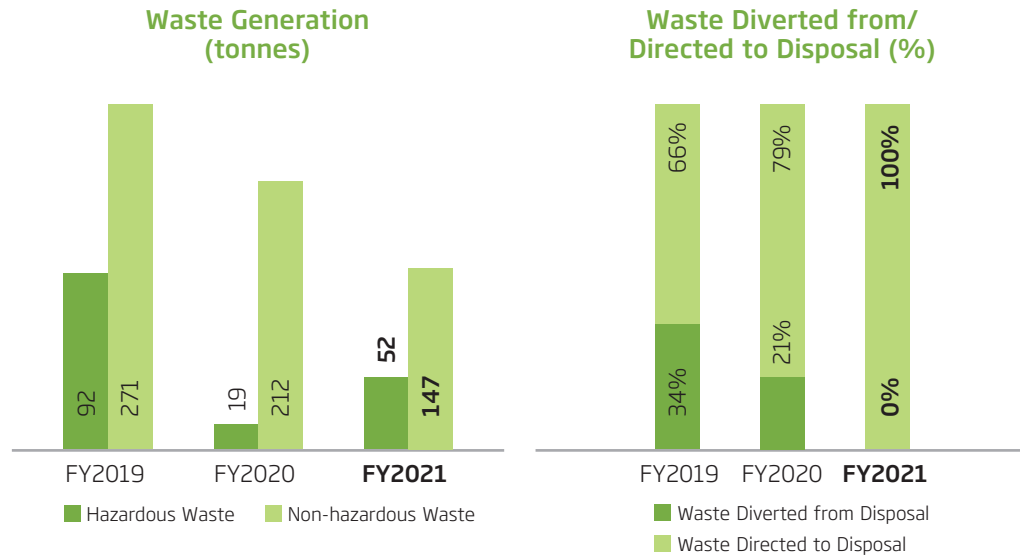
Waste generation around the world has increased exponentially over the last few decades, and there are no signs of it slowing down. The World Bank estimates that waste generation will increase from 2.01 billion tonnes recorded in 2016 to 3.40 billion tonnes by 2050. This is due to a number of factors, such as population growth, urbanisation, and economic growth, as well as online shopping and consumerism generally combined with inefficient waste management systems. There is a need to relook at how we generate and dispose of waste and what we can do to refuse, reduce, recycle, etc.

Management Approach

At YTL Group, all resources use is carefully planned, efficiently utilised and processed to optimise output levels. We also continuously look for ways to avoid unnecessary consumption and waste generation, exploring innovative opportunities and partnerships, ultimately aiming for zero waste to landfill and towards a circular economy through various initiatives such as YTL Group’s Say No to All Plastic (SNAP) campaign, recycling, repurposing, reusing, coprocessing, waste to energy (WTE) as well as responsible disposal. We put great emphasis on engaging licensed third-party contractors to handle hazardous waste generation, storage and responsible disposal at the same time adhering to best practices and local regulatory requirements as well as our EMS Policy.



Waste Generation Data

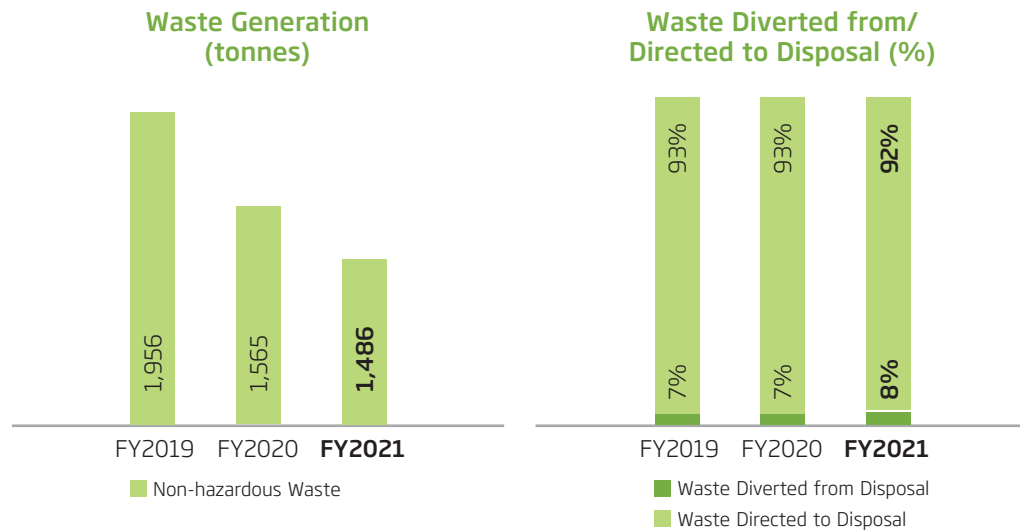


Waste Generation:

↓ 74% from 2016

YTL PowerSeraya

- Waste generation data includes non-hazardous waste (general waste and recyclable waste) and hazardous waste (industrial waste, used fuel oil, used diesel and used lubricating oil). All industrial waste in accordance with local regulations, is collected by licensed collectors, or sold for recycling.
- Industrial waste has increased in FY2021 due to the disposal of accumulated industrial waste from previous years.
- Percentage of waste diverted from disposal has fallen in the current year, due to a decrease in used fuel oil, used diesel and used lubricating oil sent for recycling.



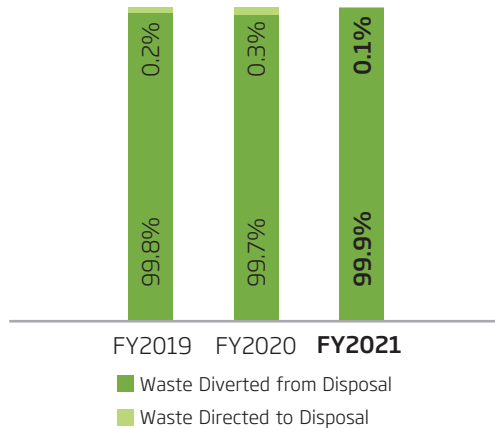
Waste Generation:

↓ 24% from 2019

SGREIT

- Data included for SGREIT’s properties at Wisma Atria, Singapore, and Myer Centre Adelaide, Plaza Arcade and David Jones Building, Australia. Waste diverted from disposal includes waste that was sent for recycling.
- In Perth, SGREIT supports recycling efforts by working with the City of Perth to place recycling bins at Plaza Arcade. At Myer Centre Adelaide, on average, 25% (approximately 8,000 kg) of the site’s waste is diverted from landfills and taken to a recycling facility.
- Moving forward, SGREIT plans to encourage recycling through focusing on engagement and awareness programmes such as tenant engagement and education to encourage recycling via circulars and posters to encourage recycling of paper, plastic and carton waste.

Waste Diverted from/
Directed to Disposal (%)



Wessex Water

- Ten years ago, Wessex Water set a stretching target to divert 100% of their non-sludge waste from landfill by 2020. With much hard work and commitment, the company has achieved 99.9% diversion from landfill during FY2021. The only remaining waste streams that are consistently being sent to landfill - though at very low volumes - are asbestos-contaminated waste, and waste contaminated with certain invasive species; both of which have no alternative legal disposal routes.
- Wessex Water’s regulatory year runs from 1 April 2020 to 31 March 2021.



Ongoing Waste Diversion in Action

REDUCTION OF PLASTIC

Say No to All Plastic (SNAP) Campaign

- A group-wide initiative was rolled out with the goal of achieving zero use of avoidable Single Use Plastic (SUP) by 2025. Our business units have contributed to the plastic reduction movement through various initiatives including going plastic free, adopting the 3Rs concept - Reduce, Reuse and Recycle, driving behavioural change, etc. Details can be found on page 51.

Outcome:

- Various initiatives were implemented to reduce the use of avoidable SUP in our business operations.
- More than **1.65 million** units of avoidable SUP were saved annually.

E-MAS

- Replaced the use of cotton rags to green wipes that are more efficient and environmentally friendly.

Outcome:

- Significant reduction in category Solid Waste 410 (SW410) disposal from **3.24 tonnes** in 2019 to **1.98 tonnes** in 2020.

Wessex Water's Plastic Reduction Effort

- Released a plastic position statement detailing how Wessex Water is committed to reducing its plastic footprint as well as supporting initiatives to help customers reduce their reliance on SUP.
- Focuses on three types:
 - Operational waste plastic
 - arising from Wessex Water's business operations
 - Plastic in the water cycle
 - plastic that has entered water sources, sewers and treatment works.
 - Plastic used by customers
 - especially SUP bottles for hydration purposes

Outcome:

- Operational waste plastic
 - assessment of plastic waste generated and removed; avoidable SUP items at offices and depots.
- Plastic in the water cycle
 - participated in a national study that confirmed that current water processes effectively remove 99.99% of microplastic particles from drinking water and treated wastewater.
- Plastic used by consumers
 - working with local authorities and town councils to install water refilling points and promote drinking of tap water and use of refillable bottles.



REUSE AND REPURPOSE

E-MAS Power Transformer Oil Condition Monitoring

- Utilised oil condition monitoring tool for power transformer main oil tank and tap changer oil tank to reduce environmental footprint, minimise unplanned downtime and increase efficiency of equipment.
- The power transformer oil is tested for specific parameters and are typically well within ASTM International and International Electrotechnical Commission (IEC) standards prescribed values. Thus, the oil is considered certified for continuous use.

Outcome:

- Avoided **44 tonnes** of power transformer insulating oil waste throughout the 22 years of oil-immersed power transformer operations.

YTL Hotels

- Various old furniture and equipment were taken out from storerooms, reconditioned and/or refurbished to use in the hotels instead of disposing of them.
- Menu ingredients were standardised across selected hotels to use the same food ingredients, which allows the transfer of underutilised food items in one outlet to another outlet that has higher demand to minimise food waste.

Outcome:

- Reduced the need to procure new furniture and equipment, saving time and money to procure new items and to dispose of old items.
- Reduced the total food cost across participating hotels, and consequently minimised the wastage of food ingredients.

GOING GREEN THROUGH RECYCLING

YTL Hotels and SGREIT

- Installed recyclable waste collection bins at employees’ quarters, offices and public areas to promote waste segregation and recycling behaviour.

Outcome:

YTL Hotels

- **26 tonnes** of waste recycled in FY2021.

SGREIT - Lot 10 and The Starhill

- **23.1 tonnes** of waste recycled in FY2021.
- **7,000 kg** of fabric collected and recycled in FY2021, in collaboration with Kloth Cares.

SGREIT - Myer Centre Adelaide

- Myer Centre Adelaide has a compactor dedicated to cardboard waste, and recycles its waste cooking oil.

Express Rail Link’s Go Green Campaign

- Collection and recycling of plastic waste, e-waste, Tetra Pak cartons and pre-loved clothes.
- Paperless ticketing and zero paper use in offices.

Outcome:

- **710 kg** of clothes and **115 kg** of plastic waste collected and recycled from July 2020 to March 2021 in collaboration with Community Recycle for Charity (CRC).
- Tetra Pak carton collection was temporarily suspended due to implementation of Movement Control Order.

YTL Construction’s Go Green and Recycling Campaign

- Launched in 2019 to create employee awareness of reducing waste generation and promoting recycling in the office.
- Activities that took place include the distribution of monthly newsletters, internal competitions and online awareness talks.

Outcome:

- **Over 50 kg** of recyclable items collected within three weeks of a 3Rs (Reduce, Reuse and Recycle) ‘barter’ campaign which involved the site office employees and sub-contractors.



FOOD WASTE RECYCLING CAMPAIGN

GENeco UK - “Slim My Waste Feed My Face”

- Launched in 2018 in Bristol in collaboration with the Bristol Waste Company to encourage local residents to separate their food waste from general waste.
- The collected food waste was then treated at GENeco UK’s Bristol Bioresources and Renewable Energy Park, where it generates renewable energy and biofertilisers.
- Following the success of “Slim My Waste Feed My Face”, the next instalment of the campaign, “Stop Bin-digestion”, which further promotes the importance of the separation of food waste from general waste.

Outcome:

- **16%** increase in the amount of food waste collected in the month following the launch of the full kerbside campaign.
- **290.5 tonnes** of additional food waste collected.
- **174.3 tonnes** of CO₂e saved by diverting food waste from landfill (equivalent to taking **83 cars** off the road for a year).



MANAGING AND REPURPOSING WASTE

YTL Jawa Timur - Fly Ash and Bottom Ash (FABA)

- FABA are by-products generated from the operation of coal-fired power plants and are regarded as hazardous waste.
- Since 2012, YTLJT has responsibly managed their FABA and through innovation turned them into paving blocks, kerb blocks, and coral reef blocks.

Outcome:

- **97%** of fly ash repurposed internally for paving block production and externally by third-party cement and ready-mix industries.
- **898,560** paving blocks and **19,737** kerb blocks produced in FY2021.

YTL Cement

- The cement plants process and utilise waste materials to partially replace traditional fossil fuels and raw materials. Through these initiatives, the company reduced their carbon footprint and the use of natural resources compared to the traditional cement manufacturing process.
- Through its secured management and co-processing services, Geo Alam Environmental (GAE) helps industries and retailers to divert their waste from landfills, putting these into recycling value chains and repurposing as alternative resources in cement production.

Outcome:

Over the past five years, GAE contributed to the following achievements:

- Land Area Conserved: about **205,095 m²** of landfill (equivalent to **82** Olympic sized pools);
- Greenhouse Gases Emissions Prevented: **85,794 tonnes** of CO₂e;
- Resource Recovery: Saved **338,903,907 kg** of natural resources.

E-WASTE MANAGEMENT

YTL Group

- YTL Group ensures all of its e-waste is inspected and properly disposed of by licensed third-party scheduled waste carriers.
- SGREIT has further extended the e-waste collection services to its tenants at Wisma Atria and received overwhelming response.

Outcome:

- In FY2021, **231 kg** of e-waste was collected by YTL Hotels.
- Wisma Atria's e-waste collection campaign has resulted in a total collection of **550 kg** of e-waste in FY2021, making a cumulative amount of **1,675 kg** since the programme's inception in FY2019.

ZERO WASTE REVOLUTION: THE CIRCULAR INNOVATION

YTL Hotels and SGREIT - Lot 10, The Starhill - Used Cooking Oil (UCO) Recycling

- UCO is regarded as hazardous waste and poses threats to the environment and sewage systems when it is not properly disposed of.

Outcome:

- In FY2021, **28,336 kg** of UCO was collected and sold to a third-party recycling company that processes it into biodiesel.

GENeco UK - Zero Waste to Landfill Project

- Over 700,000 tonnes of waste are treated annually and transformed into usable products such as biofertiliser for agriculture and biogas for generating electricity.

Outcome:

- Bio-Bee, UK's first truck that collects and runs on commercial food waste has collected over **4,070 tonnes** of food waste which has been turned into biomethane that can fuel a Bio-Bee vehicle for **1,817,000 miles**.



YTL GROUP - SAY NO TO ALL PLASTIC (SNAP) CAMPAIGN

Project Background

Spearheaded by our Executive Chairman, Tan Sri (Sir) Francis Yeoh and championed by YTL Group Sustainability Division, we rolled out a Group-wide roadmap to eliminate all Single Use Plastic (SUP) by 2025.

In our commitment to achieve this ambitious goal, we embarked on a series of initiative such as the setting up of baseline targets across business operations, raising awareness through the SNAP campaign, introducing alternative solutions to replace SUP, as well as taking collective action through partnerships and collaboration.

Project Update

We have further categorised the SUP into two categories: Avoidable and Non-avoidable. Our SNAP campaign prioritises avoidable SUP to allow a better focus on addressing plastics with more feasible and immediate alternative solutions. In this regard, we developed a SNAP handbook for all employees and business units which introduces our approach on SUP as well as highlighting the commonly used avoidable SUP and sharing of its environmentally friendly alternatives.

Avoidable SUP
SUP that does not serve a critical role and can be easily replaced with affordable and/or eco-friendly alternatives



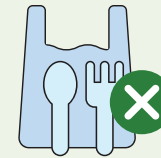
Straws

- Replacement with environmentally friendly alternatives (e.g. stainless steel and paper straws) and only offer alternatives upon request
- Saving approximately **132,000 straws** annually



Plastic Bottles

- Replacing plastic water bottles with reusable glass bottles combined with the installation of a centralised filtration station, water dispensers and an in-house bottling system
- Saving approximately **800,000 bottles** annually



Disposable Plastic Bags, Cutlery and Containers

- Replacement with biodegradable and/or compostable alternatives



Disposable Amenities and Toiletries

- Switching from single-serve to bulk packaging, where possible
- Replacement of amenities and toiletries with eco-friendly alternatives (e.g. wooden and bamboo items)
- Installation of refillable pump/wall-mounted dispensers and use of refillable ceramic bottles
- Saving approximately **530,000 miniature bottles** annually



YTL GROUP - SAY NO TO ALL PLASTIC (SNAP) CAMPAIGN

Plastic Reduction Initiatives



Going Plastic Free

Business units across YTL Group have undertaken initiatives to reduce their plastic footprints, such as:



Incorporating the 3R's concept in their daily operations, such as use of coffee machines with recyclable capsules and the sharing of reusable bags, cutlery and containers in office pantries



Distribution of reusable water bottles and lunch boxes to employees and local communities



Replacing disposable plastic bags, cutlery and food containers with reusable and/or eco-friendly alternatives



Introducing digital menus, collaterals, posters and electronic newspapers

Driving Behavioural Change

- Our efforts in raising awareness on minimising SUP consumption are inclusive but not limited to internal communication (internal newsletters and the intranet) and employee engagement activities (internal contests, awareness talks, webinars and volunteering).
- YTL Jawa Timur (YTLJT) established the waste bank programme in 2015 to raise employee awareness of recycling and to reduce waste generation at the Paiton II Power Plant and Operator Housing Complex (OHC). The waste bank programme collects recyclable items such as plastic, paper, glass/bottles and metal from employees, and subsequently points are awarded according to the weight of the recyclable items. The points can then be withdrawn as cash to provide extra income for employees.



In FY2021, the waste bank programme collected:

 Paper: 7.39 tonnes	 Plastic: 0.88 tonnes	 Metal: 0.14 tonnes
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Knowledge and Technology



YTL Group took part in the Plastic Disclosure Project (PDP) training programme, a joint initiative between PDP and the United Nations Environment Programme (UNEP) to help ten pilot Malaysian companies look into the plastic consumption and waste handling patterns of their business operations and value chains.

The training enabled us to understand and keep track of our plastic footprint, further enhance our SUP strategy, encourage proper waste segregation and plastic reduction, as well as to promote the adoption of the Extended Producers Responsibility (EPR) concept in supply chains.

Community Outreach

In order to promote the health and cost benefits of tap water and encourage the use of refillable bottles, Wessex Water installed 16 permanent refilling points through the Refill Not Landfill campaign in towns across Wiltshire, Dorset, Somerset and Bath. Each refilling point helps divert up to 12,000 plastic bottles from recycling or landfill annually. Wessex Water also plans to install an additional nine refilling points over the next few months.



A few of our resorts organised beach cleanup activities in conjunction with International Coastal Cleanup (ICC) Day 2020 with the assistance of non-profit organisations. Whilst the number of participants is lower than previous years due to the COVID-19 pandemic, the cleanup activities were successful and the majority of waste collected was plastic.



WATER STEWARDSHIP

Water scarcity is one of the key challenges the world faces in the 21st century. The degree of water scarcity can differ dramatically from one place to another, in some cases causing wide-reaching damage, including to public health, economic development, and global trade. In fact, the World Bank estimated that the world will face a global water deficit of 40% by 2030, and this situation is expected to be worsened by global challenges such as the COVID-19 pandemic and climate change.

Applying the World Resources Institute’s (WRI) Aqueduct tool, our business operations in Singapore, Australia and Indonesia have been identified as being located in areas with water stress levels projected to be ‘high’ or ‘extremely high’ by 2030 under the scenario of business as usual. Our business operations in the United Kingdom are projected to have water risk level of ‘medium to high’, whilst in Malaysia water risk level ranges between ‘low’ and ‘high’ depending on the location under the same scenario.

Our sources of water withdrawal consist of potable water from municipal supply and NWater (treated wastewater from sewage), recycled water and seawater. We use water in our power plants for cooling processes and equipment. Our offices, retail malls and other businesses use water for drinking, cleaning, landscaping and other general purposes.

All trade effluent from our operations is treated and discharged to water courses or sewer systems in accordance with the environmental discharge limits and effluent standards in countries where we operate.

MANAGEMENT APPROACH

In order to mitigate this rising water stress risk, we focus on practising sustainable water management, improving and optimising water efficiency, strengthening water conservation efforts, and improving our water footprint as part of our commitment to enhancing water resilience of our business operations.

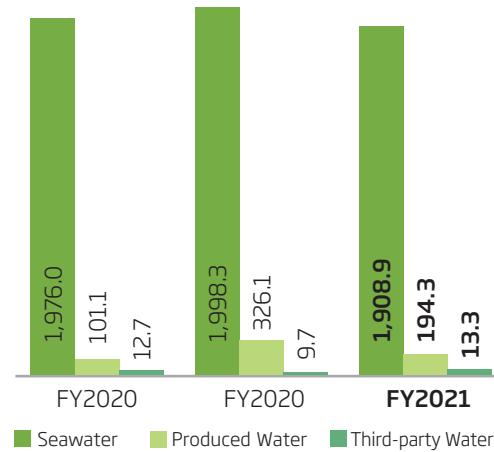


Water Resource Management Data

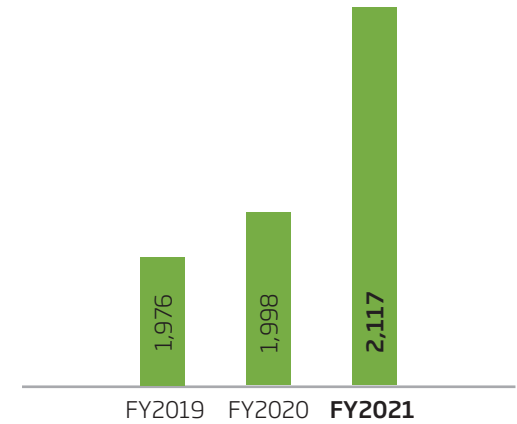


YTL PowerSeraya

Water Withdrawal, by source, ('000 m³)



Water Consumption ('000 m³)



↑ 7% from 2019

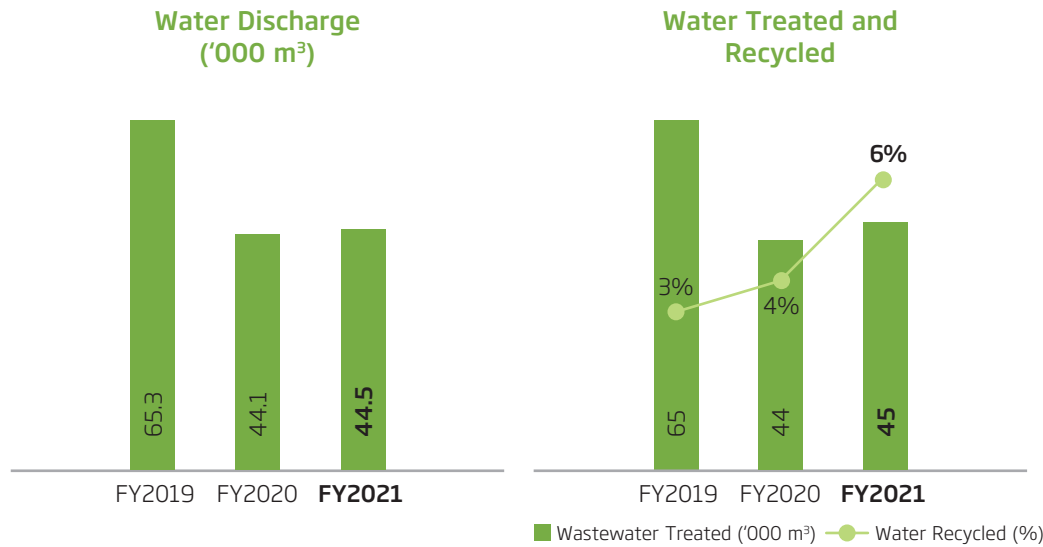
Water withdrawal by type:

- Seawater was used in YTL PowerSeraya's in-house desalination plants.
- Produced water is reclaimed wastewater from other industries as well as recycled water (NEWater and industrial water).
- Third-party water is water from municipal supply.

↑ 37% from 2016

- To maintain the boiler water chemistry within the desired operating range, more water was used in FY2021 for boiler drainage and purging. This led to the increase in water consumption.

YTL PowerSeraya



↓ **32% from 2019**

- Processed water arising from power plant operations that are treated to fulfil the regulatory environmental limits before it is discharged into the open sea.

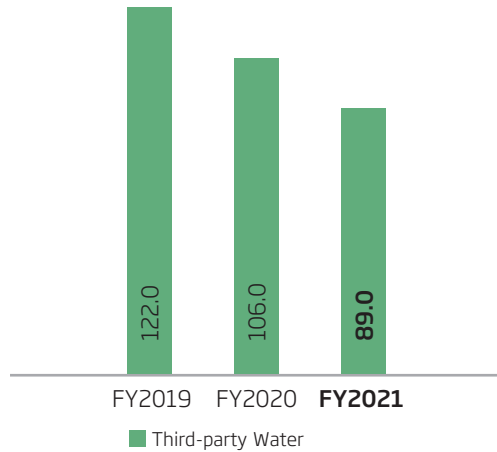
↑ **0.1% Wastewater recycled from 2016**

- Total treated wastewater increased slightly by 2% compared to the previous year.
- Percentage of water recycled is derived from total water consumption.



SGREIT

Water Withdrawal, by source, ('000 m³)

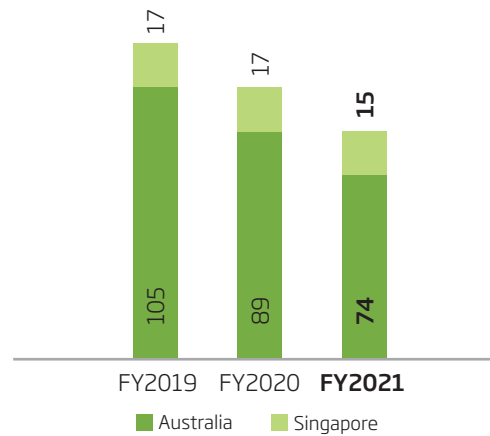


↓ 27% from 2019

Third-party water is water from municipal supply. Water withdrawal by country:

- Singapore: 74 ('000 m³).
- Australia: 15 ('000 m³).

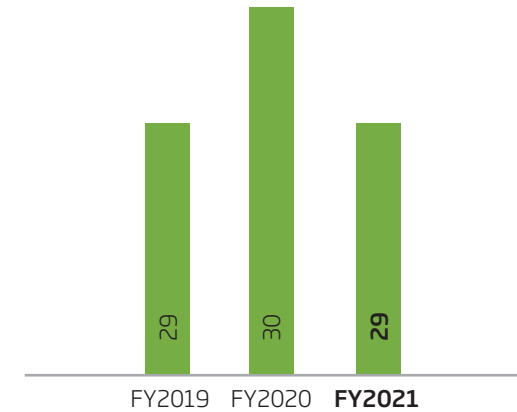
Water Consumption ('000 m³)



↓ 27% from 2019

- In FY2021, total water consumption¹⁷ in our Singapore and Australia properties were 16% lower than the previous financial year, mainly attributed to reduced use of common facilities such as toilets due to a fall in shopper traffic as a result of the COVID-19 pandemic.
- For the coming years, SGREIT has targeted to review areas it can improve on in its water use across properties to maintain its water efficiency improvements and conservation.

Wisma Atria NEWater Utilisation ('000 m³)



Unchanged from 2019

- At Wisma Atria, utilisation of NEWater¹⁸ continues to increase in FY2021. NEWater usage has expanded progressively over the years since 2008 to include non-essential areas such as cooling towers, fire protection systems such as sprinklers and wet risers, taps for AHU rooms, the bin centre and ad-hoc cleaning for areas such as the façade.
- A 10% reduction in potable water over five years since 2017 is estimated due to NEWater being used.

¹⁷ Data has been restated to account for consumption at the common areas of the SGREIT property only.

¹⁸ NEWater is a high-grade reclaimed water that has gone through a series of high-tech filtration processes, making it extremely safe to be used as potable water.

Ongoing Water Efficiency and Conservation Initiatives

The various initiatives conducted by business units include conducting routine leakage checks, installing rainwater harvesting and the use of water efficiency fittings and devices, promoting water saving practices, exploring alternative ways to produce clean water, recycling wastewater generated as well as protecting water sources from potential contamination and pollution.

YTL Hotels & SGREIT - Lot 10, The Starhill & Myer Centre Adelaide

- Rainwater harvesting for landscaping and irrigation purposes.
- Use of leakage detectors and low flow fixtures including shower heads, water faucets and smart controllers.
- Encourage hotel guests to reuse towels and bed linen in order to reduce transportation, water and detergent use.

Outcome:

- Rainwater harvesting has reduced stormwater runoff from our properties and partially reduced municipal water use.
- The combination of water saving hardware and the promotion of behavioural change has contributed to the reduction of water use.

Sydney Harbour Marriott Hotel

- Conducted water use assessment and benchmarking to map out water saving opportunities.

Outcome:

- Installed water flow restrictors at common areas and guest rooms which resulted in water savings of 4.6 million litres annually.

Gaya Island Resort (GIR)

- Constructed a reverse osmosis (RO) water treatment plant with assistance from Wessex Water to desalinate seawater into potable water for consumption throughout the hotel.
- The RO water treatment plant also treats wastewater from guest villas and produces grey water that is distributed throughout the resort grounds for landscaping and watering purposes.

Outcome:

- Since 2012, the RO water treatment plant has been supplying the whole resort with clean water safe for drinking.
- Avoided the use of water barges to transport drinking water to the resort which has avoided potential environmental impacts such as emissions.

Brisbane Marriott Hotel

- Replaced all bathroom faucets and shower fittings during hotel refurbishment in 2019.

Outcome:

- Reduced 14 litres of water use for each shower session.
- New faucets lessened the need for maintenance.
- Reduced water use from nine litres to 6.5 litres per minute.

YTL Jawa Timur

- Initiated a water conservation programme to enhance the water footprint in business operations, which includes water recycling, water reuse and other water reduction initiatives. Details can be found on page 58.

Outcome:

- 20.8% reduction in water consumption as compared to base year in 2009.

SGREIT - Wisma Atria

- Use of private water meters to monitor water use and act as an advance warning of potential pipe leakages.
- Saves water through the use of Water Efficiency Labelling Scheme (WELS) rated fittings.
- Working on conducting a gap analysis to include the setting of water-related targets, with a goal to achieve Green Building certification in six to eight years.

Outcome:

- The combination of water monitoring and use of water efficient fittings has reduced water consumption at Wisma Atria.

YTL PowerSeraya

- Water use at power plant operations is mostly met by renewable water sources, which are desalinated water generated from in-house desalination plants and NEWater processed from reclaimed water.

Outcome:

- YTL PowerSeraya's power plant operations are relatively self-sufficient in water, putting less strain on Singapore's freshwater resources.
- The power plant's water use breakdown: 90.2% from desalinated water, 9.2% from NEWater and 0.6% from municipal supply.

Wessex Water

- Offers educational information to customers, encourages the use of a digital water use calculator tool and provides informative water saving tips through print publications, website and social media platforms. More information can be found on page 58.

Outcome:

- Launched a digital water use calculator - GetWaterFit - to help customers understand their water use patterns.

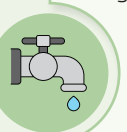
YTL JAWA TIMUR - WATER CONSERVATION PROGRAMME

Launched in 2009 with the aim of reducing the amount of service water, potable water and demineralised water used within the Paiton II Power Plant. The management formed a Work Improvement Team (WIT) to conduct research on the water flow process in the power plant, subsequently formulating a strategy to enhance water efficiency.

Water Conservation Initiatives

Water Recycling

- Recycle rinsed water from mixed bed resin regeneration process
- Recycle feed water from the sampling panel through reverse osmosis
- Recycle monsoon rainwater to be processed as Wastewater Treatment Plant (WWTP) effluent, and subsequently used for service water tank



Other Water Reduction Initiatives

- Modification of chain spray system from open system to closed system
- Reduction of sealing water vacuum condenser loss
 - Speed up start-up time with degassed cation conductivity
- Control of ammonia impurities in the cycle chemistry control
- Implemented Condensate Polishing Plant (CPP) Regeneration Optimisation programme to shorten the steps during CPP resin regeneration
- Use of selected organic waste as natural coagulant to partially replace inorganic chemical coagulant in WWTP which reduces the excess of heavy metals present in WWTP effluent and disposal of organic waste

Water Reuse

- Reuse of oil cooler cooling water in main cooling water pump
- Reuse of WWTP effluent as submerged scraper chain conveyor make-up and cleaning water
- Reuse of WWTP effluent for ash disposal area
- Reuse of WWTP effluent for dust suppression system at coal stockpile area
- Installation of Desalinated Reverse Osmosis System which utilises new ultra-filtration unit to increase the amount of WWTP effluent utilisation
- Reuse rainwater from ash lagoon for power plant use

Performance: **20.8%** reduction in water consumption as compared to base year in 2019

38.4% WWTP effluent recycled in FY2021

WESSEX WATER - ENCOURAGING CUSTOMERS TO SAVE WATER



Wessex Water released their Water Resources Management Plan in August 2019 which sets out how, over the next 25 years, they will balance water supplies with water demands to ensure adequate supply for their customers, whilst also protecting the environment. In the plan, Wessex Water has committed to reducing leakage by 15% by 2025. Wessex Water will continue to work closely with their customers to support reductions in water use through metering and water efficiency programmes.



Launched a digital water use calculator tool - GetWaterFit - that helps customers understand their usage and order free water-saving devices. Through tailored behavioural challenges, customers can earn donations for charities.



Wessex Water provides useful water saving tips on both their website, social media accounts and e-leaflet to help enhance awareness of opportunities for saving water in everyday activities whether they are in the office, at home or in the garden.



Offers advice on detecting water leakage for household customers and provides free leak repair services and leakage allowances as part of joint efforts between Wessex Water and customers to save water.



Wessex Water encourages customers' engagement with and awareness of their local water services through water efficiency and sewer misuse prevention programmes. Whilst the COVID-19 pandemic has made Wessex Water's Home Check Programme not possible, they have adapted their digital calculator to enable customers to book a virtual consultation.



Empowering Our People



OUR COMMITMENT

Recognition of YTL Group as an employer of choice



ALIGNED WITH



OUR APPROACH

- Creating a harmonious workplace by embracing diversity and providing equal opportunities
- Nurturing human capital and bridging gaps through talent development
- Caring for employees through active engagement and encouraging healthy work-life balance
- Fostering strong and positive culture of health, safety and well-being

Empowering Our People

[GRI 102-8, 201-3, 202-2, 401-1, 401-2, 401-3, 402-1, 403-1, 403-2, 403-4, 403-5, 403-6, 403-7, 403-9, 404-1, 404-2, 404-3, 405-1, 408-1, 409-1]

The last year has been difficult not only for YTL Group employees, customers, and suppliers but for the entire community as we dealt with unforeseen challenges and an unpredictable future. In spite of a strong safety management systems and a positive culture in place, we have still encountered challenges in eliminating fatalities. Unfortunately, four people lost their lives in the explosion at Bristol water recycling centre in Avonmouth, the United Kingdom (UK). We deeply regret this event and the tragic loss of life. We have made a commitment to learn from this tragic incident and have worked to further enhance the safety of our sites. The safety and well-being of our employees and stakeholders remain one of our top priorities as we adapt to the new normal whilst continuously providing uninterrupted services to our customers.

Together, with over 12,209 employees across YTL Group, we are committed to maintain an inclusive and supportive culture and workplace. At the time of writing this report, 87% of our employees globally are permanent employees, and 71% of our workforce is male which reflects the nature of our business activities, especially in the sectors of cement manufacturing, construction and utilities.

We recognise that our people are our strength, and that they are instrumental in driving sustainable growth as well as ensuring the success of all our business operations, particularly during post-pandemic changes. We strive to provide all our employees with equal access to benefits, resources and opportunities to build skills for further career advancement. Our employees' efforts and commitment are critical factors that will enable us to operate with a high level of competency in delivering of our goals and targets.

PERFORMANCE HIGHLIGHTS

Our Goals



HEALTH, SAFETY AND WELL-BEING

To improve workplace health and safety towards zero fatalities



DIVERSITY AND EQUAL OPPORTUNITY

To embrace diversity and inclusion across our workplace and offer equal opportunities for advancement



NURTURING HUMAN CAPITAL

To elicit the right fit for our people to grow and develop their careers with us as well as to bridge the gap leading to increased employee satisfaction and motivation

FY2021 Achievements

- YTL Jawa Timur was awarded **Zero Accident Awards**
- YTL PowerSeraya attained **bizSAFE Level Star** (the highest level) and YTL Starhill Global Property Management Pte Ltd (YSGPM) received **bizSAFE Level 3 certificate**

- **31% females** in Leadership roles
- Providing job training and work opportunities for **90 people** with disabilities (PWD)

- Launched a series of e-learning platforms such as virtual talks, webinars and classroom sessions
- Implemented ongoing programmes that support work-life balance, mental health and employee engagement

Moving Forward

- Following the tragic incident at Avonmouth UK, the board is committed to understanding why the incident happened and sharing any lessons with the wider industry and community.
- Protecting the health, safety and welfare of our people, contractors and customers is a shared responsibility and we continue to deliver a strong health, safety and welfare culture in our day-to-day operations.

- Promote diversity and equal opportunities in the workplace.
- Continue to undertake initiatives to encourage and attract more women to join the workforce

- Continue to support and encourage flexible working where operationally feasible.
- Strengthen efforts to invest in building a proactive and self-learning culture where our people are truly engaged and take responsibility for their own development.

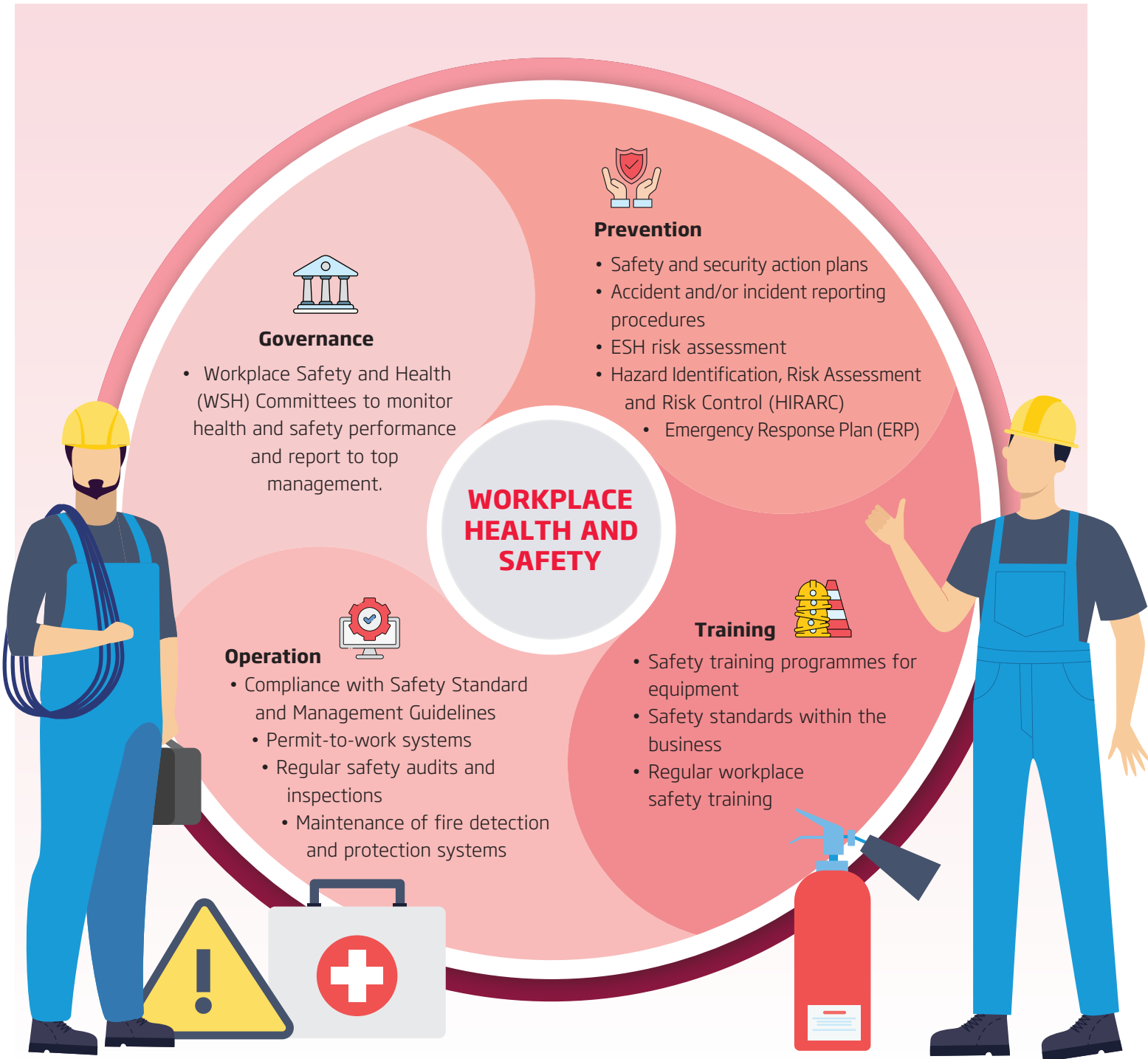
MANAGING WORKPLACE HEALTH, SAFETY AND WELL-BEING

Our priority throughout COVID-19 pandemic has been to protect our people whilst continuing to support the needs of customers and communities. It is crucial to ensure a healthy and safe working environment for our people, customers, suppliers and contractors. Apart from physical health and safety, we also recognise the importance of managing mental health during these stressful times.

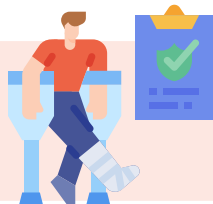
As guided by our Corporate Statement on commitments to health and safety and the respective business units' Health and Safety Policy, most of our key business units are certified with ISO 45001 Occupational Health and Safety Management Systems and in compliance with applicable regulatory requirements. A full list of certifications attained by our business units can be found in "Other Information" section on page 127. As such, we have various measures in place to ensure our employees, suppliers and contractors are well-equipped with the knowledge to identify hazards, report them, and deal with incidents.

Management Approach

With the target of zero fatalities in all business units, we regularly monitor, review and optimise our health and safety practices to minimise incidents in our business operations. Established standard operating procedures (SOPs) are in place to review relevant health and safety requirements to be followed in order to ensure health and safety risks arising from operations are properly managed.



Occupational Health and Safety Management Data



Accident Frequency Rate
0.07 vs **0.08**
 FY2021 vs FY2020



Zero Lost Time Injury per million man-hours worked in FY2020 and FY2021²⁴

Accident Frequency Rate (AFR) for Employees and Contractors

Business Unit	FY2019	FY2020	FY2021
YTL Jawa Timur ¹⁹	0.28	0.30	0.27
YTL PowerSeraya ¹⁹	2.1	0	0
SGREIT ¹⁹	0	0	0
Wessex Water ^{20,21}	4.0	4.1	2.9

Lost Time Injury Frequency Rate (LTIFR)

Business Unit	FY2019	FY2020	FY2021
YTL Jawa Timur ²²	0	0	0
YTL PowerSeraya ²²	20.1	0	0
SGREIT ²²	0	0	0
Wessex Water ^{21,23}	14.24	13.35	10

YTL Jawa Timur (YTLJT)

YTLJT's AFR covers its operation at the Paiton II Power Plant, including employees and contractors. The AFR decreased by 10% as regular safety inspections and audits were conducted. As a result, YTLJT successfully achieved zero LTIFR for three consecutive years from FY2019 to FY2021.

YTL PowerSeraya

YTL PowerSeraya's AFR covers operations of both Pulau Seraya Power Station and Jurong Power Station, including employees and service partners. Zero cases of accidents, workplace fatalities and occupational diseases was recorded in both FY2020 and FY2021.

SGREIT

In compliance with the Singapore Workplace Safety and Health Act 2006, YSGRM places a strong emphasis on cultivating a culture of good safety habits. As a result, SGREIT experienced zero injury, fatality, and occupational disease. SGREIT achieved zero LTIFR all three years from FY2019 to FY2021.

Wessex Water¹

For the 12 months to 31 December 2020, 606 incidents were reported, an increase of 29% from 2019. Of the incidents reported in 2020, the principal causes were slips, trips and falls; handling; lifting or carrying; and cuts/lacerations. Seven reportable injury incidents were reported to the Health and Safety Executive with the loss of 352 days.

Safety observations

Overall, 1,844 safety observations (both good and bad) were reported in 2020 by colleagues using the health and safety incident and observation reporting app. This represents a 57% increase from 2019, reflecting the improving level of engagement from their colleagues. Each observation is reviewed by a safety or compliance adviser and passed to relevant managers for action.

Reportable incident rate

This is the measure of the number of reportable incidents per 1,000 employees. There were 2.9 incidents per 1,000 employees compared to 4.1 in 2019.

Lost time incident rate

This includes all reported incidents involving employees that resulted in absence from work of one or more days. In 2020,

there were 42 lost time incidents. The principal cause was manual handling.

Enforcement action

A prohibition notice was issued in December 2020 following the Avonmouth incident. This was followed by an improvement notice issued in January 2021.

¹⁹ AFR is the measure of the number of workplace accidents per million man-hours worked

²⁰ AFR is the measure of the number of workplace accidents per 1,000 man-hours worked

²¹ Wessex Water reports its health and safety data in the form of calendar year, 1 January to 31 December

²² LTIFR = (No. of lost time injuries/total hours worked by all workers) x 1,000,000

²³ LTIFR = (No. of lost time injuries/total hours worked by all workers) x 1,000

²⁴ YTL Jawa Timur, YTL PowerSeraya, SGREIT



Excelling in Workplace Safety

BizSAFE is a programme designed to help companies to build workplace safety and health capabilities. YTL PowerSeraya attained **bizSAFE Level Star**, the highest level under the bizSAFE programme administered by the Workplace Safety and Health Council (WSH) in Singapore, with validity until September 2022.

YTL Starhill Global Property Management Pte Ltd (YSGPM) was awarded a **bizSAFE Level 3** certification in September 2021 with a three-year validity, for the company's effort in place to manage workplace risks and compliance with WSH (Risk Management) Regulations.

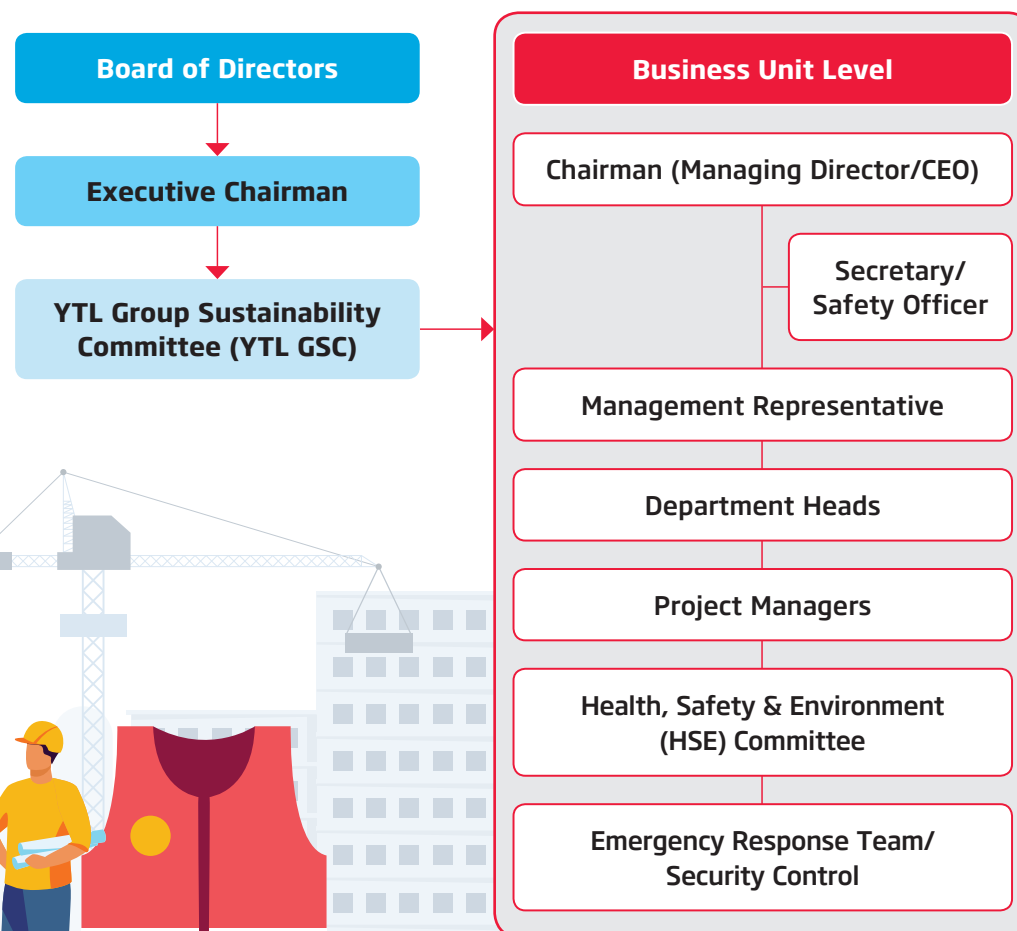
YTLJT was awarded the **Zero Accident Award 2021** for their outstanding performance in achieving 14,417,799 man hours without lost time accidents.

Wessex Water's Engineering and Sustainable Delivery Department was awarded the Commended Sector Award at The Royal Society for the Prevention of Accidents **(RoSPA) Health and Safety Awards 2020** for the fifth time, in recognition of their proactive health and safety management systems, company culture and overall performance.

Governance/Workplace Health and Safety Committee (WSH)

The WSH Committee meets on a monthly basis, comprising representatives from different departments as well as an employee union representative. WSH is responsible for developing health and safety policies, guidelines and management systems, monitoring performance, ensuring full compliance and implementation of SOPs, promoting effective communication and training, sharing best practices and developing internal health and safety capabilities. At every WSH meeting, there is an update about health and safety performance, which the Board is then updated on.

Workplace Health and Safety Committee Structure



Health and Safety Initiatives

Prevention and Management Systems

We are progressively migrating our health and safety management system from OHSAS 18001 to the more stringent ISO 45001 standard across our operations globally. Health and Safety Risk Assessment, Hazard Identification, Risk Assessment and Risk Control (HIRARC) as well as Emergency Response Plan (ERP) are organised to improve our team's preparedness during an emergency situation such as fire, extreme weather conditions, chemical spills, interruptions to power and water supply, etc. Post-training assessment was also carried out to identify areas for improvement.

ERL Maintenance Support (E-MAS)



Annual Emergency Response Exercise was conducted by the Rescue and Re-railing team in E-MAS Depot on 11 September 2020 to ensure the preparedness of team members during a train derailment, and to also ensure that the re-railing equipment was in good condition.

YTL Jawa Timur (YTLJT)



Two virtual Fire Drill and Chemical Spill Simulation sessions were conducted by YTLJT to improve the readiness of the emergency response team in dealing with accidents. The sessions were completed with review meetings to discuss areas for improvement.

The Surin Phuket



Fire Evacuation Training was conducted at The Surin Phuket to ensure employees are aware of evacuation routes and SOPs in case of accidents.

YTL Construction



Approximately 100 employees attended the emergency response programme for the Gemas-JB Electrified Double Track Project with the aim to ensure the site team had a clear understanding of their responsibilities in the event of an emergency.

YTL Power Services



Under ERP, four teams comprised of Emergency Respond Team and a team of 20 First Aiders are always in place to tackle any emergency situation, whilst Emergency Evacuation Drills are conducted twice yearly.

Operations

In order to ensure the health and safety of workers and to minimise the risk of accidents, various systems, operating procedures and plans are in place to serve as guidelines.

YTL Cement



Introduced standard reporting platform across the YTL Cement group for easy reporting and tracking. Launched Health & Safety (H&S) Incident Reporting system using e-forms, which are easily accessible, to capture H&S incidents that take place in operations and notify site safety officers immediately when a report is submitted. The system records database and enables analysis to be carried out, which will assist in developing improvement or corrective initiatives.



Conducted various assessment exercises and developed plans and operation procedures including:



Noise and Chemical Hazards Risk Assessment



Vehicle Circulation Plan



Standard Safe Work Procedures (SWP)

YTL Power Services



Strict and thorough safety measures were implemented including:

- Quality, Health, Safety, Environmental and Information Security Policy
- Emergency Respond Team Schedule
- First Aider Team Schedule
- Emergency Evacuation Drill
- Health and Safety Audit in compliance with Integrated Management System (IMS)

Express Rail Link



Health and Safety policy focusing on responsibilities, training, consultation and participation, risk management, safety audit, reporting and investigation, and compliance to ensure continuous improvement.

Training and Communication

We care deeply about the physical and psychological safety, health and well-being of our employees, suppliers and contractors, and we are committed to creating an environment which upholds these commitments by conducting training and awareness programmes. We constantly review our safety and security action plans, accident and/or incident reporting procedures as well as relevant training programmes and materials to keep up with changes in equipment, materials and safety standards within the business. We also promote the wellness of employees through programmes that address physical and mental health-related risks. Various training and awareness programmes have been conducted for employees and workers to ensure the effective implementation of health and safety management within the business operations.



Mental Health Awareness Talk

- In conjunction with Mental Health Awareness month in May, YTL Construction partnered with THINKINT Malaysia to organise an online talk to create awareness on the importance of mental health and to evaluate employees' mental condition coping with Work from Home and the COVID-19 pandemic.
- 71 employees completed free Mental Health Self-Assessment and those who suffered from mental health issues were offered two free counselling sessions with professional counsellors.



I'm Good, Thanks! By Asha Gill

- 40 employees attended the mental health awareness talk in conjunction with World Mental Health Day 2020, which recorded full attendance in person and around 80 people attending the talk on YouTube.

Nurturing and Mental Health

- On 9 July 2021, W@Y hosted a webinar entitled Nurturing and Mental Health in collaboration with THINKINT and RELATE in order to increase mental health literacy and awareness in Malaysia. Throughout the session, women in YTL Group learned the way to embrace self-care and better care for others during the COVID-19 pandemic. W@Y received positive comments and feedback from approximately 100 attendees.



Education and Mental Health for Working Parents and Children

- As part of International Women's Day series, Women at YTL (W@Y)²⁵ organised a workshop in partnership with YTL Foundation's "Learn from Home" initiative, focusing on the topics of Education and Mental Health amongst working parents and children during the "learn from home" period.
- The virtual event was attended by over 100 attendees, where they discussed how children can better learn from home and protect the mental health of both children and parents.



Wessex Water Mental Health Training

- Continues to support mental health well-being through raising awareness, training in mental health first aid and providing colleagues with skills to build resilience.
- Wessex Water's vulnerability experts' initiative continues to be successful and individuals have received specialist training in areas such as suicide awareness, bereavement and deafness awareness. Almost 2,000 employees are now Dementia Friends.



²⁵ Launched in 2015, Women at YTL (W@Y) is YTL Group's women's network aimed to empower and support women across the organisation to grow and reach their full potential.

HEALTH AND SAFETY SUPPORT AGAINST THE PANDEMIC

Promotion of Employee Health, Safety and Well-being during the COVID-19 Pandemic

The COVID-19 pandemic has brought new challenges, which we addressed by publishing global and local guidance on how to adapt to the new normal and how to ensure that hygiene and social distancing measures could be effectively enforced.

Temperature screening and sanitiser stations for employees, contractors and visitors at buildings or site entrances and exits

Frequent sanitisation at common working areas, particularly high-touch surfaces

Flexible work arrangements for employees who need to balance their family and professional responsibilities

Distribution of COVID-19 Kit including face masks, hand sanitisers, disinfectants and other personal protective equipment to employees

Reminders and tips on observing good personal hygiene at home and work, maintaining healthy eating and exercise habits through the Monday Memo and internal newsletters

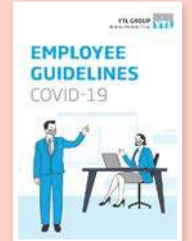
Digitisation process during Movement Control Order (MCO) to improve effectiveness and efficiencies of work routines whilst staff work from home

Day off for employees receiving COVID-19 vaccinations

Note: Certain safety measures are only applicable to selected business units.



Our new headquarters, Menara YTL published an Employee Guidelines COVID-19 to provide employees with information about working conditions and policies when working in the office during the COVID-19 pandemic. Some tips on how to prevent infection and the precautions needed in the office are provided in the guidelines. Important contacts were provided such as COVID-19 information hotlines, mental health hotlines as well as a list of hospitals available for COVID-19 tests.



In order to help employees develop resilience during the pandemic, Express Rail Link (ERL) organised six motivation sessions for 140 employees to boost their motivation during the pandemic. The course “Developing Resilience And Creating Personal Growth During Challenging Times” was conducted by an external trainer, and included interactive exercises intended to help participants focus on positive aspects of life and work.

Meanwhile, ERL and E-MAS have established a COVID-19 Task Force Committee consisting of ten committee members including the CEO of ERL and E-MAS to address all issues related to COVID-19 pandemic and to take precautionary measures to reduce the risk of infections in the workplace.

YTL Power Services arranged an Influenza Vaccination Programme for all employees in their Head Office. A total of 24 employees received their vaccination. As a result, the number of medical leave days and medical treatments due to flu dropped significantly.

YTL Paka Power Station established a COVID-19 Contingency Plan to help mitigate the impact of the virus on their station community and to ensure business continuity. Several measures have come into force in three different stages to safeguard the community.

HEALTH AND SAFETY SUPPORT AGAINST THE PANDEMIC

YTL Cement set up a COVID-19 Working Committee Team comprised of employees from the Communications, Human Resource as well as Health and Safety departments.

Various guidelines, checklists, posters, and a handbook on how to manage and respond to the COVID-19 pandemic was developed and shared with employees.

Guidelines on the management of COVID-19 close contacts and confirmed cases reports enabled site management to take proactive measures to contain infections.

COVID-19 Care Kits were distributed to all YTL Cement employees to help them stay safe.

YTL Construction has provided face masks and hand sanitisers to all employees, as well as care packages to the underprivileged communities around project sites. The business contingency plan was executed successfully to maintain the resilience of the business without risking the health and safety of employees. Approximately 90% of their employees (both in the HQ and on-remote sites) have been fully vaccinated under the company's vaccination programme.

JW Marriott Kuala Lumpur (JWMKL) and The Ritz-Carlton, Kuala Lumpur (RCKL) were recognised for their effort in the Commitment to Clean Programme, which creates awareness around the pandemic and encourages employees to adapt to a new way of living and new service standards.

During the recovery stage of MCO in Malaysia, YTL Hotels gradually opened up and employees were given an opportunity of cross exposure to other YTL properties. 153 employees of JWMKL were sent to various properties, to learn new skills and broaden their career development whilst giving support to their respective companies.

Wisma Atria, Singapore was assessed and met stringent sanitation and hygiene standards set by the authorities, achieving SG Clean certification. Safety measures including temperature screening and SafeEntry at all entrances, installation of touchless lift buttons, disinfection by autonomous robots, implementation of an air conditioning system by Trane Technologies air cleaning system with UV purification and regular disinfection of high-touch surfaces.

Sydney Harbour Marriott Hotel took a proactive approach by continually updating the Marriott's COVID-19 Safe Culture plans and procedures based on the latest medical advice.

The Marriott Vaccination Policy sets out guidelines for achieving high levels of biosecurity within their operations and over 100 permanent and part time employees took part in the Marriott COVID-19 Vaccination Programme.

The Queensland Government and health authorities rolled out an Infection Control Training Programme in April 2021 to educate and protect the employees on health and safety measures and reduce the risk of contracting COVID-19 in the workplace. Employees at Brisbane Marriott Hotel are regularly updated on the protocols to maintain the highest infection control standards.

The hotel also provided Red Cross First Aid and Mental Health Training for quarantine workers through Marriott's International Employee Assistance Programme, such as the LifeWorks and meQuilibrium programme.

LET'S KEEP OUR OFFICE SAFE!



Whenever you're supposed to work from home, please do so!



When in the office, always keep your mask on.



Wash your hands frequently with soap and water for at least 20 seconds.



Stagger your lunch breaks to avoid gatherings at the pantry.



Stay at least 1 metre apart from each other.



Conduct virtual meeting wherever possible.



Disinfect shared surfaces before and after use.



When using elevators, please adhere to social distancing.

DIVERSITY AND EQUAL OPPORTUNITY

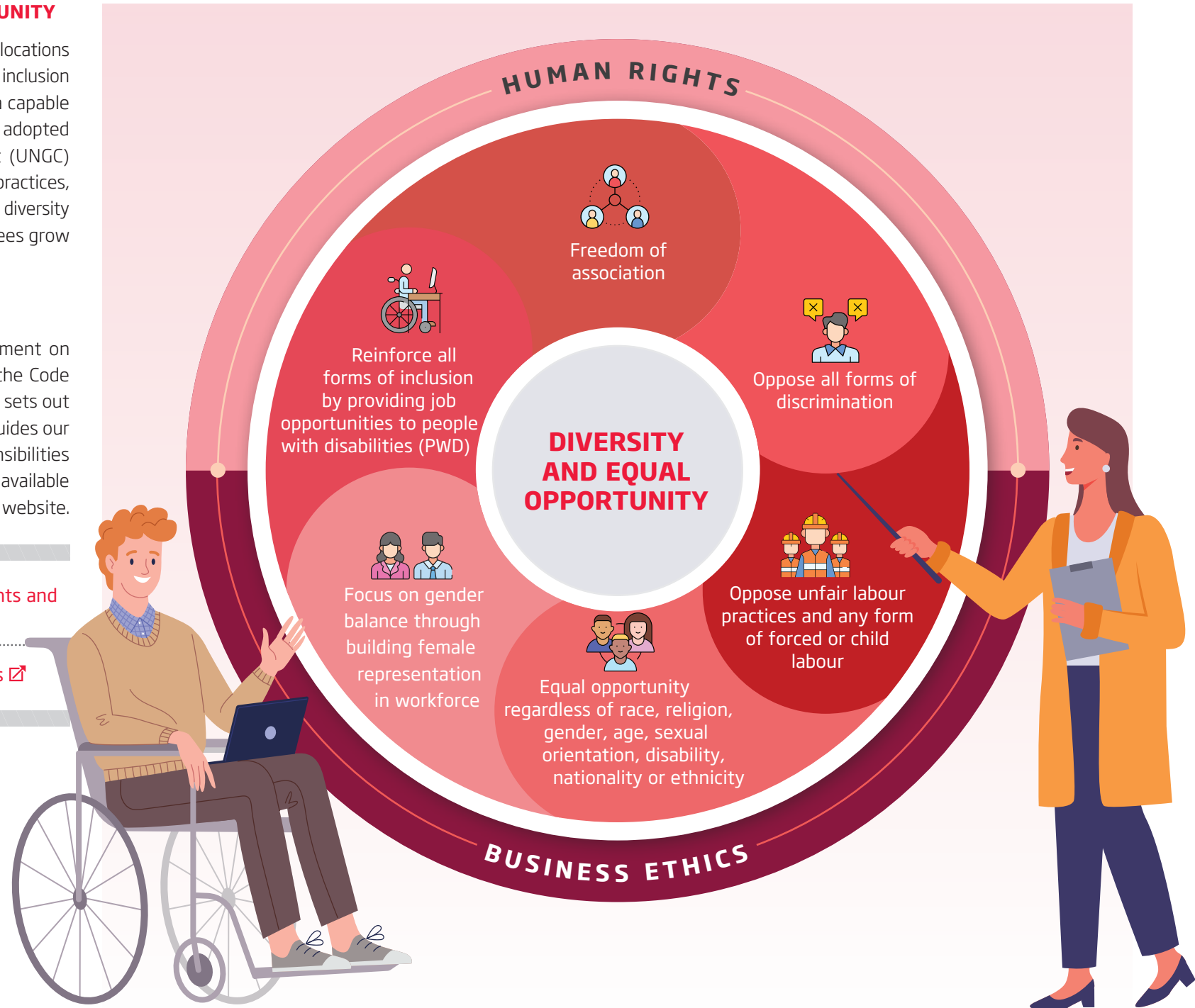
With over 12,209 employees in diverse locations around the world, fostering a culture of inclusion and equality is essential in retaining a capable workforce. Since 2018, YTL Group has adopted the United Nations Global Compact (UNGC) principles on human rights and labour practices, and we remain committed to embracing diversity and equal opportunity to help employees grow and thrive.

Management Approach

We established the Corporate Statement on Human Rights and Ethics as well as the Code of Conduct and Business Ethics, which sets out acceptable practices and ethics that guides our employees to understand their responsibilities in all business dealings. Both are made available and easily accessible on our corporate website.

[Corporate Statement on Human Rights and Ethics](#)

[Code of Conduct and Business Ethics](#)



YTL Group Workforce Dashboard FY2021



12,209
Total Workforce



87%
Permanent Employees



87%
Local Workforce

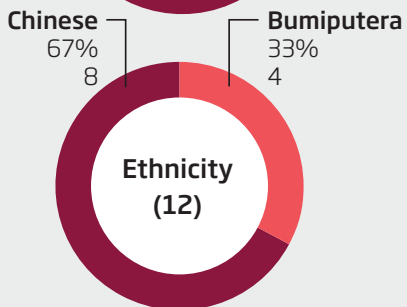
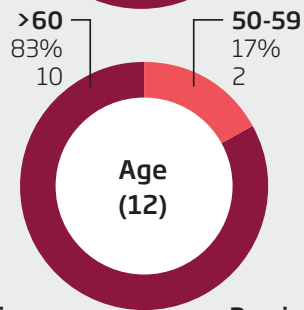
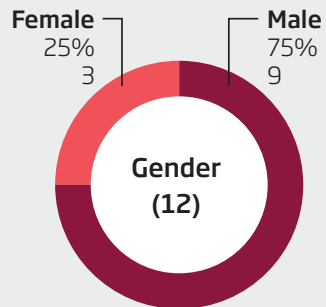


29%
Female Workforce



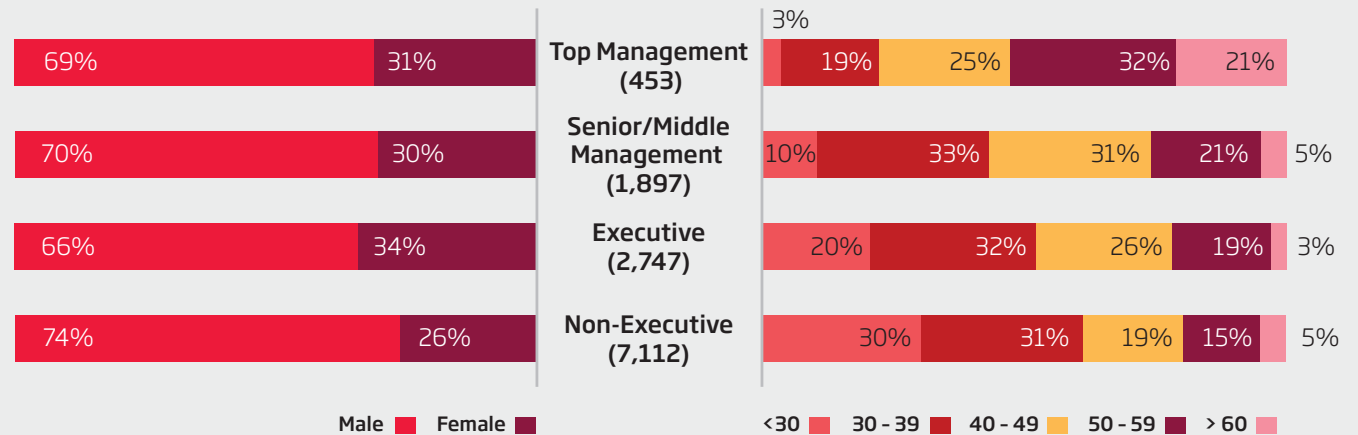
85%
Proportion of Locally Hired Persons in Senior Management

Board of Directors' Profile*

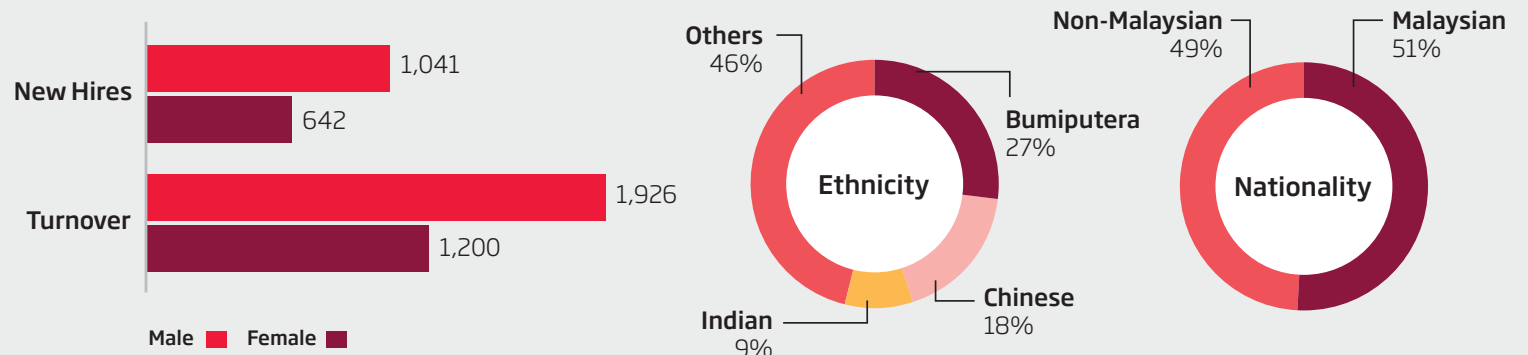


Note: * Board of Director's profile are representation of YTL Corporation Berhad.

Employee Gender and Age Profile



Employee New Hires, Turnover, Ethnicity and Nationality Profile

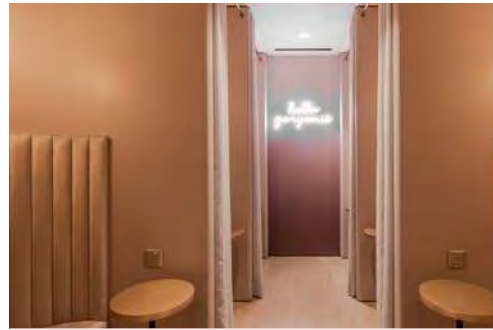


Prioritising the Needs of Employees



Mother's or Nursing Room at Menara YTL

With the increasing number of young female employees, YTL Construction recognised the need for a nursing room for working mothers. That is where the idea for a Mother's Room on the 23rd Floor at Menara YTL emerged. All female employees in Menara YTL have free access to it on a first come, first served basis. This is just one of the many features in Menara YTL that caters to the daily needs of YTL employees, and we hope that all our employees feel appreciated and cared for when they are working at YTL Group.



Beyond creating a practical and comfortable space, the Mother's Room was designed to be comfortable and uplifting. Apart from individual nursing cubicles, there is also a sink for mothers to wash and dry their equipment and utensils



Fair Employment Practices

Guided by TAFEP's (Tripartite Alliance of Fair and Progressive Employment Practices) principle of Fair Employment Practices, YTL PowerSeraya promotes inclusiveness in the workplace, embracing diversity amongst different races, genders, backgrounds and nationalities. Its merit-based compensation system seeks to ensure that employees are compensated based on their skills and experience, as well as their performance and industry value of the positions they hold. The company fared reasonably well in terms of wage equality with score of 0.84, compared to Singapore's wage equality score of 0.80²⁶.

Ratio of base salary in FY2021



0.80 Singapore's Wage Equality Score

Supporting Women in STEM

In conjunction with International Women's Day 2021, Malaysia's Department of Women's Development organised the Anugerah Ikon Wanita to honour exemplary women across industries nationwide. Eng Seow Wei, a Rolling Stock Engineer at ERL Maintenance Support (E-MAS), was awarded Anugerah Ikon Wanita (Skills Category). She has proven that women can succeed in this challenging field.



It can be stressful sometimes, but through positive thinking, I know I'm capable of overcoming any challenges I may face in my line of work. I also look up to my colleague, Puan Suriani, who inspires and motivates me. Her leadership, decision-making skill, dedication and commitment to our organisation makes me stand proud and work alongside her.

Eng Seow Wei

Rolling Stock Engineer at E-MAS



YTL PowerSeraya featured their Women in Power: Teng Hui Chen and Clarice Guay on social media in conjunction with International Women's Day 2021, as a sign of appreciation of the resilience and grit of women in the power engineering industry.

TENG HUI CHEN
Multi-Utilities Service (Ops) Engineer

I have a really supportive team of colleagues, one I know I can always count upon. I like that I am always encouraged to speak up and discuss ideas, and this makes me comfortable to go to my seniors for help and support anytime.

I am thankful that I can look forward to going into work everyday, knowing that I am part of something bigger - one that contributes to powering the Nation, keeping the lights on.

WOMEN IN POWER YTL PowerSeraya

CLARICE GUAY
HSE & Security Intern

YTL PowerSeraya has provided me a fantastic opportunity to learn more about the workings of different types of power plants. My experience here so far has provided me with exposure that I would never have been able to learn in theory, from books.

Despite being an intern, I am given many learning opportunities and support from my colleagues at Pulau Seraya Power Station and the many learning opportunities have given me the courage to take more initiative, voice my opinions without fear and given me confidence in my own abilities!

WOMEN IN POWER YTL PowerSeraya

²⁶ Source: Global Gender Gap Report 2020 by the World Economic Forum. A wage equality score of one being absolute parity (i.e. male and female pay is at the same level) and a score of one being absolute parity.



Everybody Belongs

Wessex Water values differences at the workplace and firmly believes that a diverse workforce brings different perspectives, ideas and solutions. They are committed to creating and promoting an inclusive workplace for their people and all those who work with the company as they continue to focus on initiatives that drive their diversity goals.



The following data represents Wessex Water’s gender pay gap figures as of 5 April 2021. It should be noted that the gender pay gap is different to equal pay - the right for men and women to be paid the same rate if pay for doing work that is of equal value.

Wessex’s Water gender pay gap remains significantly lower than the UK latest national median of 15.5% and reflects gender distribution in roles across our workforce rather than any equal pay issues. Wessex Water has a robust job evaluation process and operates a framework of grades and pay ranges within each grade to ensure the pay is not influenced by gender.

Gender Pay Gap (%)	2019	2020	2021
Mean ²⁷	4.9	4.8	2.6
Median ²⁸	4.6	5.7	3.3

The following are the current areas of focus which will contribute to reducing Wessex Water’s gender pay gap over time:

- Reflecting the diversity of the communities they serve
- Careers education
- Apprenticeships
- Promoting and encouraging flexible working
- Improving all forms of diversity and inclusion at all levels

²⁷ The mean gender pay gap is the difference in average hourly pay for men compared to women at all levels across Wessex Water.

²⁸ The median represents the midpoint across a list of values in numerical order. If we list the average hourly pay in numerical order, the median is the middle number. The median pay gap is the percentage difference in average hourly pay for the middle man compared to the middle woman across Wessex Water.

WOMEN @ YTL

International Women’s Day 2021

In conjunction with International Women’s Day 2021, Women at YTL (W@Y) organised a live panel with the theme of “Women In Leadership During A Pandemic”. The session was hosted by Dato’ Kathleen Chew, Programme Director of YTL Foundation, and co-hosted by Charles Mohan, news anchor (NTV7) and CEO of Institute Onn Jaafar (IOJ). The session inspired 200 participants, including men and women, filled with the success stories of three outstanding women who are able to thrive through leadership in their industry. All participants were also treated to rebate vouchers from Spa Village, Mangosteen and Aroma de Nata.



Cheryl Goh, Group Vice President of Marketing at Grab and winner of the Women Leading Change Awards 2020. Throughout the panel session, Cheryl shared some inspiring stories on how the company navigated the difficulties of the past year.



Vivy Yusof, entrepreneur and co-founder of The FashionValet and the dUCK Group. During the COVID-19 pandemic, Vivy took the opportunity to pivot to something inspirational. She led the crowdfunding campaign from the fashion industry for PPE outfits for frontliners.



Natasha Zulkifli, Stakeholder Director at YTL Construction and Founder Director of Women in Rail Malaysia. During the session, Natasha shared stories about how YTL Construction changed gear to support their employees and local communities in combating the COVID-19 pandemic.



The panel session ended with the surprise appearance of artist, Syafiq Bahtiar. Syafiq is not only a veteran emcee, writer and poet, but he also translates his literary prowess into public speaking, debating, and even rap battles. At the end of the session, Syafiq summarised the topics discussed and entertained participants by rapping with his upbeat energy and down-to-earth empathy.

NURTURING HUMAN CAPITAL

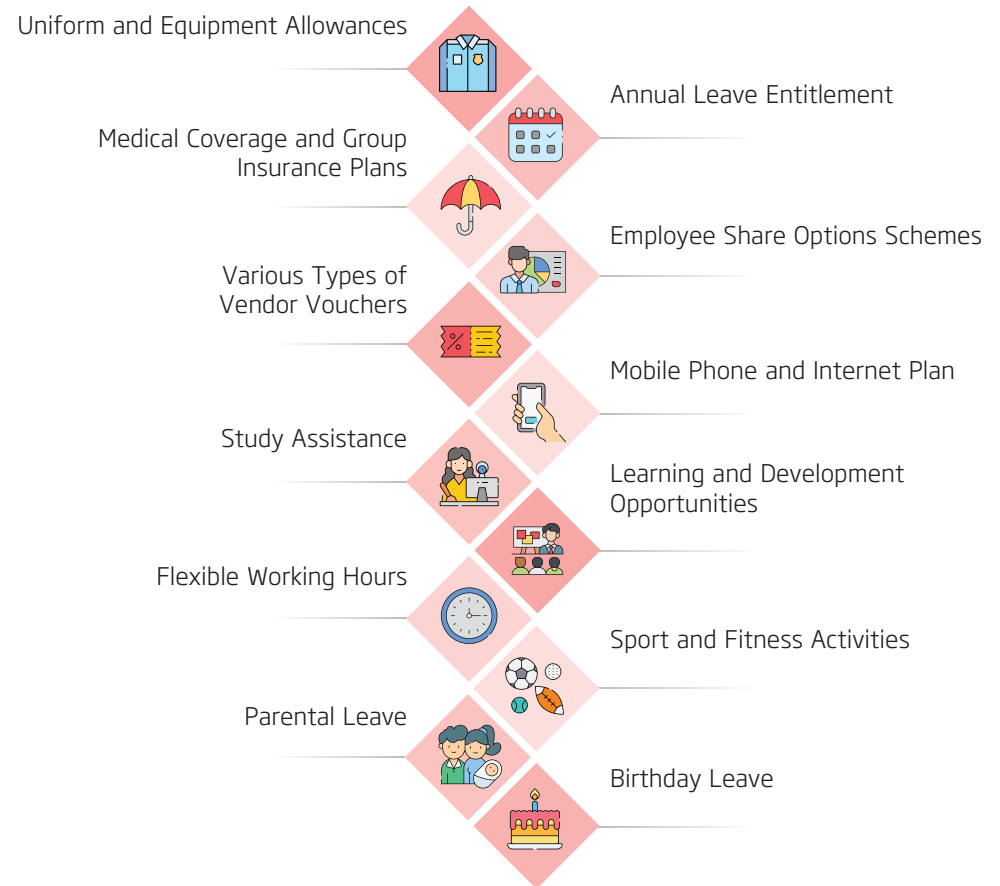
We believe that our people are our most valuable asset. We aspire to attract, retain and nurture people with exceptional capabilities by providing competitive remuneration packages with extra reward programmes, as well as investing in the ongoing learning and development of our human resources. In addition, we offer internship and apprentice programmes to equip future talented employees with extensive industry knowledge as well as hands-on experience.

Management Approach



Employee Benefits and Welfare

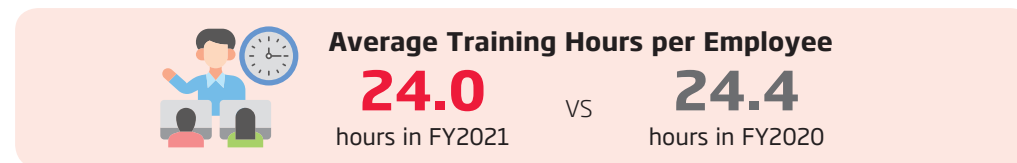
We recognise the contributions of all employees to our collective achievements. We support our employees' financial and personal welfare through competitive remuneration packages and comprehensive benefits, in return for their contributions and commitment to the company. Some of our business units also provide the same benefits to temporary or part-time employees as we believe their basic welfare should also be thoroughly taken care of.



Note: Certain benefit entitlements are only applicable to selected business units.

Training and Development

In order to equip our employees with the right skills, we provide trainings, workshops and seminars with a diverse range of topics, including occupational health and safety, environmental management, environmental awareness, project management, technical capability and soft skill development such as communications, leadership and other topics. In response to the COVID-19 pandemic, most of the training sessions and seminars were conducted virtually and/or in-house, reducing the need for face-to-face interactions.



Training Expenditure per Employee

Business Unit	Currency	FY2019	FY2020	FY2021
YTL Jawa Timur	USD	115	93	9
YTL PowerSeraya	SGD	245	206	490
SGREIT	SGD	773	317	120
Wessex Water ²⁹	GBP	881	1,043	742

Training Hours per Employee

Business Unit	FY2019	FY2020	FY2021
YTL Jawa Timur	30.0	38.5	30.8
YTL PowerSeraya	20.8	16.5	31.2
SGREIT	30.5	20.9	27.2
Wessex Water ²⁹	27.2	21.6	6.8

YTL Jawa Timur

The average training hours per employee has been maintained within the range of approximately 30 hours. As most of the training was moved online and offered at a lower cost, the average training expenditure dropped significantly.

SGREIT

SGREIT is committed to investing in their employee’s learning and development to help them realise their full potential. In FY2021, average training hours reached 27.2 hours, exceeding their target of providing an average of 25 hours training per employee. SGREIT targets to maintain 75 hours average training hours per employee over the next three years, beginning in FY2021.

YTL PowerSeraya

Rebuilding from the COVID-19 pandemic, training expenditure and hours per employee increased significantly as the company started to offer more online training in place of the on-site technical training programmes that were disrupted.

Wessex Water

In 2020, Wessex Water recorded 850 training courses, attended by more than 6,000 employees. The focus has been on moving from traditional classroom-led training to a more blended approach, resulting in an increase in the volume of e-learning courses, virtual classroom sessions, mentoring and coaching.

²⁹ Wessex Water’s regulatory year runs from 1 April 2020 to 31 March 2021.

Training and Development Programmes across YTL Group

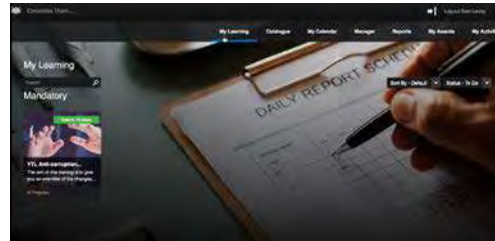


Earth Day Webinar - "Single Use Plastic vs. Food Waste"

- Organised by Geo Alam Environmental, a subsidiary of YTL Cement
- Representatives from Solid Waste Management and Public Cleansing Corporation (SWCorp) and The Lost Food Project were invited to the panel discussion to share their initiatives in waste segregation as well as the actions taken to tackle plastic and food waste issues in Malaysia.

Outcome

261 participants joined the session.



Anti-Bribery and Corruption (ABC) Training

- Conducted via FrogAsia's training platform.
- Compulsory training for all YTL employees in Malaysia, to understand their responsibilities in compliance with YTL Group's zero tolerance for bribery and corruption within the organisation.

Outcome

Employees in Malaysia completed the training.



Executive Development Programme

- Organised by YTL Cement for employee growth and development, to boost employee productivity, improve work performance and reduce employee turnover.
- Six sessions were conducted by external trainers via remote online training.

Outcome

127 participants joined remote online training.

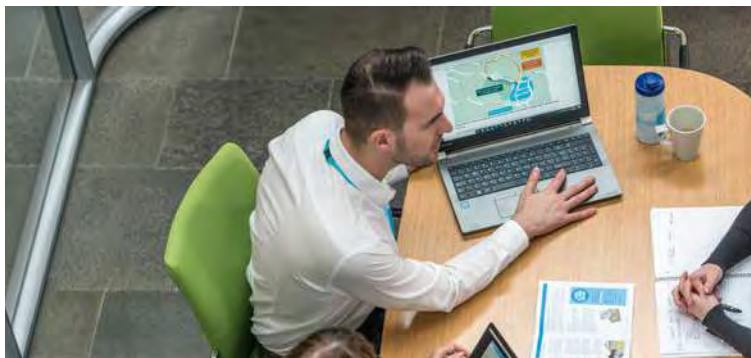


Drugs-Free Workplace

- Organised by E-MAS in collaboration with National Anti-Drug Agency (AADK) Sepang and Brickfield, and Safety and Security Department.
- Awareness training conducted to educate employees on the dangers of drugs and maintain a workplace free of substance abuse.
- Random urine drug tests conducted for employees.

Outcome

62 of employees completed the drug test with no positive cases recorded.



Wessex Water Management Development Solution

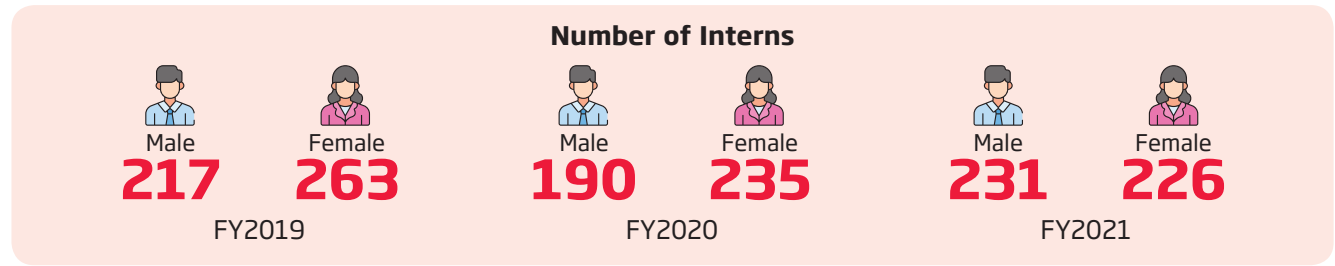
- A six-month long programme, including a one-day "Introduction to Management" workshop, followed by four e-learning courses and practical skills building sessions.
- Available for all existing managers and mandatory for those joining the business.
- The programme is closely supported by management pre- and post- course coaching and review to ensure practical transition from learning to application.

E-learning Platform - iLearn

- Wessex Water continued to build their learning culture into a self-serve platform where people are truly engaged and take responsibility for their own development.
- 850 training courses delivered, attended by more than 6,000 employees through e-learning courses, virtual classroom sessions, mentoring and coaching.

Grooming Future Talent

With our commitment to grooming each industry sector’s next generation, we made a concerted effort to expand our internship and apprentice programmes in order to ensure that they were accessible to a more diverse range of people. Today, we have a robust young talent pool, comprising interns, apprentices, scholars and management trainees.



Internship and Apprentice Programmes across YTL Group



Photo taken in 2017

YTL Foundation Scholarships

- YTL Foundation offers two scholarship programmes to deserving candidates who are high achievers and who have shown substantial involvement in activities benefitting society.
- Scholars who demonstrate positive attitude and potential may be offered a permanent placement in YTL Group after graduation.

Outcome

Up to 18 scholarships awarded in FY2021.



Wessex Water Apprenticeship Programme

- 24 different types of apprenticeships available.
- Open to everyone regardless of previous qualifications or age.

Outcome

25 new apprentices, bringing the total in the last ten years to 330.

Talent Pipeline

- Wessex Water launched their early careers recruitment campaign, highlighting all the opportunities for young people, from those needing to develop basic employability skills, to recent graduates looking for their first formal employment.

Outcome

To date, 19 graduates have received their placement through the campaign, with this number likely to increase as recruitment continues.



Photo taken in 2017



Plan for Jobs

- Wessex Water is part of the UK Government’s “Plan for Jobs” and offers placements through the Kickstart Scheme.
- Working with agencies to identify local people aged 16-25 who are currently on Universal Credit and at risk of long-term unemployment.

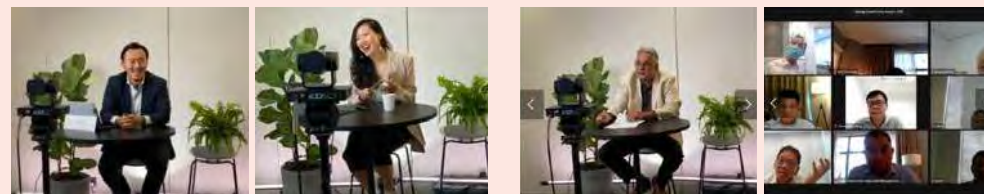
Outcome

Granted 45 Kickstart positions where the first successful candidates have already started with Wessex Water.

YTL CONSTRUCTION - TRANSFORMATION 2.0

The Launch

YTL Construction Transformation Team launched its Transformation 2.0 initiative on 10 March 2021, focussing on reshaping three key pillars: technology, talent and innovation. With a comprehensive three-year plan, YTL Construction aims to go from good to great, to lean into its identity and to go above and beyond industry standards.



Leadership Experiential Workshop and Coaching Programme

Organised by YTL Construction Transformation Team and 95% Business Culture Consultancy, the programme aimed to improve YTL Construction’s work culture as well as to provide Heads of Department (HODs) and Managers with the right training and tools to achieve the three-year objectives and key results (OKR) plan.



55 HODs attended
Leaders Experiential Workshop



31 HODs attended
Leaders Coaching Programme



145 managers attended

- Managers Experiential Workshop (Cohort 1)
- Managers Experiential Workshop (Cohort 2)

Onboarding Journey: Induction, Welcome Pack, and Buddy System

Every new employee that joins the YTL Construction family undergoes a curated experience designed to provide every new joiner with a 30-day onboarding journey that begins with a hybrid induction (online HR platform and in-person briefing). It is supplemented with a welcome pack and an assigned buddy who helps the new joiner assimilate successfully into YTL Construction.

YTL Learning Academy

The YTL Learning Academy was officially launched in July 2021 with a physical hub in the new YTL Construction headquarters and a free online platform was created to facilitate technical training as well as to offer soft skills, language programmes and recreational classes for all employees, both onsite and offsite. The training needs are regularly assessed and personalised to provide training that is matched to each employee. Employees who are passionate about training are also offered a comprehensive “Train the Trainer” programme that can mould them into recognised trainers capable of training other staff members and external individuals/parties. Language programmes are made available to all employees, as the emphasis is placed on effective communication so that employees are world-class quality.



To date, a total of **62 sessions** conducted with **2,880 volunteers** manhours was clocked in providing training by YTL Construction’s employees voluntarily.

Graduate Training Programme

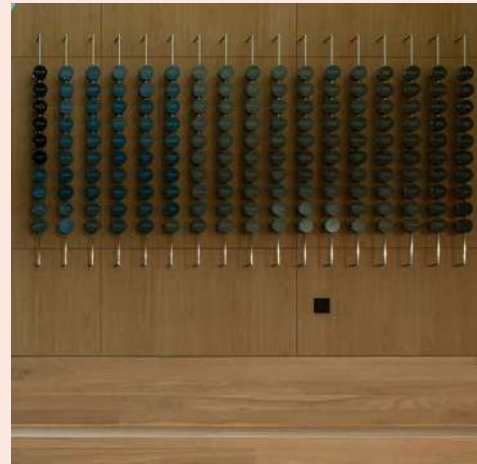
The Graduate Training Programme is a comprehensive and exclusive 24-month programme designed in-house by young leaders of YTL Construction, which was officially kickstarted in October 2021. The programme gives graduates from construction and related industries an understanding of company via rotation through different departments.

Talent Engagement



Management and Interdepartmental Networking

Quarterly townhalls, bimonthly knowledge sessions with Directors and HODs and monthly interactive sessions between departments.



Employee Awards and Recognition

Wall of Fame for longer service employees and Employee of the Quarter Award to recognise excellence.



Two-way Internal Communication

Monthly newsletters, internal feedback platform and intranet site.



Curated Events

Various informative and interactive online sessions ranging from sports, awareness talks, etc.

“ The rollout of Transformation 2.0 was very exciting and thrilling. It made me believe that everyone in our company can and will be trained to be a world class leader. Anyone can say they want to be the best, but Yuan and the Transformation team are actually launching many initiatives that can be felt from the ground up. With updates to core benefits, training and even mental health assistance, I am proud to be a part of YTL Construction’s transformation.

Wong Jian Wai
Senior Project Engineer, Mechanical and Electrical

”

“ The Transformation 2.0 programme has launched many great internal initiatives, but most importantly it has created a central place where all the resources can be easily accessed no matter which part of the company you are from. I can easily find all the new training in one location on our internal website. Personally, it has given me more confidence and stability about my future here, as there is more transparency with the release of the organisation structure and clear career paths.

Derek Lee
Analyst, Business Development

”

ENGAGING OUR PEOPLE

At YTL Group, we aim to enhance the strength of mental and emotional connections of our people with their workplace. We strive to create a place where people are engaged and enabled to optimise performance. We engage with our people through various avenues to ensure an effective flow of information, which helps to connect them with the core values of YTL Group.

We appreciate the voices of our people and strive to foster a globally engaged team, as we believe engaged and collaborative employees offer viewpoints that fuel our business. We view all types of employee feedback mechanisms across YTL Group as essential in creating effective communication channels.

Employee Engagement Programmes Across YTL Group



YTL Sustainathon 2021

- An art and photography competition organised by YTL Sustainability and Geo Alam Environmental, in conjunction with Earth Day 2021.
- More information can be found in the “Community” section on page 110.

Outcome

More than 50 submissions received for all four categories. Three winners were selected for each category and a total of RM5,400 in cash prizes were awarded.



Role Model Ticketing Officer

- ERL rolled out an employee recognition programme for 100 Ticketing Officers within Customer Service Management to recognise their performance at work and to motivate them. A winner was identified every month, and the Role Model Ticketing Officer of the Year was chosen from the 12 monthly winners.

Outcome

100 outstanding frontliner employees received the award.

Long Service Awards

- Long Service Awards will be given to as a token of appreciation to eligible employees upon attaining ten, 15 and 20 years of service at E-MAS.

Outcome

34 loyal employees awarded with Certificates of Appreciation and BSN Premium Saving Certificates (SSPN).

Employee Weight Loss Challenge

- Organised by ERL’s Sports Club, the weight loss challenge is open to all ERL and E-MAS employees who exceeded their Body Mass Index (BMI) limit to encourage and instil healthy lifestyles.

Outcome

50 employees participated in the challenge.



YTL Cement Christmas Day and Night Campaign

As a gesture of appreciation, each employee received a Christmas gift pack containing a specially designed mug, notebooks and a personalised wish.

Outcome

More than 50 employees were involved in the campaign.

Go Green Campaign

- Launched by YTL Construction in August 2020 to educate and promote environmental awareness amongst employees, the campaign aims to reduce their carbon footprint by 30% as well as to conserve natural resources and the environment.
- Focuses on four main categories - Paper and Printing, Electricity, Transportation and Accommodation, and the Environment.
- Internal and external communication includes monthly newsletters, individual and inter-department competitions, corporate social responsibility (CSR) activities, awareness talks, workshops and a double-decker Mobile Learning Unit (MLU).

Outcome

12 employees won the individual Go Green competition and were awarded with potted plants, high tea and gift vouchers for eco-products.



A Sparkly, Glittery Celebration of Christmas

The year-end townhall and Christmas celebration was organised by YTL Construction to share the company's efforts and achievements in FY2020 with all employees. Employees also celebrated Christmas with a musical performance by underprivileged children from Ruth Refugee Education Centre.

Outcome

70 employees attended the event and 1,300 lunches distributed to employees in KL and Johor.



Deepavali Food Giveaway

In conjunction with Deepavali 2020 celebration, a food giveaway was held where packed food was given to employees, including workers stationed at the Johor site offices.

Outcome

Around 1,500 packs of food distributed.



YES Kasi Up x YTL Construction

An internal contest open to all YTL Construction employees who were encouraged to garner as many sign-ups and referrals for the YES Kasi Up campaign.

Outcome

More than 500 new YES Kasi Up registrations collected.



Associate Appreciation Week (AAW) 2021

AAW organised by Brisbane Marriott Hotel embraces the strong Marriott family culture and showers associates with appreciation and gratitude over a week littered with different initiatives, games and gifts such as:

- Daily dance classes conducted by the Chief Engineer.
- Guessing games with the Director of Finance and meet ups with the General Manager.
- Afternoon tea.
- Level 30 and Cheers for Peers.
- Financial Health Checks at Tasty Treat Tuesday Pizza and Root Beer Float Party.
- Strength, Sculpt and Stretch Class with Sally.
- Meditation session, Ommm with Tom.
- Cooking and wine tasting lesson with Kelvin Ramm (General Manager).
- Townhall Celebration where the week's activities were recapped and associates were given a AUD100 Coles/Myer Gift Card.

Outcome

With in-person and virtual attendance, Brisbane Marriott Hotel were able to show appreciation to all their associates.



Water Force

- Launched in April 2018, Water Force is the volunteering programme open for Wessex Water employees to use one working day per year to work with local charities across the region. More details can be found at Community section, page 105.

Outcome

Between the start of the programme and March 2021, nearly 850 employees have lent a hand to good causes, volunteering for a total of 7,000 hours and taking part in more than 130 activities. Team volunteering was severely impacted during the COVID-19 pandemic but since April 2021, teams of Water Force volunteers are out and about once again.

LEAD 2020

LEAD is YTL's annual internal leadership conference that revolves around four pillars - Lead, Educate, Aspire, and Discover. Every year, it features a series of specially-curated keynotes and seminars, with the aim to cultivate a dynamic community of leaders with the ability to communicate better in order to forge brighter solutions by melding the best of the old with the most innovative and cutting-edge of the new. LEAD is also one of the best opportunities to meet and interact with colleagues from different business units.

Due to the COVID-19 pandemic, this year's conference was held entirely online and the event was attended by more than 700 YTL Leaders from around the world. Over the four days of LEAD 2020, more than 20 seminars covering an array of topics were conducted over Zoom and Microsoft Teams. These consisted of the popular Directors' Seminars as well as other seminars conducted by invited industry experts, including the architect masterminds behind Menara YTL.

The annual BTRT Awards were presented during the online conference. Introduced in September 2016, BTRT Awards is an appreciation of exemplary individuals and/or teams who embody the YTL brand values, and go beyond the call of duty for the company and its people.



In the opening speech, Tan Sri (Sir) Francis Yeoh shared the stories of resilient companies such as Amazon and Netflix, forging a path for how YTL should be agile in adapting to rapidly-changing community culture and trends in business. A focus group session after his speech gave participants time to discuss the practical ways they could channel his vision into their work goals



Participants were able to ask the Directors of YTL Group some burning questions in the Directors' Panel



Luca De Nard, Managing Director at Nielsen Co Malaysia shared insights on how the COVID-19 pandemic impacts consumer spending and consumption



Jeevan Sahadevan, Founder and CEO of Leveragelab equipped participants with eight keys insights on how to develop mental strength for outstanding success at work

A total of 100 nominations were received, and four candidates and one team were chosen by the BTRT Awards committee



Enriching Communities



OUR COMMITMENT

Positively impacting and enriching the lives of communities where we operate



ALIGNED WITH



OUR APPROACH

- Developing future generation of leaders by providing quality education and supporting education initiatives
- Supporting community groups, social institutions, non-governmental organisations (NGOs), social enterprises and non-profit organisations
- Promoting arts and culture by providing platforms for artistic expression as well as supporting events that promote health and wellness

Enriching Communities

[GRI 413-1, 413-2]

As one of the leading conglomerates in Malaysia with business operations spanning the globe, YTL Group recognises the importance of creating sustainable and positive social value for communities where we operate. YTL Group continues to take a proactive stance in enriching local communities, from providing financial assistance to improving the quality of education, and supporting livelihoods and economic development. We strive to shape a better environment for future generations and **'Making a Good Future Happen'** through our focus on three key pillars: Education, Local Communities, and Arts and Culture.

PERFORMANCE HIGHLIGHTS

Our Goals



EDUCATION

To promote a 21st century learning approach and technology



LOCAL COMMUNITIES

To improve livelihood and well-being of communities



ARTS AND CULTURE

To protect and promote arts and culture for future generations

FY2021 Achievements

- **27** scholarships awarded
- **56,001** children engaged in learning and education

- **RM40 million** community investment, benefitted **451,216** people in need
- **1,028** employee volunteers, contributed **9,880** hours
- **RM286 million** cash and in-kind funding spent on COVID-19 pandemic since 2020

- **16** cultural events and wellness programmes supported

Moving Forward

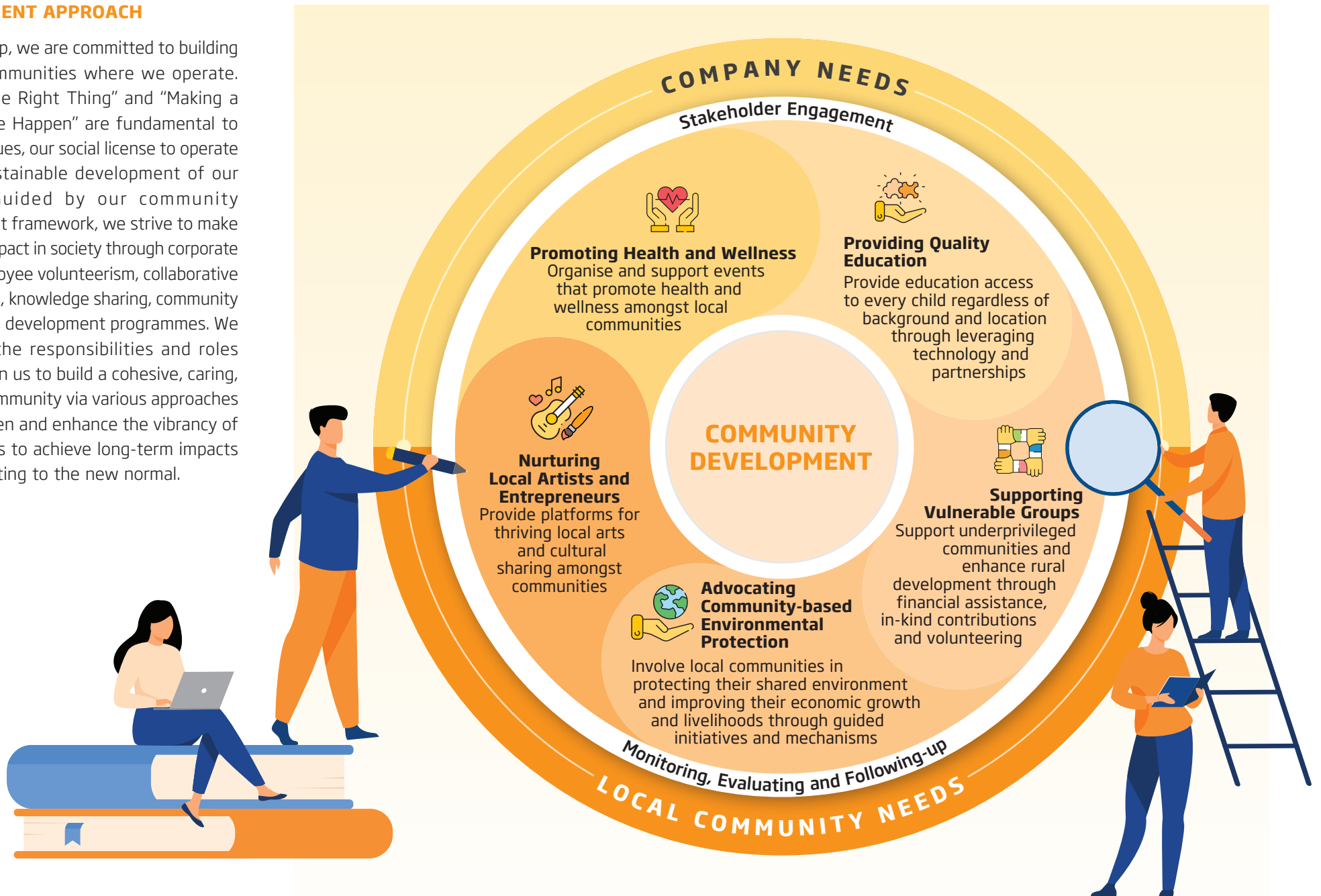
- Continue to empower individuals and communities by enhancing education and providing financial support to ensure no child is left behind
- Investing in meaningful partnerships to develop and improve teaching and learning processes through funding of programmes, thought leadership and leveraging technology

- Unveiling potential to improve livelihood and the socio-economic well-being of local communities
- Multiply our impact through collaboration with local government and community members to better serve the diverse needs of underserved and vulnerable groups

- Continue to preserve fast-disappearing cultural heritage by incubating local and young artists and promoting art in the community
- Motivating emerging artists to create art for good cause
- Promoting body wellness and mentally stimulating experiences for local communities

MANAGEMENT APPROACH

At YTL Group, we are committed to building trust in communities where we operate. “Building the Right Thing” and “Making a Good Future Happen” are fundamental to our core values, our social license to operate and for sustainable development of our society. Guided by our community development framework, we strive to make a positive impact in society through corporate giving, employee volunteerism, collaborative partnerships, knowledge sharing, community building and development programmes. We recognise the responsibilities and roles bestowed on us to build a cohesive, caring, and safe community via various approaches to strengthen and enhance the vibrancy of communities to achieve long-term impacts whilst adapting to the new normal.




NURTURING EDUCATION

Education enables upward socio-economic mobility and is key to creating a better society. At YTL Group, we strive to empower individuals and local communities by enhancing education and creating an inclusive and equitable environment where every child has access to education. With the COVID-19 pandemic spreading across the globe and temporary closure of schools, YTL Group is committed to protecting the well-being of children and ensuring continued learning by addressing content and connectivity gaps, facilitating learning opportunities and leveraging technology to provide education remotely. We constantly invest in and develop programmes that contribute to strengthening and improving education standards within the society.



YTL FOUNDATION - ENRICHING COMMUNITIES THROUGH EDUCATION

With the belief that education is the basis of every society's progress, YTL Foundation  aims to empower individuals and communities through better education. Over the years, YTL Foundation has expanded its role to include workshops, talks and conferences to enrich and inspire educators, students, parents as well as other stakeholders in the field of education. Through the funding of programmes, providing thought leadership and the use of technology, YTL Foundation is redefining the teaching and learning process and continues to build better society through better education.



YTL Scholarship Programme

18 successful candidates

YTL Foundation Scholar Induction Ceremony

A virtual Scholar Induction Ceremony was conducted on Zoom to welcome a new cohort of 18 scholars for 2020. The engaging and lively ceremony provided an opportunity for new scholars to connect and know one another. The session was attended by YTL Foundation Trustees Tan Sri Datuk (Dr) Aris Othman, Tan Sri Datuk Seri Panglima Dr Abu Hassan Bin Othman, Dato' Yeoh Soo Min and Mr Tay Chong Chim. Tan Sri Datuk (Dr) Aris spoke about his challenges and overcoming them to reach his goals, and the scholars had the opportunity to have a Q&A session with the trustees. Dato' Yeoh Soo Min shared how passion and perseverance were essential qualities to achieve one's dreams. The session ended with a game of online Pictionary.

Scholar Training

On 11 December 2020, YTL Foundation organised an online training session for 30 local and overseas scholars. The training session was conducted by Oh Chin Ai, who is a certified Enneagram trainer and a Teach For Malaysia alumni. The training was based on Enneagram personality typing that describes patterns in how people interpret the world and manage their emotions. The Enneagram describes nine personality types and maps each of these in a nine-pointed diagram, explaining how the different personalities relate to each other.



By introducing Enneagram, the scholars gained a better understanding of personality types and how profound self-knowledge can empower them to achieve their goals in practical ways. The scholars enjoyed and valued the breakout sessions with other scholars

PUAN SRI KAI YONG YEOH BOOK PRIZE

The Puan Sri Kai Yong Yeoh Book Prize was established as a means to encourage the children of YTL Group employees to develop and strengthen their talents and skills. It is also an avenue to recognise potential and reward academic excellence. This prize aims to encourage creativity, originality, and critical thinking amongst the youth. It seeks to help participants develop their communication skills and create a sense of responsibility towards society. A total of USD18,200 was awarded to the winners across three categories.



CONGRATULATIONS

YOUNG ADULT (18-21 Years)

Benjamin Pymon	RM1,000
Lauree Alegee Binti Aiffan Yusoff	RM1,000
Yugen A/L Daseenara	RM1,000

YOUTH (15-17 Years)

Fath Chue Jing En	RM1,000
Rhokti Mohida	RM1,000
Mandiatul Azarah	RM1,000

JUNIOR (10-14 Years)

Ashera Christina Samudri Naviyasa Daseenara	RM1,000
Aidan Aqi	RM1,000

Puan Sri Kai Yong Yeoh Book Prize

LEAPS ACADEMY

Online Class at Leaps Academy

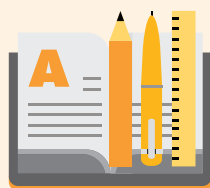
Before the COVID-19 pandemic, YTL Foundation ran after-school educational programmes in two centres: The Creative Learning Information Centre (CLiC) at the Urban Transformation Centre (UTC) Sentul, which community children attended, and 54C in Bukit Bintang for underprivileged children. Since March 2020, when the first Movement Control Order (MCO) was imposed, these classes moved online. It started with Mandarin classes for some of the regular students from the Sentul community. Through the expansion of the online learning programme, Leaps Academy was formed.

Leaps Academy is a free online programme that provides educational opportunities for children from underprivileged communities, including children from refugee families. The programme focuses on three core areas:

- 01 Academic subjects - Bahasa Malaysia, English, Mathematics, Science and Mandarin
- 02 Arts education - Drawing and Drama
- 03 Social awareness and character building to ensure holistic learning

The Academy's team of teachers includes volunteers made up of YTL Foundation Scholars, university students (Heriot-Watt, Nottingham, UCSI) and lecturers from Universiti Tunku Abdul Rahman (UTAR) and other partner universities.

Since March 2020, this online initiative has benefitted over **400 children**, with a combined attendance of **20,000** over **1,400 classes**. Leaps Academy has over **90** dedicated volunteers who help deliver these programmes.



As of June 2021, **220 children** learn through these online lessons weekly, not only from the Sentul community but also from Penang, Ipoh, Pahang, and Sarawak, including children from refugee families. Another **60 children** join the lessons from the 'Tuition For A Cause' programme, a community initiative in collaboration with YB Maria Chin, that aims to assist underprivileged children who have fallen behind due to school closures during the COVID-19 pandemic.

Leaps Academy Holiday Programme

1st Leaps Academy Five-day Holiday Programme (29 March to 1 April 2021)

A total of 47 children aged eight to 15 from Sentul Community and the refugee community participated in the programme. The children were encouraged to cultivate appreciation and respect for cultural diversity, practise putting concepts they learned in their daily lives, and contemplate what they could contribute to their respective communities. Social-emotional learning was also incorporated through various activities.

2nd Leaps Academy Five-day Holiday Programme (31 May to 4 June 2021)

Building on the first programme's success in shaping a socially aware generation equipped with social and emotional skills, the children were taught to explore different topics pertaining to culture, diversity, places and experiences.

3rd Leaps Academy Five-day Holiday Programme

Based on the book "Empowering Students to Improve the World in Sixty Lessons" by Professor Fernando M. Reimers from the Harvard Graduate School of Education, this programme provided opportunities to help the younger generations understand human rights and shared global challenges.

54C Virtual Christmas Party

Held on 12 December 2020, the first virtual Christmas Party was attended by over 100 children from the local community in Sentul and three refugee schools: Advancing Children Education Centre, Malaysia Karen Organisation Learning Centre and Myanmar Education Centre. Activities such as games, performances by teachers, comedy skits and a 15-minute performance by the Kuala Lumpur Performing Arts Centre (KLPAC) made for a lovely afternoon.



The second virtual Christmas Party was attended by children of YTL employees on 19 December 2020, during which the children enjoyed the art of balloon sculpting amongst other fun activities. It was the hope of those involved to spread cheer despite the difficult circumstances that shifted the dynamics of 54C's usual in-person programmes.

COMMUNITY OUTREACH



Volunteers from Deloitte Penang demonstrating Zoom learning to teachers and students



The teachers from SK Satu Sultan Alam Shah received face masks from SMBC



Dato' Kathleen Chew, YB Maria Chin and teachers helped students with online classes using their new Chromebooks

Partnership with Deloitte Penang

YTL Foundation partnered with Deloitte Penang and donated 23 smartphones with 12-month data plans, each supporting B40³⁰ families in Penang. This is further to the collaboration with Deloitte in the KidsEdu Programme last year, under which 100 data SIM cards were provided to children in two low-cost housing communities to enable them to have access to online learning. The programme called “Strengthening digital learning for B40 children” at Sekolah Kanak-kanak Terencat Akal (school for children with intellectual disabilities) in Jalan Datuk Keramat, Penang recruits Deloitte staff in Penang to work with school teachers to provide them with the skills to run virtual classes.

Partnership with Sumitomo Mitsui Banking Corporation (SMBC)

SMBC donated USD100,000 (RM410,000) to YTL Foundation in January 2021 to sponsor face masks and laptops to students in selected schools. YTL Foundation decided to work with the social enterprise, Edspace, that engages underprivileged mothers as seamstresses to produce face masks in “THE BIG GIVE” campaign. Through this, YTL Foundation and SMBC have been able to provide a total of 10,459 face masks to students. YTL Foundation also worked with YTL Communications to provide 206 laptops to students from seven schools.

Tuition for a Cause

YB Maria Chin, member of Parliament for Petaling Jaya, approached YTL Foundation to assist B40 students in her constituency with free tuition classes. YTL Foundation sponsored 15 Chromebooks for online lessons and is conducting online tuition classes for 60 students through Leap Academy. The lessons in Bahasa Malaysia and English were commenced on 8 May 2021 and are held on Saturdays.



³⁰ B40 refers to the bottom 40% of households with median monthly income of RM3,000 and below.



Parents gained some important insights on the importance of play in children's development



Food and daily necessities donated to less fortunate children affected by floods



The children from Shan Children's Home seen here receiving Chromebooks from YTL Foundation have been able to continue virtual classes during MCO

Ruang KITA Programme in PPR Sri Perak, Sentul

YTL Foundation collaborated with Sentul Raya Sdn Bhd, Toy Libraries Malaysia (TLM) and International Medical University (IMU) to launch the Ruang KITA programme in early 2020. Due to the COVID-19 pandemic, TLM's play programme and the nutrition programmes with IMU were put on hold. Nevertheless, YTL Foundation was able to conduct a few community engagements last year. These included:

- A committee meeting with TLM and IMU in June 2020 to discuss the first 1,000 days nutrition programme;
- Developmental assessments conducted by TLM with children below three years old in July 2020;
- "Perkongsian Kepentingan Bermain Dalam Perkembangan Kanak-kanak" (Sharing on the Importance of Play in Child Development) talk conducted by TLM with parents/guardians in October 2020.

Childline Foundation's Flood Aid 2021

YTL Foundation donated RM13,188 to assist Childline Foundation in the restoration of 43 childcare centres in Pahang and Terengganu which were damaged by floods. The donation helped these centres to continue serving the children in B40 communities after the crushing impact of the COVID-19 pandemic and floods in January 2021.


More Children's Homes Received Education Devices

In June 2021, YTL Foundation donated four Chromebooks to assist the children from Shan Children's Home in Perai, Penang as they were unable to continue their studies due to the lack of devices. The plight of Shan Children's Home echoes the problem faced by many such institutions. Since the beginning of the pandemic, YTL Foundation has supported 19 homes and organisations with devices such as Wi-Fi routers, Chromebooks and smartphones as well as free data from YES.




CIKGU KICKSTART AWARDS - EMPOWERING TEACHERS AND MITIGATING LEARNING LOSS

With the aim to mitigate learning loss exacerbated by prolonged school closures, the Cikgu Kickstart Awards was initiated to provide small grants for the 15 best ideas from Malaysian public-school teachers to empower them to develop innovative solutions to minimise learning loss during the COVID-19 pandemic. This project, a partnership between Edufication (co-founded by Samuel Isaiah, a 2020 Global Teacher Prize top 10 finalist), Teach for Malaysia and Pemimpin GSL was co-funded by YTL Foundation and ECM Libra. Cikgu Kickstart hopes to create a sustainable professional community that encourages teachers to contextualise solutions and become active problem-solvers in their schools and communities. Thus, through providing grants and professional development workshops, this initiative hopes to improve and scale the ideas from the winning candidates. YTL Foundation aims to expand the Cikgu Kickstart programme by engaging more teachers and schools throughout Malaysia.



Impact



Over **15 schools** benefitted directly from the grants, with more than **600 students** receiving educational support.

Partnering with Teach For Malaysia and Pemimpin GSL, the winning ideas will be scaled through the production of the “Social Innovation Toolkit”, making the ideas transferable to more teachers all over Malaysia and adaptable to specific needs of schools and communities.

FROG TEACHER AWARDS - CELEBRATION OF PIONEERS IN EDUCATION

Organised by FrogAsia and supported by YTL Foundation, the annual Frog Teacher Awards was held virtually on 16 May 2021 in celebration and appreciation of pioneers in education across Malaysia. The award aims to recognise teachers’ efforts and outstanding achievements in adopting technology and raising the standards in classroom as well as communities nationwide.

FrogAsia aspires to continue sharing stories of more teachers in hope of inspiring other educators in their teaching journey and partnering with innovative educators to be the voice of teachers who advance education through technology. Five winners were announced during the virtual awards ceremony for their contributions to digital education.



DIALOGUE SERIES: MENTAL HEALTH AND WELL-BEING IN EDUCATION



More than **225 viewers** during the live stream



- Over **1,560 views** on the Facebook page webcast
- Positive feedback from the viewers and speakers

MCO 3.0 (third national lockdown) continues to bring new challenges to society, not least in how students learn whilst managing their mental health out of their familiar school environments. To that end, YTL Foundation organised an online dialogue on Facebook Live to discuss the importance of mental health and well-being of students and how this can be tracked, managed and improved by those in the education sector. The dialogue was broken into three parts:



Managing in a Pandemic: What Counts as Success?

- Julie Allan, Professor of Equity and Inclusion and Head of the School of Education, University of Birmingham
- Bethan Morris-Tran, Doctoral Researcher at the University of Birmingham
- Francesca Peruzzo, Postdoctoral Research Fellow at the School of Education at the University of Birmingham



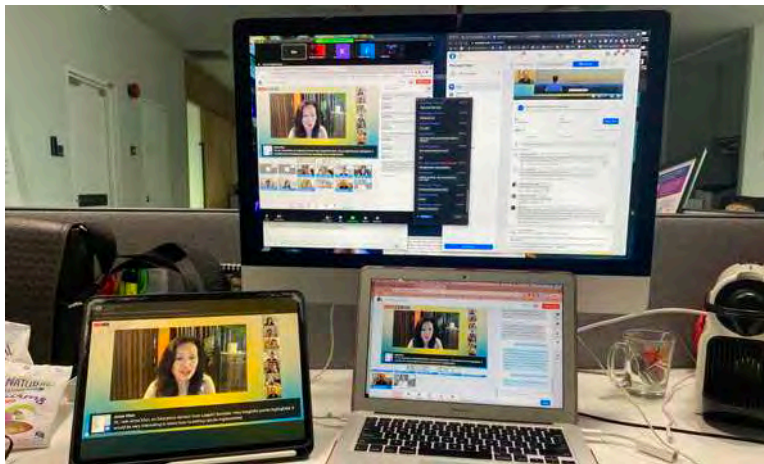
Tracking the Social-Emotional Well-Being of Students

- Sachin Chaudhry, Founder/CEO, TrustCircle



Mental Health and Well-Being Amongst School-going Children: The Malaysian Perspective

- Rebecca Lin, Head of Secondary Programme, Dignity for Children Foundation
- Pamela Guneratnam, Founder, HumanKind
- Yong Gan Chok, registered counsellor and retired teacher



ACUMEN ACADEMY MALAYSIA

In December 2020, Acumen Academy Malaysia selected 18 Acumen Malaysia Fellows for the 2021 cohort, announced on 29 January 2021. The Fellows range from a policy-maker turned farmer in Johor Bahru, to a national Paralympian, to the chief marketing officer of a local tech giant and everything in between. They are united by the common purpose of doing what is right in a world that too often prefers doing what is easy.



The Fellows Programme focuses on deep leadership soft-skills of a selected cohort of Fellows annually. The Academy has also begun onboarding changemakers of all levels to Acumen Academy’s suite of world-class online courses. These courses like Systems Practice, Lean Startup Principles and Human-Centred Design for Change have been developed together with other world-class organisations based on Acumen’s two decades of impact work. More information on Acumen Academy’s courses can be found at <https://acumenacademy.org/learn>

MALAYSIA COLLECTIVE IMPACT INITIATIVE (MCII)

MCII is a collective impact organisation for education in Malaysia. Collective Impact is a framework for facilitating and achieving large scale social change. It is a structured and disciplined approach to bringing cross-sector organisations together to focus on a shared mutual outcome that result in sustainable impacts. YTL Foundation is a founding member of MCII.

During the course of the year, MCII has carried out the following activities:

- Pandemic Strategies and Planning with the Community - Annual Meeting with Klang District Education Office and the School Community.
- Break Out Strategy Meetings with School Leaders, Programme Deliverers and Klang District Education Office.
- Collaboration Meeting with School Leaders - Literary Roundtable with MyReaders, Chumbaka and StudentQR to outline a rough idea of what a literacy intervention in Klang could look like and identify how each organisation would like to be involved and establish buy-in. The main finding was that 95% of students tested were reading behind their expected proficiency levels.
- MyReaders supports schools to ensure that literacy remains a main agenda item through the Parent-Teacher Collaboration for COVID-Safe Literacy Programme.
- MCII organised two EngagEd webinars to upskill teachers and ensure that they learned from one another.
- StudentQR Strategic Meeting with School Leaders and District Education Office - StudentQR is an online system that aids teachers in tracking student behaviour. The MCII collaboration with SMK Tengku Idris Shah (SMKTIS) and Student QR gained recognition.
- Chumbaka’s STEM programme challenged teachers to be innovators.
- SMKTIS leading its learning - Collaborative professional development session by SMKTIS and SMK Tuanku Abdul Rahman.



March 2021

The Fellows Programme commenced with Immersive 1 covering content like life maps, adaptive leadership and managing polarities. Through Immersive 1, Fellows began to form strong bonds with a commitment to embrace individual stories and discomfort for collective growth.



April 2021

Fellows experienced their first workshop on Authentic Voice through four facilitated sessions and assignments across seven weeks. At the end of this workshop, they helped each other craft powerful stories that were able to move others towards positive change.



June 2021

Fellows underwent Immersive 2 focused on Adaptive Leadership, a framework that helps leaders embrace and lead change in uncertain times. Fellows left Immersive 2 ready to engage in the work themselves and support each other towards meaningful differences in their professional, civic and personal lives.

PEMIMPIN GSL - LEADERSHIP PROGRAMME FOR SCHOOLS

Pemimpin GSL has been supported by YTL Foundation since its inception in 2017. YTL Foundation has helped the organisation grow and expand its reach from just 22 schools initially to over 300 schools all over Malaysia.

Over the period from July 2020 to July 2021, Pemimpin GSL ran two programmes:



Pintar Pemimpin Leadership Programme for Schools

75 underserved schools from all over Malaysia attended monthly training and coaching with the Pemimpin GSL team



Pemimpin GSL Fellowship Programme

40 schools from Kuala Lumpur, Petaling, Gombak and Sentul obtained targeted sessions that helped them improve their schools

All in all, the programmes are designed to provide School Leaders across Malaysia with support in key areas of leadership, enabling them to lead their schools more effectively regardless of the challenging circumstances (such as school closures) brought about by the COVID-19 pandemic. Achievements at the level of school leaders will in turn bring about an indirect, positive impact on teachers and students.

The programme delivered significant impact, considering the context of the pandemic and the inherent challenges to coordinate and implement the Programme with a large number of schools across Malaysia. Positive results of the Programme on School Leaders were observed at three levels of direct support: (1) Strategic Leadership, (2) Operational Leadership and (3) Leading with Technology. School Leaders also made major progress in implementing actions planned as part of their School Improvement Development Plans and introduced new applications or technologies to support administrative functions and learning activities in schools.

Based on initial evidence, these resulted in some improvements in teachers' tech-savviness and motivation, as well as an increase in students' access, attendance and participation in classes and extracurricular activities.

PROGRAMME OVERVIEW

Through the outreach to 300 School Leaders across 75 schools, the programme has the potential to impact approximately 3,000 teachers and 34,400 students - These estimates are calculated using an average of 40 teachers and 400 students per school.

- **6 months** online training programme from October 2020 to April 2021.
- **8 virtual workshops**, focusing on leadership strategies and online tools which can be used by senior leadership teams in schools.
- **5 webinars** attended by 240 participants nationwide, with guest speakers featuring industry experts such as former Director of Institut Aminuddin Baki, Dato' Dr Mehander Singh and former Education Director-General, Datuk Dr Habibah Abdul Rahim.
- **75 target schools** from 13 states across Malaysia were targeted and attended the programme.
- **250 school leaders** from 64 schools successfully completed the programme.
- **81% completion rate** over six months. Eleven schools did not attend at least four of the sessions and were phased out in March 2021.
- **61 average Net Promoter Score (NPS)** was given for this programme by 75 schools. "NPS is the percentage of customers rating their likelihood to recommend a company, a product or a colleague". (Score interpretation: 0-30: Good, 30-70: Great, 70-100: Excellent)

YTL FOUNDATION - LEARN FROM HOME

In March 2020, YTL Foundation launched the “Learn From Home Initiative” (LFHI) in collaboration with YTL Communications and FrogAsia to provide free YES SIM cards with YES 4G data to students in Government schools, students in partner universities and free smartphones with a 12-month data plan to students in B40 families. The free YES SIM cards programme was later extended to teachers in Government schools. The LFHI aimed to mitigate the impact of learning loss on students, especially those in B40 families, when schools closed due to the COVID-19 pandemic.

Since then, YTL Foundation has delivered 100,000 smartphones, 450,000 SIM cards and 18 million GB of free data under the initiative. YTL Foundation in partnership with FrogAsia and Teach For Malaysia, My Readers and UKM (The National University of Malaysia) has also developed 1,268 online lessons for Primary one to Form five (English, Maths and Science and in January 2021, Bahasa Malaysia was added) and 13,500 online quizzes in all core subjects that are accessible on the FrogPlay mobile app that can be downloaded from the App Store or the Google Play Store.

In 2021, YTL Foundation also convened several focus groups comprising close to 50 NGOs and partner organisations to spread awareness about the LFHI and provided introductory training on YTL Foundation’s online lessons. YTL Foundation received positive feedback that the sessions were invaluable, with 71.4% of participants saying they would like to participate in future sessions.

In addition to supporting school-going children, YTL Foundation forged partnerships with 35 local and private universities in Malaysia to provide free YES SIM cards to their students during the COVID-19 pandemic.

To broaden the reach of the LFHI, YTL Foundation also collaborated with numerous organisations, the most notable being:

- (1) Providing the National Union of Teaching Profession (NUTP) Peninsular Malaysia with 1,000 smartphones and 12 months of free YES 4G data to be distributed to needy students under their purview.
- (2) Collaborating with the Perak State Government under their tuition programme for children from B40 families, to provide some 20,000 students with smartphones and 12 months of free YES 4G data.



100,000
smartphones and
450,000
SIM cards delivered



1,268
online lessons and
13,500
online quizzes developed

JARINGAN PRIHATIN PROGRAMME

YTL Foundation received far more applications for the free smartphones than originally budgeted for, but there was a real need for these B40 families to receive a device as it was apparent that home-based learning would continue for many months into 2021. In the budget tabled in November 2020, it was announced that the Government would allocate RM1.5 billion to implement the Jaringan Prihatin Programme. An estimated eight million individuals in the B40 category would each be eligible to receive a telecommunication credit worth RM180 (subsequently increased to RM300 for families) used for internet subscription or defray part of the cost to buy new mobile phones. This was an opportunity for YTL Foundation to broaden the impacts of the LFHI.



YTL Foundation once again partnered with YTL Communications to offer smartphones and data plans to B40 families under which the cost of the smartphones and data would be partially funded by the Jaringan Prihatin subsidy and the balance by YTL Foundation. The funding by YTL Foundation has enabled YTL Communication's YES Prihatin device plans to be offered at no cost to the B40 families ensuring that their children would be able to continue learning from home as schools continued to be closed through the middle of 2021. During the year under review, a total of 311,640 smartphones with a 12-month free data plan has since been delivered to the families.

“

My father is the sole provider for our family, and my mother is a home-maker. I am the youngest of seven siblings. Previously I had to rely on one of my siblings' devices to get my school work done. The slow line added to my stress. That's why I'm grateful to YTL Foundation. With my own device and data, it's so much easier to access online learning materials. It really relieves a bit of my parent's burden.

Wan Nur Mazieatulain
Student from Terengganu

”

“

Being a single mother of an 11-year-old son is a challenge. I work my hardest to ensure that he has a bright future. He wasn't sure what to do when he received the free phone and data from YTL Foundation. But that gave me the opportunity to teach him to be grateful for the help and access to online learning.

Rachel Barry
Parent from Kota Kinabalu, Sabah

”

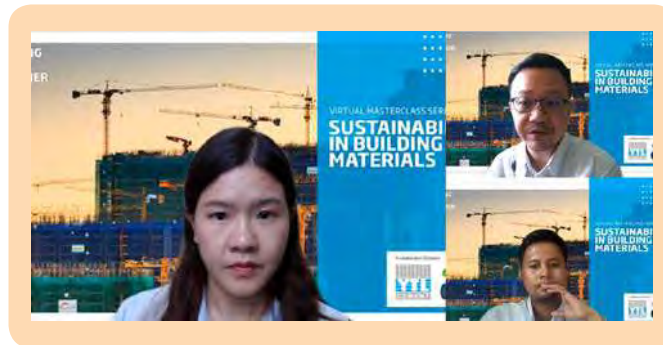


SUPPORTING EDUCATION THROUGH ONLINE LEARNING

YTL Group strives to nurture versatile students and equip them with different levels of knowledge and skills for enhancing competitiveness to meet future challenges, as well as to instil them with values of integrity and passion to contribute to a more sustainable future. Despite the challenges faced during COVID-19 pandemic, YTL Group continues to share knowledge through virtual platforms.



In collaboration with Solid Waste Management and Public Cleansing Corporation (SWCorp) Malaysia and The Lost Food Project, YTL Cement hosted a Waste Management webinar to discuss country’s waste management challenges in handling single use plastics versus food waste and how to jointly contribute for a better tomorrow.



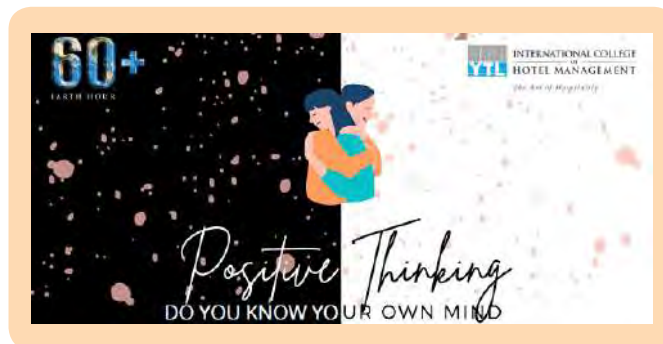
YTL Cement hosted the Masterclass on Sustainability in Building Materials for undergraduate and postgraduate students from Universiti Teknologi Petronas (UTP), where they shared technical knowledge on sustainability in building materials through co-processing of waste.



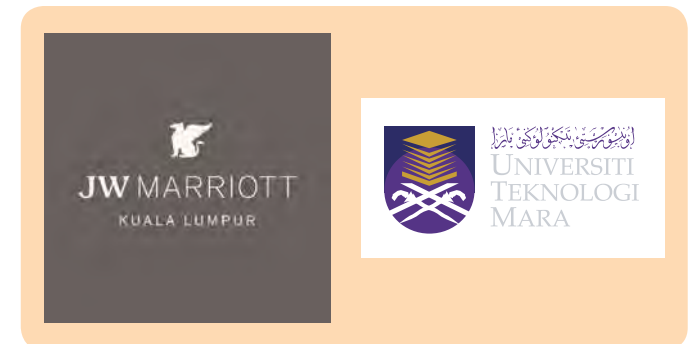
In conjunction with International Day of Women and Girls in Science, SIPP-YTL JV organised an online knowledge sharing session - “Girls Do Science” in collaboration with University Kuala Lumpur (UniKL) and Women in Rail Malaysia to recognise the amazing work and involvement of women in the field of STEM. 100 people including students from UniKL, members of Women in Rail Malaysia and employees of YTL Construction joined the sharing session.



Partnering with University Malaya (UM), YTL Cement organised a virtual seminar on Sustainability in Building Constructions for UM undergraduate and postgraduate students, where they discussed the role of future civil engineers in making a difference to support more sustainable construction.



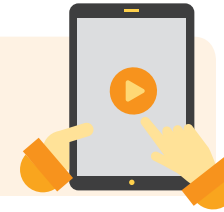
Organised by YTL International College of Hotel Management, students attended the webinar titled “Positive Thinking” in conjunction with Earth Hour, where they learned about ways for positive thinking and how to maintain good mental health during the COVID-19 pandemic.




JW Marriott Kuala Lumpur (JWMKL) hosted an online career talk with graduates of Universiti Teknologi MARA (UiTM) to share insights on the future of the hotel industry post-pandemic. Students gained a good understanding of the opportunities available and how to approach a career in the hotel industry with confidence.

FROGASIA - LEAPS OF KNOWLEDGE: HEART SERIES

Over **2,400** participants viewed the past three episodes (Episode H, E and A) including parents, teachers, educators and those interested in education and helping learners thrive. The initiative is ongoing with two more episodes planned for 9 October and 27 November 2021.



Leaps of Knowledge , organised by FrogAsia, is an annual conference that brings global thought leaders and educators together. This year, the on-going event was held digitally and completely free of charge, allowing more people to learn together. Leaps of Knowledge: The HEART Series is an interactive documentary series launched in 2021, discussing global topics around how to support students to thrive in today's world. Through a series of talks, workshops, conferences and other events featuring the world's leading technologists, innovators and shapers, FrogAsia aims to inspire a sense of purpose and joy by changing hearts and shaping minds.



2020 has been a challenging year, and has pushed educators around the world to pause and reflect on education as it stands today and how it needs to evolve in the future. FrogAsia believes that now more than ever is the time to push the conversation of rebuilding back better and to ensure that everything learnt is taken forward, so that during post-pandemic, we would not revert to where we were before.



Episode H - Here to Make a Difference

Explored issues on how to better prepare students to engage with others and thrive, and in today's ever-changing world, so that they can lead in the uncertainty and make a difference. 344 participants joined the session.

2:14

Episode E - Enjoy What You Do and Who You Do It With

Highlighted the ways to make education an enjoyable process for children. In Episode E, 456 participants attended the two exclusive Masterclass - "The Joy of Learning" and how to "Be A Design Thinker".

2:14 6:00

Episode A - Act with Integrity

A documentary style video that provided insights on how to support students to navigate and leverage the benefits of today's digital world. Participants joined "Connect: Reflect with Like-Minded People" followed by Masterclass on "The Pedagogy of Compassion". Over 1,600 participants joined the session.

2:14 6:00

YTL JAWA TIMUR - PROVIDING EDUCATIONAL SUPPORT AND RESOURCES

YTL Jawa Timur (YTLJT) continues to serve the local community through providing education assistance including the provision of scholarships, online teaching and learning platform, soccer training as well as improving education facilities.

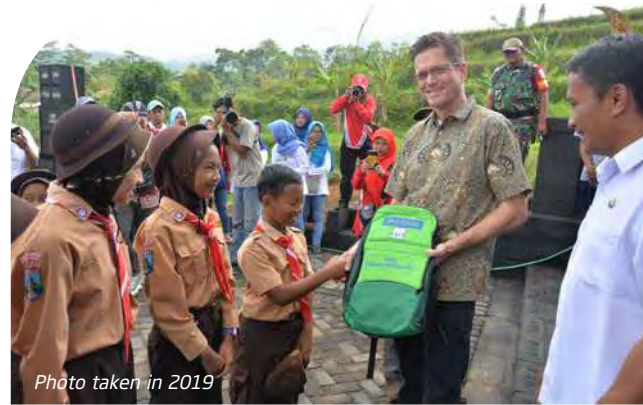


Photo taken in 2019

Jawa Power-YTL Scholarship Programme

Nine full scholarships were awarded to outstanding students, covering all tuition fees and other related costs. In FY2021, a total of IDR70,853,900 was awarded under the Jawa Power-YTL Scholarship Programme.



Photo taken in 2019

Soccer Academy Programme

The Jawa Power-YTL Elite Soccer Team follows regular weekly training in Paiton. As the COVID-19 pandemic broke up, this soccer training programme was halted. The latest achievements of the said Jawa Power-YTL Elite Soccer were Runner up of Persija U-15 tournaments in Jakarta, Champion of East Java inter Club in Banyuwangi, and the partner of U-16 National Team friendly match.



Online Teaching and Learning Platform

In addition to implementing the curriculum using government’s online teaching platform, SMP Bhakti Pertiwi and SMA Tunas Luhur conducted additional courses such as English, IT class and extracurricular subjects via Zoom and Google Classroom, as well as “Quipper” Learning Management System. Apart from providing online teaching, learning and evaluation materials, the system also provide series of test including psychological test, learning style test and trial computer-based test for university admission. The online teaching and learning platform received good responses, benefitting 255 students and 37 teachers.

Improvement of School Education Facilities

As part of education facilities improvement, YTLJT supported the construction of two-storey office building for SMP Bhakti Pertiwi, benefitting 215 students and 42 teachers and employees.





WESSEX WATER - EDUCATION SERVICE

However, with schools closed for most of 2020, Wessex Water's education advisers faced huge challenges in recreating the education they offer in order to reach home learning families and schools offering remote only classrooms. Whilst reaching only 10% of their usual audience, Wessex Water focused on small group work through Zoom or Teams meetings.

Assemblies and wider group presentations have not been possible, but with new formats and a new skillset, feedback has been extremely good, with schools delighted to have access to "live" in person presentations, interactive experiments and Q&A sessions.

Hands-on Learning

Wessex Water's education advisers continue to work on ways to develop their longstanding free education service and adapt it to the "new normal" as children get back to the classrooms. They first launched their education service back in 1996 and have been evolving it ever since. Wessex Water now has eight education centres located around the region where schools and community groups can visit for hands-on learning experience.



Wessex Water Education Advisers held a free day of outdoor learning for the whole family to enjoy - from hands-on experiments, nature walks as well as free goodies to take home

“

Our service is about designing an education programme that ties in with teaching plans and class objectives. To help with lesson planning we've also created an array of KS1 and KS2 resources and videos that parents, teachers and children can download for free.

Meghan

Wessex Water Education Adviser

”

Ignite Work Experience Programme

GENeco UK continues to expand development programmes designed for young people within local communities, with the aim to help provide a pathway into renewables, waste and recycling, and focuses on providing young people the opportunity to experience what a job in the sustainability sector looks like. Due to the COVID-19 pandemic, GENeco UK turned the programme into a virtual placement for Green Skills Week on 7 April 2021, where they started hosting several enthusiastic youngsters, helping them start out their careers.



Photo taken in February 2020

Students learning about wastewater treatment and food waste recycling at GENeco UK's Bristol site

SERVING LOCAL COMMUNITIES

As we adapt to the new normal, it is now more important than ever to serve and create positive value for the local communities. At YTL Group, we understand our responsibility in helping to improve the livelihoods and socio-economic well-being of local communities during these unprecedented times. We strive to build a resilient society by supporting vulnerable groups and giving back to local communities through charitable causes, partnerships and volunteerism which we believe can leverage our competencies to make a good future happen for those in need.



YTL JAWA TIMUR - MULTIPLYING IMPACT THROUGH COLLABORATION

With the aim of improving the well-being and livelihoods of local communities, YTL Jawa Timur (YTLJT) continued to organise various economic empowerment programmes in collaboration with local government and community members.



Photo taken pre-COVID-19 pandemic

Community Income Generation Programme

Partnership

Padi-Padi Jakarta

Description

To improve incomes of communities through a mangrove flour and snack production programme.

To help Rejeki 17 gain better visibility for their Watupanjang organic coffee.

Impact

- Value added to mangrove fruits, which are abundant during harvest at Randutatah Mangrove and Sea Pines Conservation Areas.
- Formulated a Standard Operating Procedure (SOP) for mangrove flour production and coffee plantations, maintenance and post-harvest processing.
- Mangrove flour and snack production training was provided to ten members of Kelompok Wanita Tani Nelayan (Women Group of Farmers).

- Increased popularity of mangrove snacks and Watupanjang organic coffee by participating in national Food and Agriculture Expo in Jakarta.
- Provided side income and job opportunities.
- Increased participation in mangrove conservation activities.
- During the COVID-19 pandemic, YTLJT provided assistance in widening marketing of the products.



Cooperative Development Programme

Partnership

Selobanteng Jati Makmur

Description

To improve livelihood of local community at Selobanteng Village by providing financial assistance and business coaching.

Impact

- Developed furniture business at Selobanteng Village.
- YTLJT supported in skills development for furniture finishing work, producing handicraft using unutilised wood and organisation development to form cooperatives in 2014.

- During the COVID-19 pandemic, the business had been affected and reduced by 25%. To cope with this, an online marketing was initiated by local carpenter, Pak Basri on a YouTube Channel, namely LOROS Furniture. The channel has gained over 68,000 subscribers and demand has gradually increased by 15%. The online trading is only for small items such as door handles, calligraphy ornaments, whilst the sale of furniture sets made of teak are conducted offline.



Development of Bermi Eco Park (BEP)

Partnership

Bermi Village Enterprises, Bumdes Bermi

Description

To improve the environment at BEP through conservation and eco-tourism activities, and environment education.

Impact

- A number of facilities with a total cost of IDR746,112,208 were built, including a 1,000 square metre water reservoir, a nursery, gazebos, bridges, toilets, jogging tracks, and a multipurpose building.
- Developed into a new destination for eco-education and eco-tourism, which supported education activities including team building, leadership training, workshops, etc.

- Improved the socio-economic conditions for the local community.
- By June 2021, BEP had recruited 14 employees from local Bermi village, and accommodated 26 food and beverages sellers.
- Contributed to community welfare through the contribution of its net profits to Bermi Village.



GENECO SG - POWERING POSITIVE CHANGE IN THE COMMUNITY

YTL PowerSeraya believes in reaching out to the community at large. Through Geneco SG, the electricity retail brand of YTL PowerSeraya, the company is seeking to power change for a more sustainable energy future by harnessing the positive energy of like-minded individuals and organisations through its Geneco ChangeMakersSG Programme.



Partner

The Food Bank Singapore, Green Nudge, Cultivate Central, Repair Kopitiam, ComCrop, Refash and Standard Chartered Bank

Description

Supporting the nation's Singapore Green Plan 2030 to transition the nation into a more sustainable future by taking part in the OneMillionTrees Movement by National Parks Board.

Initiative

Rallied customers and followers through Geneco SG's social media platforms to show their support by liking and sharing posts detailing the planting of 250 trees over the next five years. This helped to create awareness and understanding of the importance of restoring nature back into the city.

Impact

50 of the 250 trees pledged were planted at Windsor Nature Park in support of the Singapore Green Plan, as well as the continuous efforts to #PowerTheChange for a more sustainable and greener nation.



Partner

Refash, CruCycle (CRU), IUIGA and Tay Paper Recycling

Description

To incorporate sustainability into the Chinese traditions and walk the talk by encouraging Singaporeans to recycle their used red packets via the collection boxes island wide.


Initiative

As part of the Chinese New Year celebrations, Geneco SG distributed 700 sets of red packets (8 pieces/set) designed with the purpose of spreading the message on sustainability to their customers. The red packets were printed on 100% recycled paper.

Geneco SG also launched a used red packet initiative to collect used or unused red packets at 30 locations (including Geneco SG's office, their ChangeMakerSG partner, Refash and local businesses- IUIGA and CRU's studios and stores)

Impact

Collected 410 kg worth of used red packets and sent them for recycling to Tay Paper Recycling.



Geneco's ChangeMakers SG Programme

2,386

people benefitted under Geneco's ChangeMakers SG Programme



Partner

Cultivate Central

Description

To encourage Geneco SG's customers to cultivate an eco-conscious lifestyle and inspire future generations.

Initiative

In celebration of Singapore's 55th National Day, Geneco SG worked with its ChangeMakerSG partner, Cultivate Central to give away 550 microgreen kits in the month of August 2020 via email blast for customers to redeem.

The all-in-one kit comprised compostable planter boxes containing a bag of soil, a bag of seeds, an instruction leaflet, and an ice cream stick to encourage customers to get started on growing greens.

Impact

All kits were fully redeemed within 15 minutes and were hand-delivered to customers' homes as part of Geneco SG's efforts to minimise social interaction and travel during the COVID-19 pandemic.



Partner

Green Nudge, Repair Kopitiam and Cultivate Central

Description

Launched a series of activities to promote sustainability and togetherness to build a greener and more contented world.

Initiative

Geneco SG started the #JollyTogether initiative which saw the giveaway of 50 microgreen kits, 250 coastal cleanup tool kit rentals and two repair workshop sessions being organised for customers in collaboration with partners Cultivate Central, Green Nudge and Repair Kopitiam.

Through this initiative, Geneco SG hoped their customers would bond and find joy with their loved ones whilst at the same time giving back to the environment.

Two repair workshop sessions by Repair Kopitiam for 25 people each were organised in the December 2020 - January 2021 period. Participants were able to repair up to two items in each workshop session. The workshops encouraged participants to appreciate the value of used items by repairing them and to discourage the 'buy and throwaway' culture for a more sustainable lifestyle.

Impact

All microgreen kits and Repair Kopitiam workshop sessions were fully redeemed.

Geneco SG has also extended the clean-up tool kit rental as part of their PowerUp Rewards for customers.



Partner

Comcrop

Description and Initiative

To support their ChangeMakerSG partner, ComCrop during the COVID-19 pandemic by subsidising their electricity bills.

ComCrop's rooftop greenhouse was experiencing challenges to increase production due to disrupted international food supply chains caused by the pandemic.

Impact

Geneco SG has subsidised SGD700/month for ComCrop's electricity bills until April 2021 in support of their sustainability efforts.



Partner

The Food Bank Singapore

Description

To support local communities during the COVID-19 pandemic and advocate zero food waste. With the Phase 2 and 3 (Heightened Alert), one of the ChangeMakerSG, The Food Bank Singapore was affected. With limited manpower, they were not able to increase food delivery, affecting beneficiaries from receiving food bundles, which could lead to food wastage as the items would be left on the shelf for a longer period of time.

Initiative

1,500 food bundles were donated by Geneco SG to help The Food Bank Singapore relieve their operational costs by having these food bundles delivered in the month of June 2021.

Impact

More than 6,700 kg of food was saved through this Zero Waste campaign.



FICO-YTL - BUILDING THE FOUNDATION FOR THE FUTURE (BFF)

Building the Foundation for the Future (BFF) is Fico-YTL’s slogan, expressing their mission in building a foundation for the future of a prosperous Vietnam. Fico-YTL not only manufactures cement to build critical infrastructure and other civil works contributing to socio-economic development, the company is also committed to creating overall value for the community.

In FY2021, Fico-YTL looked for people with the same vision as BFF to share positivity and inspire individuals to contribute to the community. The three chosen people are not famous, but people with great dignity and have been contributing to building a better foundation for the development of society over the years.



Improve transportation in the rural areas, Fico-YTL sponsored cement to build the bridge in Tien Giang province, Vietnam

Fico-YTL cares about children, especially those living in remote areas of Tay Ninh Province, where the Tay Ninh Cement Plant is located. With the aspiration to build a better future for the children, Fico-YTL sponsored a total of VND900 million to build six children’s playgrounds in schools, parks, community halls and the staff housing area in Tay Ninh, transforming the otherwise abandoned locations into lively playgrounds where children can enjoy being outdoors and away from electronic devices temporarily. Each playground marks Fico-YTL’s journey to fulfil their mission of Building the Foundation for the Future.



Ms. Mai is a lady who has helped to construct more than 20 bridges in Southern Vietnam. Fico-YTL sponsored 100% of the cement for all the bridges built by Ms. Mai.



Mr. Khanh is a worker and a teacher who conducts free classes for underprivileged children. Fico-YTL supplies all the learning materials used in his classes. (Due to COVID-19 pandemic, Khanh’s classes are currently not being held)



Mr. Tuan is a teacher who is passionate and dedicated to youth development activities. Fico-YTL supports the university’s activities including technical seminars and the green summer campaign.



WESSEX WATER - SUPPORTING COMMUNITY THROUGH FUNDING AND CAMPAIGNS

Launched in the summer of 2020, Wessex Water Foundation provides funding to projects that bring people together and build stronger communities. Working in partnership with community foundations across the region, the foundation already supports a variety of groups in local communities.

Community and Environmental Funding

Wessex Water’s community and environmental funding provided immediate and essential support for the most vulnerable, making a firm commitment to the long-term future and well-being of the communities. This dedicated funding scheme is being run in partnership with the Somerset, Wiltshire, Dorset and Quartet Community Foundations to reach local groups who need it most.



Donation to Local Community Foundations

GBP120,000 was donated to local community foundations’ emergency appeals to provide immediate support to local groups during summer 2020.



Wivey Cares

Supports the community in response to the growing challenge of caring for elderly in the area. Wessex Water’s funding helps to cover the cost of a coordinator, enabling them to support the community more effectively.

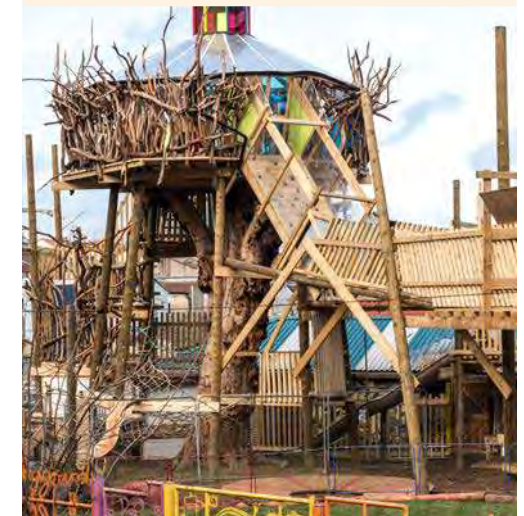


Dorset Mind

Improves the mental well-being of people around the area through gardening ecotherapy project, called The GAP Project. Wessex Water’s funding helps to expand the project, which allows more people to take part in the gardening activities.

APE Project

Enhances the lives of children in Bristol by providing access to play opportunities and activities at St Paul’s Adventure Playground. Wessex Water’s funding will pay for the installation of a water harvesting and irrigation system at the playground, allowing the children to maintain their community garden, vegetable plots and wildlife pond, whilst saving a huge amount of water.



Trowbridge Future

Offers support to vulnerable people through the Community Fridge Project to tackle food poverty as well as to reduce the carbon footprint of local supermarkets and businesses. Wessex Water’s funding is supporting their Community Fridge project, which in turn helps to feed around 160 people every week.

Wessex Water Recovery Fund

As part of Wessex Water Foundation, the recovery fund was set up in autumn 2020 to respond to and support groups as a result of the effects of COVID-19 pandemic on local communities. Grants from this fund were distributed to a wide variety of projects across the region, including:

- New community fridges
- Garden projects
- Counselling services
- Nature camps for young people



85 groups are supported with grants totalling **GBP175,000**



The fund has improved the lives of more than **70,000** people

Refill Not Landfill

Wessex Water’s water refill campaign has provided mobile water refilling points at shows and events throughout the year and continued to promote drinking tap water for healthy living with local health organisations, food banks and charities. Although their water refilling points remained off during the most severe national lockdowns, Wessex Water has continued to install more units across their region in partnership with local councils.



To date, Wessex Water has 16 permanent refilling points in towns across Wiltshire, Dorset, Somerset and Bath, with a major relaunch campaign planned for summer 2021 to encourage the reduction of single use plastic. They plan to install an additional nine refilling points over the next few months

WESSEX WATER’S RECREATIONAL SITES

Wessex Water is fortunate to have reservoirs in beautiful natural locations in the south west and is working to ensure the best levels of accessibility to enable as many people as possible to visit and enjoy their regional natural environment.



Fishing

Great walks, abundant wildlife and some of the best fly-fishing in West Country are enjoyed at Clatworthy. It has comfortable fishing boats and a wheelchair-friendly vessel for anglers with disabilities and their carers.

The company provides high-quality trout and coarse angling at their reservoirs and works closely with local sailing and water sports clubs to support access to recreation at their larger sites. In 2021, Wessex Water consulted on major improvement plans with local communities at their two flagship destinations, Sutton Bingham and Clatworthy. Planning permission has now been granted for Clatworthy and is under way for Sutton Bingham, with work expected to take place through 2021.



Walking

Walking is one of the best ways to get fit, and most of the lakes and reservoirs at Wessex Water offer the chance to go for a gentle stroll around the stunning nature reserves as well as more challenging walks around scenic reservoirs.



Wildlife and Birdwatching

Wessex Water’s reservoirs and lakes are home to a rich variety of wildlife from elusive otters living on the Bleadon Levels to the pipistrelle and daubenton bats who you can spot feeding at dawn at Backwell Lake. More than 88 species of birds can be spotted around the Sutton Bingham reservoir throughout the year.



Watersports and Sailing

Wessex Water has two water sports and sailing sites at Sutton Bingham and Durlough, with the local sailing club offering experiences for both novice and experienced sailors. Wessex Water’s Comet Trio dinghys or Raider 18 keelboats designed for disabled or special needs groups are also available for hire.

DONATIONS AND FUNDRAISING



YTL Construction sponsored RM10,000 for the Institute for Democracy and Economic Affairs (IDEAS) during the Malaysia Outlook Conference 2021 virtual fundraising event, themed "Bina Malaysia Bersama" (Building Malaysia Together).



YTL Cement donated approximately RM650,000 to Pertubuhan Perak Food Bank to provide food security for the underprivileged in Perak. Through collaboration with Perak Food Bank, a total of 42 food distribution initiatives have been carried out, benefitting a total of 362 families and 27,000 individuals.



In support of the blood donation drive organised by Johor State Health Department in Kulai and Johor Bahru, SIPP-YTL JV sponsored in-kind gifts including pouches and pencil cases to the Johor Blood Warriors. The blood drive was attended by more than 400 people.



37 employees and members of the public donated blood, out of 52 who came forward for the blood donation drive organised by ERL in collaboration with the National Blood Bank.



Brisbane Marriott Hotel sponsored 70 mattress toppers to The Breakfast Club Redcliffe to be donated to the homeless and people in need. The hotel also prepared 50 blankets to be donated to the charity.

In May 2021, the stakeholder department of SIPP-YTL JV organised a door-to-door engagement session with local communities in Segamat to inform them about the relocation of KTMB's Segamat Station to a temporary location, as well as to get to know the local community better. The initiative reached 100 families, where the children received goodies such as posters, chocolates and dates.



SIPP-YTL JV donated RM20,000 to celebrate the opening of 100 local online shops by Raja Permaisuri Agong Tuanku Hajah Azidah Maimunah (the Supreme Queen Consort of Malaysia). This donation also contributed to the purchase of sewing equipment for Polytechnics and Community Colleges across Malaysia.

30 employees from The Ritz-Carlton, Koh Samui participated in a blood donation drive organised by a local hospital.



25 new litter pickers made from recycled ocean plastic have been donated to support Dorset Wildlife Trust's mission to protect the beaches, seas and marine life from harmful litter.



Wessex Water supported their local government's Eat Out to Help Out scheme by donating a meal to local charity Julian House for every half price lunch ordered by their staff in August. A total of 421 hot meals were donated to support people affected by homelessness in Bath.

Wessex Water partnered with Bath-based charity Southside and Age UK, supplying thousands of meals to vulnerable families and elderly individuals.

VOLUNTEERISM



Photo taken pre-COVID-19 pandemic

Wessex Water's Water Force Volunteers joined other local volunteers to provide cooked meals to people in need. Around 4,500 meals have been delivered to local food clubs across Somerset and Wiltshire.

During the summer, Wessex Water apprentices volunteered their time with the Learning Partnership West to transform a space and lay foundations for the maintenance work to build a new adventure playground at Teyfant Roads, Bristol.

Throughout the lockdown, Wessex Water has been able to undertake a few outside activities such as:

- Cleaning a skate park in Milbourne Port play area
- Helping decorate a community centre in Midsomer Norton for Age UK at Christmas
- Packing presents for children for Mission Christmas in Dorset

A team of 2,000 volunteers from The Surin Phuket, local schools and hotels joined the Phuket Green Day beach cleanup on beaches and streets in 14 sub-district locations, hosted by The Phuket Hotels Association. 7,000 kg of waste was collected during the event.

FESTIVE CELEBRATION

Christmas 2020



Wisma Atria held inspiring Christmas celebrations with decorations including a red express train, which ran around a Christmas lighted town crafted from reclaimed wood chips and plant fibre. Christmas wrapping paper made from 80% recycled material and 20% pure elemental chlorine-free fibre were distributed via the mall's spend-and-redeem tiers.



In collaboration with National Autism Society of Malaysia, JW Marriott Kuala Lumpur raised money and gathered gifts, helping over 150 less fortunate children realise their Christmas wishes through Toys for Tots programme.

The Ritz-Carlton, Koh Samui granted Christmas wishes to over 60 students across local public elementary schools, special needs schools and churches, with total donations of USD900.



Wessex Water's employees helped to collect food in support of people in need during Christmas. Food was donated to The Trussell Trust Food banks, Bath Foodbank, Keynsham Foodbank in Somerset and Corfe Mullen Foodbank in Dorset.

More than 250 toys were donated by Wessex Water's employees to The Salvation Army United Kingdom with the Republic of Ireland Christmas Present Appeal to bring joy to families and children who would otherwise miss out on opening a present during Christmas.



Wessex Water has raised more than GBP66,000 during the Dorothy House Christmas Tree collection, which took place in Bath and North East Somerset, Somerset and Wiltshire. The collection was supported by 178 volunteers.

The Gainsborough Bath Spa organised two carol singing concerts conducted by local celebrity, Grenville Jones and his choir. 100 paying guests attended the concerts and proceeds of GBP1,000 were donated to a local charity, Julian House.

Chinese New Year 2021



During Chinese New Year, SIPP-YTL JV distributed 45 hampers, worth RM7,750 to external stakeholders involved in the Gemas-JB Electrified Project (GJBEDTP).

Hari Raya Aidilfitri 2021



In celebration of Hari Raya Aidilfitri, SIPP-YTL JV distributed 125 hampers, worth RM14,950 to external stakeholders involved in the GJBEDTP.



Deepavali 2021



In celebration of Deepavali, SIPP-YTL JV distributed 22 hampers, worth RM2,450 to external stakeholders involved in the GJBEDTP.

SIPP-YTL JV hosted an Iftar get together with external stakeholders and members of the media to celebrate Ramadan. The event was attended by 98 people including representatives from TV3, Astro AWANI, The Star and RTM.



During the Muslim fasting month of Ramadan, SIPP-YTL JV organised Santun Ramadan, an initiative with the aim to support women who have been convicted in the past and those who experienced teen pregnancies by encouraging them to work positively towards a brighter future. The team visited three shelters for women and celebrated Ramadan together with 100 women, children and guardians of the shelter.

SUPPORTING THE FIGHT AGAINST THE COVID-19 PANDEMIC

The COVID-19 pandemic has brought unprecedented disruptions to society as many countries grapple with lockdowns of varying degrees imposed by governments and municipalities. At YTL Group, we continue to dedicate resources to help those in need to overcome one of the most critical challenges of our lifetimes by providing continued financial aid.



COVID-19 Support

RM286 million
contributed since 2020



YTL Construction, together with their employees have donated PPE and meals, valued at RM20,000 to 200 frontliners at the Duchess of Kent Hospital (HDOK), Sandakan over a period of two weeks in order to ease their burden and help HDOK in fighting the second wave of the COVID-19 pandemic in Sabah.

In April 2021, BUILDS mobilised a COVID-19 Care Kit initiative to encourage the proactive combatting of the ongoing COVID-19 pandemic and recognise the invaluable role that schools and teachers play as community leaders. Through BUILDS, 7,000 COVID-19 Care Kits and school sanitation supplies were donated to 24 schools across Peninsular Malaysia. Each kit contains a set of personal protective equipment (PPE) and essential sanitation supplies. The COVID-19 Care Kits were delivered by the BUILDS truck.



Brisbane Marriott Hotel has been assisting the Queensland Government with their COVID-19 recovery efforts by accommodating repatriated Australians from overseas and interstate for their 14-day mandatory quarantine. The hotel received excellent recommendations and reviews, which amplified their commitment to support the local community.

Wessex Water awarded more than 4,000 payment breaks and set up more than 2,000 flexible plans linked to the COVID-19 pandemic.

YTL PowerSeraya contributed SGD10,000 to The Majority Trust's COVID-19 relief fund offering assistance to Malaysians stuck in Singapore during the COVID-19 pandemic.

512 refugee families in need of food aid relief received assistance from YTL Foundation.



YTL Foundation provided food aid to 70 families living in PPR Sri Perak who are part of the 1,000 days nutrition programme funded by the Foundation working in collaboration with International Medical University (IMU).

With the aim of easing financial strains faced by B40 families during the pandemic, YTL Construction supported the Gobok Rezeki Initiative by donating essential food items to 100 B40 families in the Kulai district in Johor.



YTL Foundation supports 28 families at PPR Intan Baiduri through food aid assistance. Most of these families have children who are students under Pemimpin GSL's Leadership Programmes.

In collaboration with Harvest Care Centre and South East Community Council, Wisma Atria sponsored airtime on its large façade screen and contributed SGD2,500 worth of vouchers to the "Walk for Rice" and "Sing It Louder Concert Screening" charity events, in order to help less privileged youth and families affected by the COVID-19 pandemic.

As a quarantine hotel, Sydney Harbour Marriott Hotel executed a schedule of regular in-room activities to support and enhance the well-being of isolated guest. Activities such as "Meet Your Neighbours" Zoom calls, craft activities, colouring competitions and game activities provided fun activities for guests. Approximately 40 guests attended each activity.

The Ritz-Carlton, Koh Samui has donated food and drinks, valued around USD160 to the Koh Samui Municipality Office to support volunteers and local health authorities who worked hard in combatting the COVID-19 pandemic.

As a form of appreciation, Wessex Water provided a GBP50 rebate on metered bills for more than 14,500 National Health Service (NHS) frontline workers for them to cover the cost of additional uniform washing.

PROMOTION OF ARTS AND CULTURE

YTL Group continues to preserve and promote fast disappearing arts and culture. We strive to provide platforms and venues for local artists working in this area to gain better visibility as well as to promote body wellness and mentally stimulating experiences, which enable the local community to have better access to and awareness of diverse arts and cultural heritage.

SUPPORTING LOCAL ARTISANS

Through exciting community engagements such as pop-up markets and art projects, we build social platforms for local artisans and art enthusiasts to display their creations and curations of unique products as well as to offer inimitable shopping experiences for the local community.



Kita Jaga Kita Pop-Up Market

In support of local businesses, and home-grown entrepreneurs, Kita Jaga Kita Pop-Up Market was held in early October, bringing the community FASHION, FOOD, And ART, all in one place.



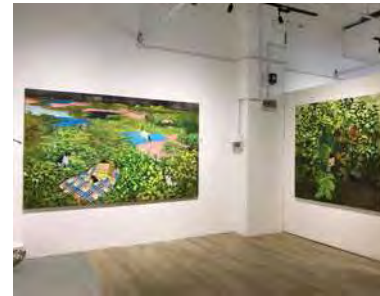
2nd Heads Market

To encourage the community to shop with purpose, 2nd Head Market Pop-Up Store featured pre-loved garments and jewellery, including brands such as Supreme, Neighbourhood, Levi's and more. Fellow eco-conscious shoppers had a good time hunting down the best deals focused on recycled items.



White Christmas Pop-Up Market

In celebration of Christmas, Lot 10 organised the White Xmas Pop-Up Market to provide a place for the local community to celebrate Christmas together and shop for hand-crafted gifts and decorations, as well as home baked snacks.



The Wanderer Art Exhibition

A solo art exhibition held at The Gallery, Lot 10, showcased art from The Wanderer by Malaysian artist - C.K.Koh. The Wanderer art series featured the time the Boxboy wandered the Earth, from the jungles to resting comfortably on exotic landscapes, and many more adventures.



Rhythm @ KL Sentral

Minister of Tourism, Arts & Culture (MOTAC), YB Dato' Sri Hajah Nancy Shukri, visited Rhythm @ KL Sentral to give support to MY Buskers Club musicians. The platform was introduced in December 2020 at the KLIA Ekspres Arrival Hall in KL Sentral to showcase performances by local artists on their full return to live performances.



Sentul Depot

The entire Sentul Depot vicinity is surrounded by natural greenery which only serves to add allure and charm to any event hosted there, as guests are enticed to seamlessly move between indoor and outdoor spaces. Amongst the community events held at Sentul Depot are yoga sessions organised by YTL Land & Development and yoga studios to promote gathering of people and a sense of community.



Contemporary Art at The Gainsborough

Between 8 and 10 November 2020, a pop-up art exhibition was organised by Modern Art Buyer and Rostra, featuring a festive collaboration to showcase contemporary artwork from emerging and established artists. The three-day exhibition attracted over 240 visitors and reinforced the Gainsborough's artistic heritage as well as its standing as a venue for high quality artistic and cultural events.

ART MURAL INSTALLATION

An engaging artwork can connect people to their senses, body and mind, and may spur thinking, engagement and action. A series of innovative art pieces are displayed in YTL's offices, which offer a sense of motivation and inspiration, whilst each represents the aspiration and vision of the respective companies.



Strength in Unity @ Menara YTL

Designed and installed by the Singaporean landscape architect, Colin Okashimo, the circular stone arrangement on the eighth floor roof garden at Menara YTL is a representation of harmony, love, kinship, strength and togetherness of the Yeoh family. Inspired by the Chinese word for circle, "Yuan", it carries the metaphorical meanings of reunion, perfect bonding, totality and eternity. Okashimo also gained inspiration from one of Tan Sri (Sir) Francis Yeoh's quote - "Success is not a gift but a reward based on integrity, industry, perseverance, vision and a will and stamina to see that vision through." The tree (Plumeris Obtusa) adorning the centre, represents the "Tree of Knowledge", which is a testimony to the late Tan Sri Dato' Seri (Dr) Yeoh Tiong Lay's long-term commitment to education. Apart from that, the stone structure aims to create a solitary and mindful experience, allowing a momentary pause for reflection or contemplation in our otherwise hectic daily lives.



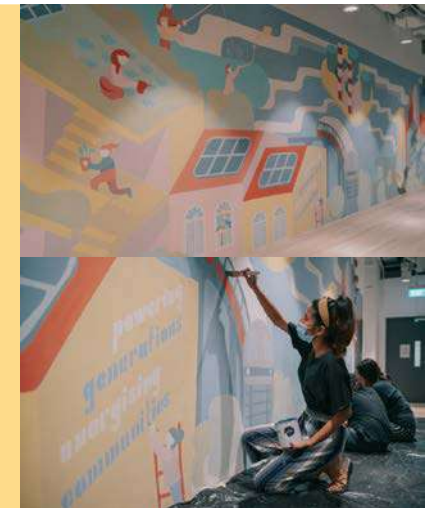
The Malaysian Rainforest @ Level 32, Menara YTL

Drawing from pop culture philosophy, graphic designer, Quan, painted a mural based on the elements of the Malaysian rainforest with a colourfully minimalist style. Behind the combination of lines and colour, the mural sees to the return to elements of Malaysian landscapes.

'Powering Generations, Energising Communities' @ YTL PowerSeraya

Partnering with the inspiring multidisciplinary studio, Mural Lingo, the mural encapsulated YTL PowerSeraya's tagline, and depicts the integral role played by Pulau Seraya Power Station in lighting up the city to power everyday lives. Through their green energy efforts, they also seek to help communities adopt sustainable lifestyles for a more environmentally-friendly future. Apart from livening up the office, the mural serves to remind employees of the company's purpose in powering the country with electricity whilst inspiring them to pursue greener power options.

With their employee's health and environmental concerns in mind, YTL PowerSeraya worked with the studio to use air-purifying paint that employs special pulverisation processes, which minimises carbon emissions. Paints used in this mural are also anti-moulding, anti-bacterial, free of volatile organic compounds (VOC) and odourless, keeping the office interior safe from airborne pollutants.



CREATING ART FOR A GOOD CAUSE

Apart from providing a platform to motivate emerging artists and express creativity, a number of art competitions were hosted to promote movement for a good cause, including raising awareness for global issues and contributing to charities.



YTL Sustainathon - "Waste to Art"

In conjunction with Earth Day 2021, YTL Sustainability partnered with Geo Alam Environmental, a subsidiary of YTL Cement, to organise an Art and Photography Contest, with the theme of "Waste to Art". The contestants created art pieces from single use plastic items that would otherwise be thrown away, capturing and making them into innovative and fascinating photos and artworks.



JOY: A Children's Art Contest for Charity

In conjunction with Leaps of Knowledge: Episode E (Enjoy What You Do and Who You Do It With), FrogAsia hosted the JOY Art Contest to encourage children to create artworks for a good cause and instill creativity as part of their learning process. The winning creations from JOY inspired designs for products, where proceeds were donated to Pusat Kreatif Kanak-Kanak Tuanku Bainun (Creative Centre for Children) to provide opportunities for underprivileged children to nurture their creativity.



Pertandingan Selfie Merdeka Malaysia Prihatin 2020

SIPP-YTL JV organised a selfie contest in partnership with Johor State Agencies, Malayan Railways Limited (KTMB - Keretapi Tanah Melayu Berhad) and YTL Construction's social media platform (Facebook and Instagram) in conjunction with Malaysia's National Day 2020, to instill patriotism amongst Malaysians.

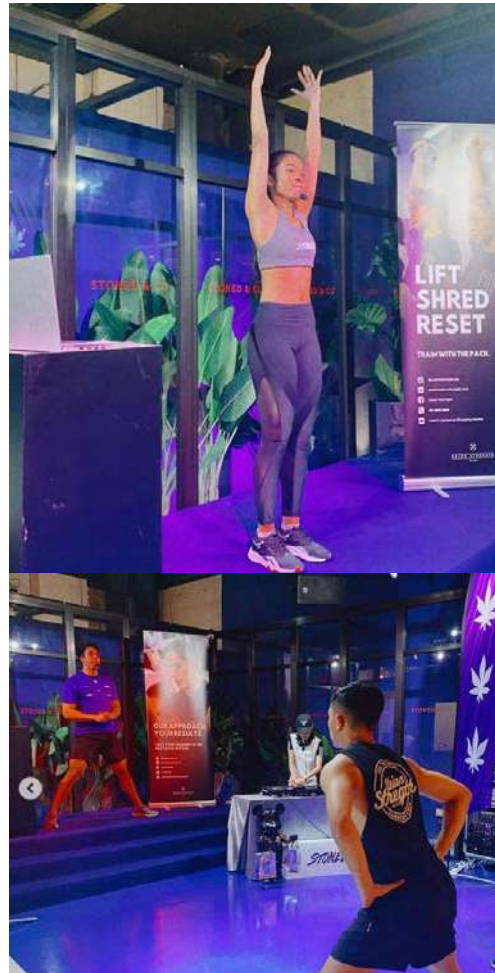
PROMOTING HEALTH AND MENTAL WELLNESS

As we adjust to the new normal, it is important to have an established routine to support both our physical and mental well-being, as we restore and build back better. A series of stimulating wellness-related events were hosted to encourage the local community to focus and take charge of their personal wellness.



Lot 10 Basketball Court Shoot and Score!

Lot 10 has opened up the Basketball Court to the local community to play for free, in order to encourage healthy living through exercise.



Stoned Listening Experience HIIT Workout Programme

Lot 10 hosted eight free sessions of the HIIT Workout Programme in collaboration with Stone & Co and Union Strength, bringing the community together and being active over amazing live DJ music, intense workout programmes and tonnes of high energy and positive vibes.



The Starhill Narratives: Connection by Supparetreat

The Starhill teamed up with coaching community, Supparetreat, featuring lifestyle coaches Sira Arakelyan and Ezra Mitchell, in a series of lifestyle and wellness events such as "Becoming a More Conscious Being", "Authentic Relating" and "Self-love and Sensuality". These wellness sessions helped the community to practise self-care at home through meditation and journaling, as well as helping to empower women and providing them with a safe space whilst diving into the topic of femininity, sensuality and love.



Bathscape Walking Festival

Thermae Bath Spa was a key supporter of the Bath Walking Festival. Its association with the festival created a natural affiliation between walking, spa and wellness. The walking festival took place over nine days, featuring 50 free walks with the aim of encouraging participants to explore the countryside surrounding Bath. The final event, Circuit of Bath Walk saw over 1,500 visitors and local residents participating.

Feel Good Bath

In support of the Feel Good Bath campaign, a series of wellness related events and education programmes around the theme of wellness were hosted by The Gainsborough Bath Spa and Thermae Bath Spa, including 'A Perfect Night's Sleep' by Global Director of Education at Aromatherapy Associates and 'The Truth behind Meditation' by Madeline Blackburn of The Soul Spa. Seen positively as events to celebrate history, culture and well-being synonymous with Bath, the programmes have succeeded in attracting 50 customers and more than 200 people booking the Midweek Reviver Package.



Embracing the Marketplace



OUR COMMITMENT

Reinforcing YTL Group's reputation as a trust-based organisation that upholds and advocates the highest ethical, sustainable and responsible business practices

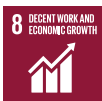


OUR APPROACH

- Delivering sustainable growth through effective risk management and compliance
- Ensuring responsible supply chain partners and procurement processes
- Advocating responsible stewardship of resources, products and services
- Investing in sustainable solutions and innovations
- Providing a seamless customer experience to meet customers' needs sustainably



ALIGNED WITH



Embracing the Marketplace

[GRI 102-9, 102-13, 204-1, 418-1]

Through the year as we continued to respond to impacts of the COVID-19 pandemic, our top priority has been to ensure business resilience and to protect the health and safety of our employees, partners and customers in close collaboration with local authorities. We have implemented strict health and safety protocols and taken appropriate measures in our factories, plants and offices, including implementing temperature screening, social distancing, mask-wearing, and work from home policies where applicable. We have been able to adapt quickly in addressing the challenges of the COVID-19 pandemic and to harness opportunities by reflecting on our values, thus ensuring financial sustainability remained one of our core material matters.

PERFORMANCE HIGHLIGHTS

Our Goals



RISK MANAGEMENT, ETHICS AND COMPLIANCE

To promote good business practices and governance whilst minimising negative impacts



SUPPLY CHAIN

To promote responsible and sustainable supply chains



PRODUCT STEWARDSHIP AND INNOVATION

To provide innovative and sustainable solutions as well as satisfactory experiences for customers

FY2021 Achievements

- YTL employees in Malaysia **completed Anti-Bribery & Corruption (ABC) policy training**
- **90%** of procurement value spent on local vendors
- Most of our bagged cement is comprised of blended cement, whose production requires **less energy** and emits **less carbon**

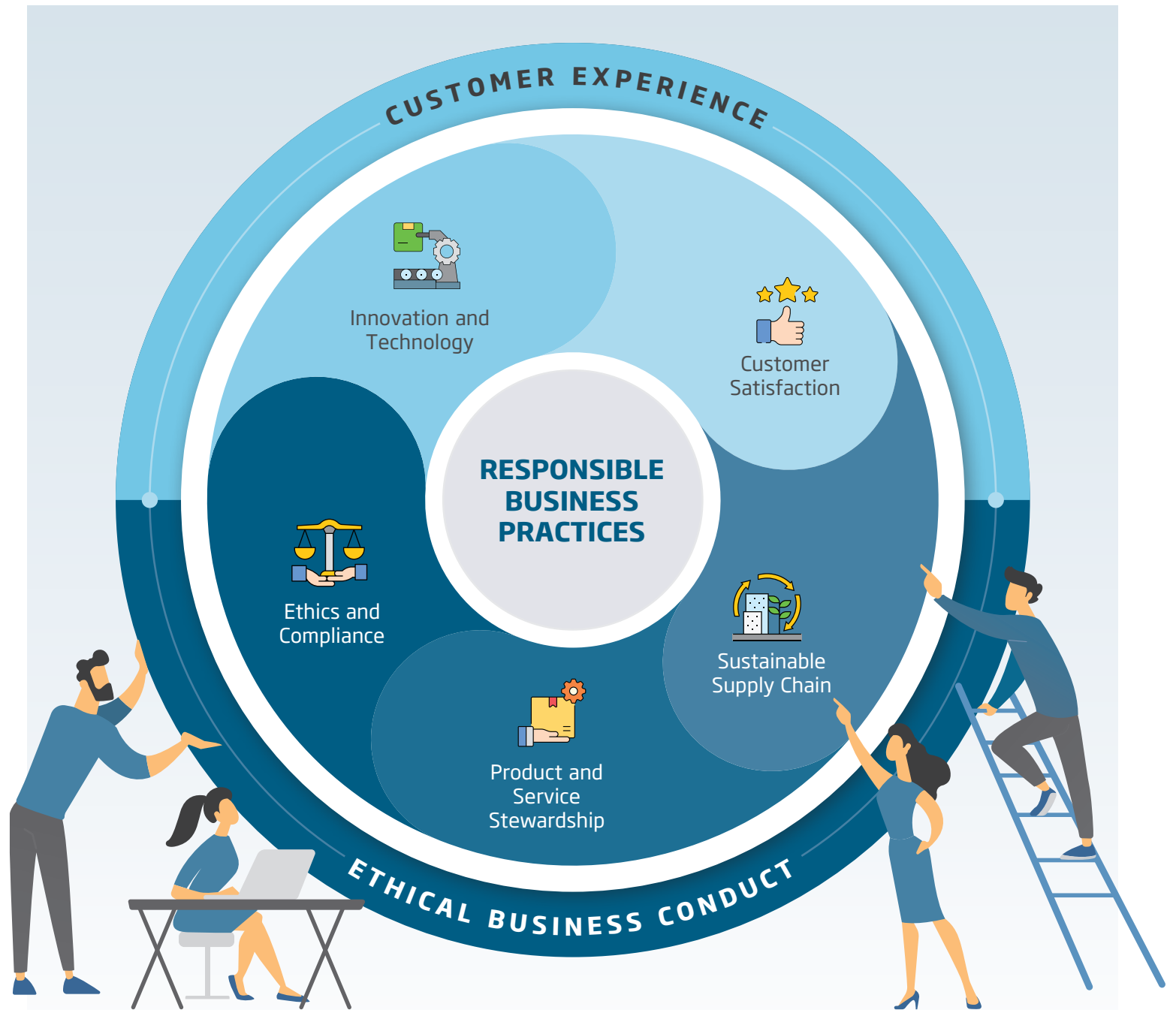
Moving Forward

- Maintain the highest possible standards of corporate governance and ethical business practices
- Reinforce sustainable practices across our operations and supply chains
- Continue to produce world-class products and services at competitive prices

MANAGEMENT APPROACH

At YTL Group, we are committed to hold the highest ethical standards in “Building the Right Thing”. This is reflected in our brand values of honesty, hard work, moral responsibility, togetherness and vitality, driven by the overriding life-long philosophy of always doing right for people, society and business.

From the beginning of the COVID-19 pandemic, we recognised the need for a group-wide strategy to orchestrate and align crisis management efforts for swift and effective results. This includes implementing strategies to work from home, regular distribution of masks for those directly affected by the COVID-19 pandemic, as well as responsible reopening strategies with health and safety protocols for employees, production processes and customers. Whilst the COVID-19 pandemic significantly disrupted the supply chain and put stress on our company and resources, YTL Group did not waver on our commitment to healthy living. We also strive to enhance product and service stewardship to minimise environmental impacts throughout the product life cycle, and consistently delivering outstanding customer satisfaction through a systematic customer-centric approach.



RISK MANAGEMENT, ETHICS AND COMPLIANCE

Our robust governance framework and policies help us to maintain sound risk management systems to ensure significant risks are identified and adequately managed. We also seek to uphold a culture of ethics and integrity that ensure we remain compliant with all applicable laws and regulatory requirements.

Following the implementation of our Code of Conduct and Business Ethics (the Code) and commitment to the United Nations Global Compact (UNGC) principles, we released an Anti-Bribery and Corruption (ABC) policy to ensure that our employees and others who work with us, including suppliers and contractors understand their responsibilities to comply with YTL Group’s zero tolerance for bribery and corruption within the organisation. The Code also provides channels for employees to raise genuine concerns, including the reporting of unlawful, unethical or questionable behaviour, in confidence and without risk of reprisal. External parties may submit any genuine whistleblowing reports with reasonable grounds for suspicion with evidence. These are made available and easily accessible on our corporate website for employees and the public. During the reporting year, employees in Malaysia completed the ABC training.

With the updated Global Privacy Policy, we remain dedicated to providing the highest standard of data security and privacy to safeguard personal data and the privacy of our customers, employees and other stakeholders.

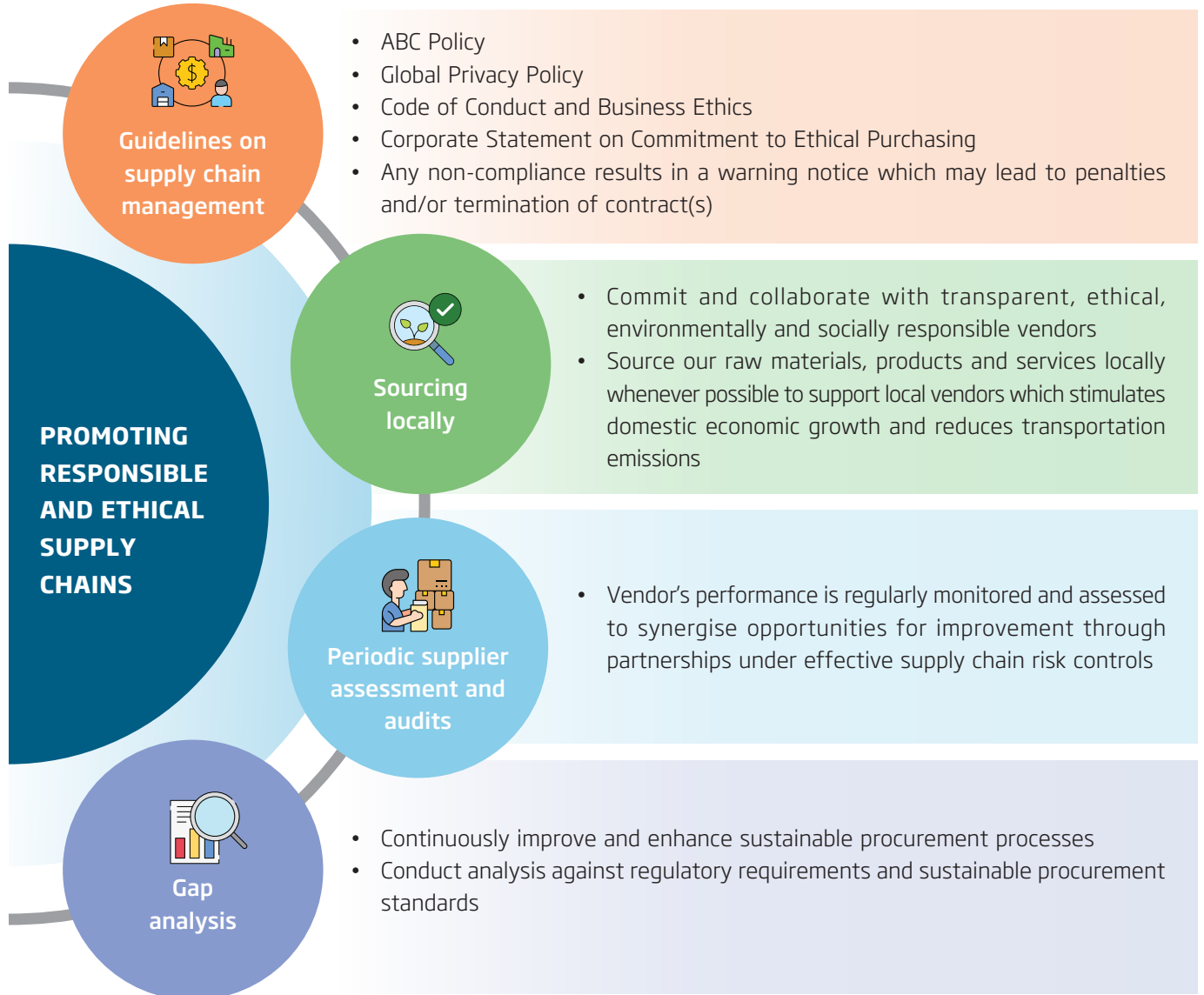
[Code of Conduct and Business Ethics](#)

[Anti-Bribery and Corruption](#)

[Global Privacy Policy](#)

SUSTAINABLE SUPPLY CHAINS

YTL Group is fully committed to managing responsible and sustainable supply chains across all our businesses through the integration of sustainability elements into our procurement processes. We place great emphasis on ensuring all our vendors and suppliers conduct their businesses in an ethical and responsible manner in order to minimise potential risks to procurement practices as well as to reduce any environmental and social impacts as we seek long-term value creation.



Commitment to Ethical Purchasing

YTL Group is committed to support local economic growth through empowerment of local suppliers. Our procurement and sourcing teams are trained to assess and prioritise ethical suppliers that adhere to strict sustainable practices and comply with responsible ethics and business dealings in the following key areas:



Environment

- Fully comply with local environmental regulations in all business activities
- Implement measures to optimise resources and minimise waste
- Avoid the use of toxic or hazardous substances where possible and ensure responsible disposal in cases where they are used
- Commitment to reduce Greenhouse Gases (GHG) emissions, minimise pollution, energy and water consumption as well as to ensure the protection of biodiversity
- Suppliers employ environmentally friendly technologies or processes within their operations



Health and Safety

- Fully comply with local health and safety regulations and provide full support to governing bodies
- Identify health and safety impacts of products and services and formulate appropriate mitigation plans and standard operating procedures
- Ensure safe working conditions for contractors, suppliers, and other stakeholders



Social Rights and Ethics

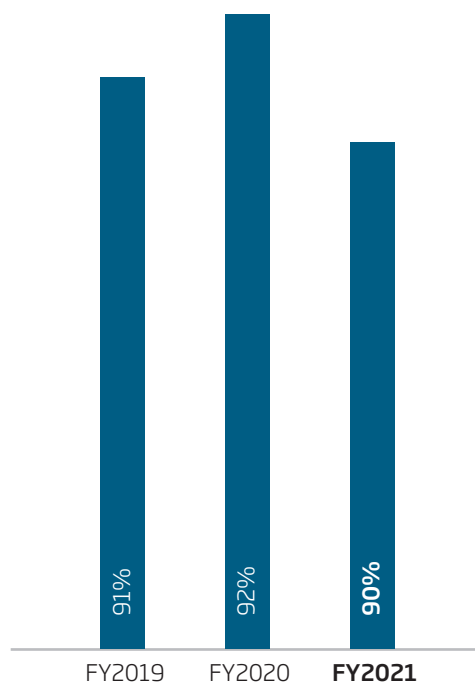
- Fully comply with local regulations
- Not complicit in human rights abuses in all production and procurement dealings
- The emotional, physical, and mental well-being of workers are cared for through a fair and healthy working environment in terms of opportunities, workload, remuneration, etc.
- Support locally produced raw materials, consumables, products and services, where possible
- Educate and encourage suppliers, contractors and service providers to offer cost-effective and sustainable products and services



Sourcing Locally

We are committed to source raw materials locally whenever possible to support local suppliers which stimulates domestic economic growth by creating employment opportunities at locations where we operate, and reduces emissions associated with transportation. The proportion of spending on local suppliers for this year was 90% of our total procurement spending, slightly lower than in FY2020.

Proportion of Spending on Local Suppliers³¹



³¹ Data covers YTL Jawa Timur, YTL PowerSeraya and Wessex Water. Wessex Water's regulatory year starts from 1 April 2020 to 31 March 2021.

Sustainable Procurement Practices

YTL Jawa Timur (YTLJT)



- Annual audits on contractors, vendors and suppliers to ensure they comply with all prevailing regulations related to health, safety and environment, energy management as well as compliance with local labour laws (including but not limited to issues such as child labour, forced and/or compulsory labour).
- The annual audits for suppliers comprise of a rigorous interview and document review for their environmental and social impacts. However, due to COVID-19 pandemic, the field audits are temporarily suspended and since online audit may not give a satisfactory result, the field audits will be rescheduled when the situation improves.
- YTLJT conducts periodic vendor assessment to review their suppliers' performance on environmental impacts. As a result, YTLJT has reduced and/or ceased the sourcing of chemicals that are considered harmful to the environment, and currently works with licensed companies to recycle and dispose waste responsibly.

Starhill Global REIT (SGREIT)



- The supply chain management of YTL Starhill Global REIT Management Limited (YSGRM), the manager of SGREIT includes their property managers, tenants and suppliers for various services.
- Complies with local government regulatory and legal requirements as a criterion for the appointment of contractors and service providers.
- Potential tenants and suppliers are also evaluated and selected based on their reputation, track records and expertise in their field to ensure common standards across SGREIT's business units. For engagements that are complex or entail high financial risk, due diligence is carried out to ascertain their financial standing and track record for heightened risk.

YTL PowerSeraya

- Commits to responsible procurement which takes into account various environmental, social and ethical factors, as well as laws and regulations pertaining to labour and human rights.
- Educates and encourages suppliers, contractors and service providers to offer cost-effective and sustainable products and services.
- YTL PowerSeraya Approved Vendor Programme (PSAVP) was initiated to promote greater efficiencies between YTL PowerSeraya and a selected group of pre-qualified vendors. To ensure goods and services are supplied in a sustainable manner in line with company's values, PSAVP takes into consideration several evaluation criteria including quality, health, safety and environment, work quality, customer service, etc.

Wessex Water



- Wessex Water has enhanced the good work already undertaken in the business, including sustainable procurement risk assessments and an improved prequalification question bank for use during supplier tender processes.
- Wessex Water is part of a utilities-wide working group in the United Kingdom (UK) with a vision to eradicating modern day slavery throughout supply chains.

PRODUCT STEWARDSHIP AND INNOVATION

YTL Group is committed to deliver world-class products and services whilst minimising any adverse health, safety and environmental impacts over the entire product lifecycle. We enhance our products and services according to our customers' expectations and demands in each segment with the use of class-leading technology and innovative solutions to deliver value-added products and services, as well as to ensure a satisfactory experience in conducting business with YTL Group. Most of our key business units are certified with ISO 9001 Quality Management Systems and in compliance with applicable regulatory requirements. A full list of certifications attained by our business units can be found in the "Other Information" section on page 127.



YTL Land & Development (YTL L&D) - Sentul Depot

Sentul Depot is ideally poised to fulfil YTL L&D's vision of transforming a historical railway engineering facility into a prime lifestyle destination for Kuala Lumpur whilst retaining every inch of its rustic charm.

Even as restoration initiatives are currently underway to conserve the depot's historical significance to give it a new lease of life and infuse new meaning and purpose into its current use, this unique landmark in Sentul West, Kuala Lumpur is already transforming into a multi-functional creative hub for events and functions, communal activities and gatherings.

Capitalising on the strategy of adaptive reuse, innovative design and sustainability, over 200,000 square feet of open space has been carved out to create a new sense of purpose to revitalise the century-old railway workshops and warehouses that once served the thriving rail industry during the British rule. Since Sentul Depot was unveiled to the public in 2018, its highly adaptable space has hosted creative showcases, vibrant bazaars, pop-up markets, festive events, yoga workshops and corporate events like the Hungry for Adventure automotive event by Mercedes-Benz, and even a concert featuring Craig David, a British singer and songwriter.



Photo taken pre-COVID-19 pandemic

Sentul Depot is a continuation of YTL L&D's reuse and rejuvenation efforts in Sentul West since the early 2000s. Plans are in the pipeline to preserve and revitalise this historical colonial brickwork complex as the destination of choice in Kuala Lumpur to live, work and play

A courtyard within the spacious vicinity will soon accommodate an exciting food and beverage (F&B) concept featuring an exquisite mix of kitchens with indoor and outdoor dining areas and a bar - all in a rustic setting blending seamlessly with lush tranquil green landscaping surrounding the depot to create a dining experience unlike any other.

The overall vision for this historical site goes beyond the provision of a venue space for exciting events. Equally important is its purpose to serve as a social focal point for the surrounding Sentul community, a place that attracts a diverse group of people via routine social activities and communal events.

Enhancing Sentul Depot's appeal as an event venue is the fact that the site is easily accessible via KTM Komuter (commuter rail system), LRT (Light Rail Transit) and the upcoming MRT (Mass Rapid Transit) lines, as well as major inter-connected highways within the Klang Valley.

From corporate and private events to big-ticket public events, Sentul Depot's fresh purpose as a lifestyle and entertainment hub is a meaningful way to contribute to the community. By keeping its doors open to creative collaboration, its role is always about a gathering of people to celebrate local culture, artistic energy and the urban pulse.

YTL Construction - Creating a Better Built Environment

Originally known as Syarikat Pembinaan Yeoh Tiong Lay, YTL Construction today is a full-spectrum construction group, offering services from concept and design through to building and fit out. With the aim of improving the quality of life in the communities in which it operates, YTL Construction always delivers on time and within budget, with a strong focus on excellence and sustainable construction practices. Design-driven, the company continuously looks for new ways of embracing the use of technology and green construction, to deliver an outstanding, inspiring product, setting new standards in building that contribute to the progress of a country, the environment and the future.

Adoption of Drone Technology

As an integrated infrastructure developer with a global presence, YTL Construction invested in the development of green technology and digital transformation to streamline their site operations. YTL Construction has adopted drone technology to monitor construction sites remotely without needing to physically travel there, allowing for tasks to be automated and conducted in parallel with operations pertaining to construction, engineering and inspection. Cameras are mounted on hard hats to enable immediate work evaluation, as well as provide a digital record of work processes to further optimise and improve construction quality with a high degree of control over the construction.



Green Construction

YTL Construction is collaborating with Kwasa Land in a RM200 million residential development project within the township of Kwasa Damansara. Leveraging shared value with Kwasa Land, YTL Construction strives to build a green, connected and inclusive township that is central to providing a balanced and fulfilling lifestyle. The 5.13 hectares development, just minutes away by foot from the Kwasa Sentral MRT station, will consist of one-and-a-half-storey townhouses and three-storey landed terrace houses, as well as a central and linear park. The development sees an integration of nature as a complementary aspect where residents will be able to enjoy open, spacious living spaces and be connected to the outdoors with stunning views of lush green spaces surrounding parks, well-landscaped walking trails and jogging paths.



Wessex Water - Use of Artificial Intelligence (AI) in Detecting Blockages

The reduction of pollution incidents is a key target for sewerage companies to improve their service to the environment. In recent years companies have installed a large number of event duration monitors (EDMs) at storm overflows; these overflows prevent properties from flooding during heavy rain and storm conditions. The devices indicate the level of sewage in the pipe, trigger an alarm when they are discharging and measure the duration of the overflow.

In October 2019, Wessex Water launched a challenge through the Wessex Water Marketplace platform, the aim of which was to use this data more intelligently by using artificial intelligence (AI) and machine learning capabilities. Following detailed analysis and review of 16 responses to the challenge, three companies - Detectronic (partnering with Royal Haskoning DHV), Meniscus and StormHarvester - were selected to take part in a live proof of concept trial in summer 2020.

A near real-time data feed from the EDM devices was provided to each of the three companies for analysis of alarms and notifications. The output of the trial companies' systems was then compared to those generated by the current monitoring systems.

The trial was a great success and proved the ability of this technology to identify and predict blockages that could cause pollution incidents. This approach has provided an opportunity for the operational teams to respond in a more proactive way, resolving issues prior to any significant impact to the network.



YTL PowerSeraya - Green Power for Customers

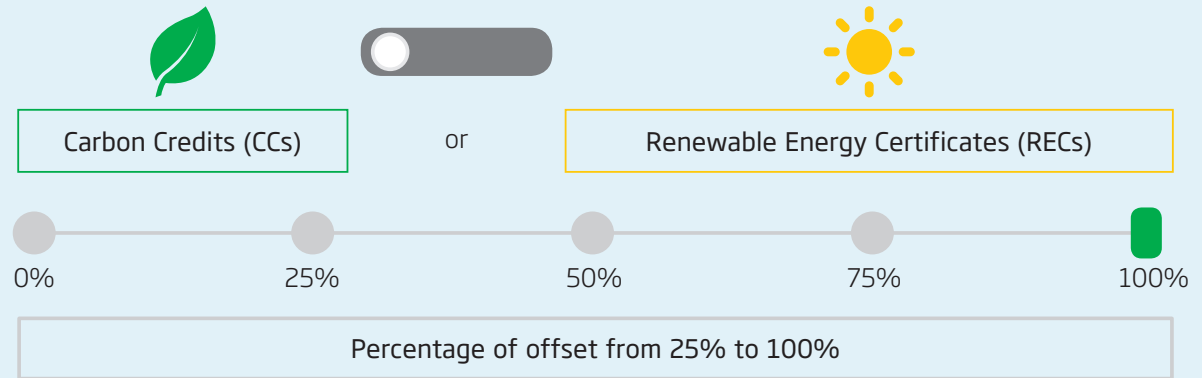
Advocating a more sustainable lifestyle for customers has always been at the core of Geneco SG, YTL PowerSeraya’s retail brand. Following the introduction of two clean electricity options, Get It Green (carbon neutral electricity) and Get Sunny (solar energy) for their customers in 2019, Geneco SG has launched the Power Eco Add-on plan - the first and only customisable green add-on electricity plan in Singapore.

The Power Eco Add-on plan offers their current residential and commercial customers an option to reduce their carbon footprints on top of their new or existing electricity plan. The add-on is highly customisable which offers the freedom to choose one of the two internationally recognised instruments – Carbon Credits or Renewable Energy Certificates as well as the percentage of offset which ranges from 25% to 100% of their electricity bill.

With the green electricity plans offered by Geneco SG, they are able to encourage customers to #PowerTheChange and embark on a journey towards a more sustainable future.

Launched Power Eco Add-on Plan in 2021

Offer flexibility for customers to reduce their carbon footprints via:



CCs represent a reduction or removal of the equivalent amount of other greenhouse gases (GHGs) achieved through projects around the world, which comply with and are registered under internationally recognised standards.



RECs represent each Megawatt hour (MWh) of electricity generated from renewable energy generation facilities or assets. These facilities comply with and are registered under internationally recognised standards and are eligible to be issued RECs for every unit of electricity generated (MWh).

YTL CEMENT - A SUSTAINABLE SOLUTION FOR ROAD CONSTRUCTION IN MALAYSIA

YTL Cement is a leading regional building materials group in Asia, contributing to the construction of homes, buildings and infrastructure since 1955. YTL Cement is committed to accelerating the transition to reduce carbon emissions by delivering more sustainable building materials for greener construction.

With the advancement of cement and concrete technology, using concrete for road pavement provides numerous benefits such as durability and lower maintenance as compared to asphalt. In the past, flexible asphalt pavements have been more common than concrete ones, essentially due to lower costs of initial construction and the ready availability of the raw material, bitumen, a by-product of large-scale oil refining. However, times are changing and it is becoming apparent that using concrete for road pavements has many advantages from its entire life-cycle analysis, which takes into account the social and economic costs of use and maintenance.

With regards to environmental benefits, it has been proven that concrete pavements can save emissions of vehicles driving over them mainly due to the stiffness, which reduces the rolling resistance of heavy vehicles. It is estimated that every kilometre of concrete road can help lower carbon emissions from vehicles by 1,000-4,000 tonnes over a 30-year period. In addition, concrete roads have a higher albedo, which means that it reflects a higher proportion of solar radiation than darker materials such as asphalt. This not only mitigates the consequences of warming from CO₂ emissions, but also reduces the urban heat island effect and demand for street lighting.

In 2015, YTL Cement Road Infrastructure Development team was established (previously under Lafarge Malaysia) with the objective to introduce new technology and products for concrete road construction in Malaysia and aligned with the Ministry of Works' long-term strategy to construct 5% of new roads using cement and concrete solutions.



YTL Cement

YTL Cement Road Infrastructure Development introduces

new technology

and products for concrete road construction in Malaysia

Every kilometre of concrete road helps lower carbon emissions from vehicles between

1,000-4,000 tonnes over a 30-year period

- Project Name** : Proposed concrete pavement work for upgrading three different facilities at Kanthan Cement Plant, Ipoh, Perak
- Location** : Kanthan Cement Plant, Ipoh, Perak
- Client** : In-house
- Year** : December 2016

Description of the Project

(left) The project was completed with a significant cost reduction of almost 30% after a realignment from its original design. (right) Seen here is construction of Jointed Plain Concrete Pavement (JPCD) manually laid for an open storage area at the palletising section.

Customer Satisfaction

Customer satisfaction plays an important role towards genuine business success. Exceeding customers expectations by measuring and improving customer satisfaction, and taking care of customer’s health and safety, helps to maintain long-term relationships and attracts new customers in competitive business environments. We regularly engage with customers, soliciting and reviewing their feedback on products and services as part of our business improvement initiatives. This provides vital information for continuous improvement to better understand their expectations and improve their experience with us.

Customer Satisfaction Data

Business Unit ³²	FY2020	FY2021	
YTL PowerSeraya/ Geneco SG ³³	3.5 stars	4 stars	
SGREIT	82.8% (Both office and retail tenants)	97.1% (Office tenants)	94.8% (Retail tenants)
Wessex Water ³⁴	Nil ³⁵	86%	

³² Data excluded YTL Jawa Timur, who is the operational and maintenance operator for PT Jawa Power. The power station supplies electricity into the Jawa-Bali grid, which is owned and operated by PT PLN (Persero), the state-owned electric utility company in Indonesia.

³³ Consumer satisfaction survey conducted by the Energy Market Authority, Singapore. The rating system is based on a 5-point scale, with five stars being the highest level of satisfaction. The surveys were conducted twice annually (April and October) and April’s result were used in this report.

³⁴ Wessex Water’s regulatory year starts from 1 April 2020 to 31 March 2021.

³⁵ Replacing the service incentive mechanism (SIM), Ofwat’s customer measure of experience - C-MeX score came into effect from April 2020, providing new measure of assessing how both customers and the wider public rate the customer experience delivered by each company. Hence, data is not available for FY2020.

Delivering Excellence Customer Experience

Express Rail Link (ERL)

- Go Cashless Campaign continues to boost the number of ERL’s cashless transactions by widening the acceptance of various types of e-wallets, QR Codes and contactless cards. The percentage of cashless payments has increased from 39% in FY2018 to 55% in FY2021.
- Launched a new KLIA Ekspres Mobile Application and EkspresSmiles Loyalty Programme to encourage the adoption of cashless transactions, improve customer’s experience and reward passengers.

Starhill Global REIT (SGREIT)

- SGREIT stands in solidarity with their tenants during COVID-19 pandemic and proactively implementing various initiatives to boost shopper traffic. For example, Wisma Atria held monthly lucky draws where prizes included shopping vouchers, free parking during Phase 2 (Heightened Alert) in Singapore and an SGD5 off for all F&B orders placed through Grab Food platform during the introduction of dine in restriction.
- In FY2021, a total of SGD9.6 million in rental rebates were also disbursed, including an allowance for rental arrears and rebates for the Australian tenants.

Wessex Water

- The UK Consumer Council for Water (CCW), the independent voice for water consumers, confirmed that Wessex Water continues to have the lowest number of complaints of all the water and sewerage companies in the UK and 78% of Wessex Water’s customers rated their service as good or very good value for money.
- Wessex Water offers a full range of communication options for their customers. The number opting for self-service, for example, text messaging and web chat keeps growing. Wessex Water also offers customer magazine, newsletters via email and a dedicated community section on their website for each regional area. This focuses on local news and information for events, volunteering, funding, recreation, and education.
- This year, Wessex Water has again received the Customer Service Excellence award and achieved the Service Mark with distinction from the Institute of Customer Service, one of only 15 companies to hold the accreditation to this level. Separately, the Institute runs a survey of customers and Wessex Water has set itself the challenge of being in the top 20 UK service providers in the survey by 2025.

WESSEX WATER - CUSTOMERS IN VULNERABLE CIRCUMSTANCES

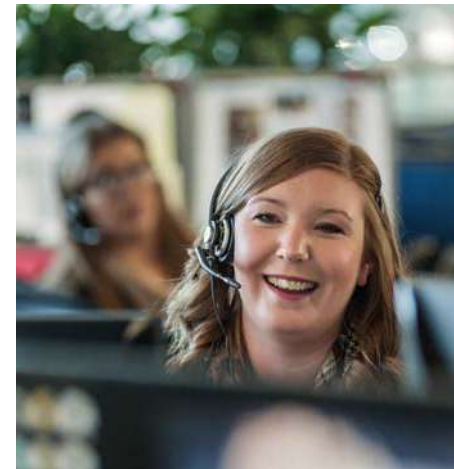


Photo taken pre-COVID-19 pandemic

Tailored Assistance Programme

Wessex Water's Tailored Assistance Programme continues to offer customers financial support through a range of schemes and low-rate tariffs, to help them afford their ongoing charges and repay their debts. Over 15,000 customers are receiving discounts of up to 90% through the "Assist" tariff.

More than 22,000 low income pensioners are receiving at least GBP60 off their bills. Wessex Water also carried out research with stakeholders and customers to see how best to promote this discount and identify ways to make the application process even easier.



Have Your Say

Through Wessex Water's online customer panel, Have Your Say, Wessex Water sought views on what sort of information they should provide when people move home, and options for the transfer of water between water company areas to support those companies who do not have enough water supply.

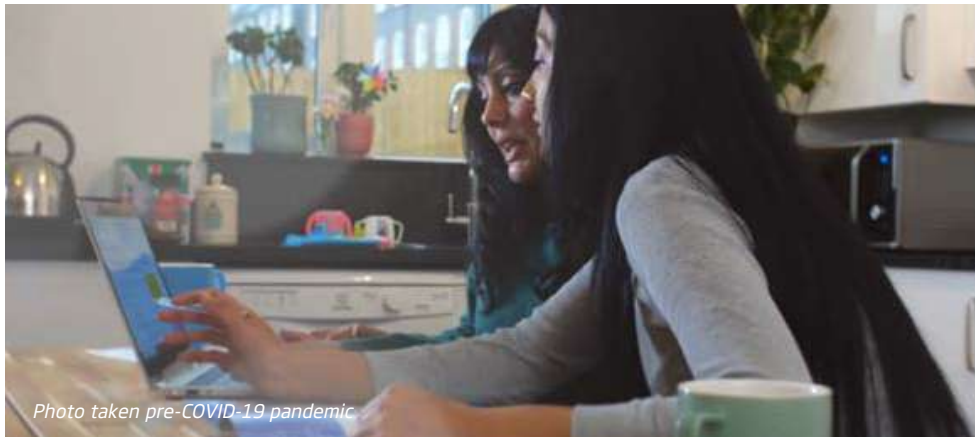


Photo taken pre-COVID-19 pandemic

Priority Services Scheme (PSS)

Wessex Water continues to grow the number of customers on its PSS registry through data sharing with the energy sector. The company has again been retained on the British Standard for Inclusive Service Provision along with the Louder than Words charter mark.

Their vulnerability experts initiative continues to be successful, and individuals have received specialist training in areas such as suicide awareness, bereavement and deafness awareness. Almost 2,000 Wessex Water employees are now Dementia Friends.

Wessex Water Online Partner Hub

Wessex Water is a keen supporter of partnership arrangements, not only with the debt advice community but also with other organisations and charities across the UK who work with customers facing vulnerable circumstances. Wessex Water now has around 280 partners, many of them making use of Wessex Water's online partner hub to work with customers in vulnerable circumstances.



CUSTOMER HEALTH AND SAFETY DURING THE COVID-19 PANDEMIC

The health and safety of our customers, tenants, shoppers and visitors remain a high priority and particularly so during the COVID-19 pandemic. Therefore, appropriate safety and hygiene measures and standard operating procedures are in place across our properties and operations to minimise the risks of infections or transmission. The following are some of the measures in place at our properties and business units:

SGREIT



- The installation of air cleaning system equipped with photo-catalytic oxidation (PCO) capabilities and ultraviolet wavelength (UVC) in the air handling units (AHUs) of retail and office assets that reduces mould and viruses in the AHUs' filters
- Purging of indoor air in the building is conducted at night to allow an intake of outdoor air at least once a day
- Temperature screening and queue management for shoppers, tenants and visitors
- Equipping all sliding doors with auto-sensor capabilities for contactless entry
- Application of antivirus, antimicrobial and antifungal coating spray onto high-touch points such as lift buttons and escalator handrails, railings, taxi stand seats, and door handles
- Autonomous UVC Disinfection Robot deployed during non-operational hours for thorough cleaning of surfaces, especially hard-to-reach surfaces at the common circulation areas
- Increased cleaning and disinfection frequency
- Planning to install contactless elevator buttons in retail mall Wisma Atria as part of the ongoing interior upgrading works



- Installation of Perspex screens at the Reception and Customer Service Desk of Myer Centre Adelaide
- Increased cleaning of high traffic and high-touch points
- Installation of hand sanitiser stations near all amenities, the food court and adjacent to store directories
- Social distancing posters, signage and floor decals to remind shoppers to keep a safe distance
- Reducing maximum capacity of lifts to comply with South Australian physical distancing requirements
- Personal protective equipment and sanitisers or wipes provided to all employees
- Encouraging tenants to provide contactless payment options to reduce risk of transmission of the virus at Plaza Arcade



- Public hand sanitiser stations installed
- Latest pandemic statements located at entrances
- White Factor Air-Humidifier installed at cheerleader counter
- Social distancing posters, signage and floor decals to remind shoppers to keep a safe distance
- Reducing maximum capacity of lifts to promote physical distancing and reduce close contact
- Periodical sanitisation of high-touch points such as lift buttons and escalator handrails, railings, and door handles

CUSTOMER HEALTH AND SAFETY DURING THE COVID-19 PANDEMIC

Wessex Water



Challenges posed by the COVID-19 pandemic mean that it is more important than ever for Wessex Water to provide excellent customer service. Wessex Water has adapted the way they work to ensure that their teams remain fully able to respond to customer contacts as quickly as possible.

Where the company has had to suspend some activities during lockdown periods, such as fitting water meters, they made sure customers are not out of pocket. The company has also provided extra support for those who have been financially affected by the pandemic and those who are shielding (vulnerable or high-risk group of people who are being protected by staying at home) or have additional needs.

This year many of their customers have found themselves in, or at higher risk of, financial difficulty for perhaps the first time because of the COVID-19 pandemic. It has been particularly important to make sure that support schemes are fit for purpose and easily accessible.

The company awarded more than 4,000 payment breaks and set up more than 2,000 flexible plans linked to the COVID-19 pandemic. They also suspended any court action over debt.

After being contacted by an National Health Service (NHS) frontline worker, the company quickly launched a GBP50 rebate on metered bills for these workers to

cover the cost of additional uniform washing – more than 14,500 customers have benefitted from this.

Working with their advice sector partners, Wessex Water adapted the eligibility criteria for their main social tariff, “Assist”, so it is ready to help customers as government support measures come to an end. Customers with short-term financial difficulties can access discounted bills on a temporary basis without seeking debt advice.

Wessex Water completely reviewed how they deliver their community programmes in order to be COVID-safe and to keep providing connections and support to local communities. External events were paused and water refill points turned off, local charities furloughed a large number of employees, the education service was relaunched to offer virtual sessions and considerable effort was made to keep its recreation spaces and activities accessible and safe for local communities.



Wessex Water's employees, Charlotte (left) and Jonathan (right) seen here lending a helping hand by assisting with food shopping and handing out visors to those who are shielding

Membership of Associations

ASSOCIATION	REPRESENTATION
Barclays Asia	Tan Sri (Sir) Francis Yeoh, Pacific Advisory Committee
Global Child Forum	Tan Sri (Sir) Francis Yeoh, Board Director
Rome Opera House	Tan Sri (Sir) Francis Yeoh, Non-Italian Board Member
Eastern and Oriental Express Train	Tan Sri (Sir) Francis Yeoh, Founder President
Malaysian Business Council	Tan Sri (Sir) Francis Yeoh, Founder Member
The Capital Markets Advisory Council	
Wharton School	Tan Sri (Sir) Francis Yeoh, Board Member
The Nature Conservancy's Asia Pacific Council	Tan Sri (Sir) Francis Yeoh, Member
Malaysian Pacific Basin Economic Council	
INSEAD	
London Business School	Tan Sri (Sir) Francis Yeoh, Advisory Council
Malaysian Dutch Business Council	YTL Corporation, Member
Malaysian Employers Federation	
Malaysian-German Chamber of Commerce and Industry	
VGB Power Tech E.V	
Paris Pledge for Action	YTL Corporation, Signatory
World Cement Association	YTL Cement, Member
Global Cement and Concrete Association	
Manufacturers and Solution Providers	YTL Cement, Signatory
Global Compact Network Malaysia	YTL-SV Carbon, Member
CIDB Malaysia	Green Enable Technologies & YTL Construction, Member
Master Builders Association Malaysia	YTL Construction, Member
Global AirRail Alliance (GARA)	Express Rail Link, Member
The Coal-fired Power Plant Association of Indonesia	YTL Jawa Timur, Member
The East Java Employers' Association of Indonesia	
The Probolinggo Employers' Association of Indonesia	

ASSOCIATION	REPRESENTATION
Global Compact Network Singapore	YTL Singapore, Member
Singapore Green Building Council	YTL Singapore, Founding Member
World Energy Council, Singapore Chapter Activities	YTL PowerSeraya, Founding Member
Sustainable Energy Association of Singapore	YTL PowerSeraya, Member
REIT Association of Singapore (REITAS)	Starhill Global REIT, Member
Investor Relations Professionals Association (Singapore)(IRPAS)	
Singapore Business Federation (SBF)	
Orchard Road Business Association	YTL Starhill Global Property Management, Member
British Water	Wessex Water, Member
UK Water Industry Research	
Major Energy Users' Council	
Water UK	
Energy and Utility Skills Group	
Careers and Enterprise Company: Cornerstone Employer and Youth Advisory Group	
Apprenticeship Ambassador Network	
Stem Ambassador Network	
Engineering UK: Engineering Code	
Rural England	Wessex Water, Supporter
Phuket Hotels Association	The Surin Phuket, Member
Thailand Hotels Association	
Phuket Chamber of Commerce	
Tourism Accommodation Australia	Sydney Harbour Marriott Hotel, Member
Sydney City Liquor Accord	
Cvent	
BE Sydney	
Brisbane Economic Development Agency	Brisbane Marriott Hotel, Member
Queensland Hotels Association	

Certifications

Business Unit	ISO 9001	ISO 14001	ISO 45001	ISO 50001	ISO 27001	MS ISO/IEC 17025	ISO 22000
Associate Pan Malaysia Cement (APMC)	✓	✓	✓				
Buildcon Concrete	✓	✓	✓				
Construction Development Laboratory (CDL)						✓	
ERL Maintenance Support (E-MAS)	✓	✓					
Express Rail Link (ERL)	✓	✓					
Holcim (M)	✓	✓	✓				
Jawa Power	✓	✓	✓	✓			
Kedah Cement (Langkawi)	✓	✓	✓				
Kedah Cement (Pasir Gudang)	✓	✓	✓				
Malayan Cement	✓	✓	✓			✓	
Pahang Cement	✓	✓	✓	✓			
Perak-Hanjoong Simen	✓	✓	✓	✓			
PHS Trading	✓						
Slag Cement	✓	✓	✓				
Slag Cement (Southern)	✓	✓	✓				
The Majestic Hotel Kuala Lumpur							✓
Wessex Water	✓	✓	✓		✓	✓	
YTL Communications					✓		
YTL Construction	✓						
YTL Construction (S)		✓	✓				
YTL Land	✓						
YTL PowerSeraya	✓	✓	✓		✓		
YTL Power Services	✓	✓	✓		✓	✓	

Name of Certification	Certified Business Units/Projects/Products	Description of Certification	Year of Award	Validity
Green Building Index - Gold certified	Menara YTL	The Malaysia's first comprehensive rating system for evaluating the environmental design and performance of Malaysian buildings based on the six main criteria of Energy Efficiency, Indoor Environment Quality, Sustainable Site Planning and Management, Materials and Resources, Water Efficiency, and Innovation.	March 2019	March 2022
BCA Green Mark Platinum Award	Ngee Ann City	A national initiative by the Building and Construction Authority (BCA) to shape a more environmentally friendly and sustainable built environment in Singapore.	2019	Nil
BizSafe - Level 3	YTL Starhill Global Property Management	A five-step programme that assists companies to build up their Workplace Safety and Health (WSH) capabilities so that they can achieve superior improvements in safety and health standards at the workplace.	2021	2024
BizSafe - Star Level	YTL PowerSeraya		2019	September 2022
Eco Office	YTL PowerSeraya	An internationally recognised accreditation system that encourages organisations to adopt a Low Carbon Lifestyle, a green mindset of using One Less, and the practice of Responsible Consumption.	2019	2021
	YTL Starhill Global REIT Management and YTL Starhill Global Property Management		May 2021	May 2023
CONQUAS	3 Orchard By-The-Park by YTL Construction (S)	The Construction Quality Assessment System (CONQUAS) serves as a standard assessment system on the quality of building projects.	2018	Valid
	Shorefront Residence by Shorefront Development		2017	Valid
	Midfields 2 Condominium (Main Contractor: Syarikat Pembinaan Yeoh Tiong Lay)		2017	Valid
Amazing Thailand Safety and Health Administration (SHA)	The Surin Phuket	SHA is a certification for hotels and businesses who meet the basic standards of hygiene and health & safety for their products and services in accordance with nationwide measures to prevent the spread of COVID-19 pandemic.	July 2020	Nil
5-star Hotel Level	The Surin Phuket	The certification of 5-star hotel level provided by Thailand Hotel Standard Foundation.	January 2021	December 2021
Amazing Thailand Safety and Health Administration Plus (SHA+)	The Surin Phuket	The SHA Plus+ certification is awarded to hotels and businesses who not only meet the SHA standards, but also have at least 70% of their staff vaccinated against COVID-19 pandemic.	June 2021	Nil
Fire Evacuation Drill Certificate	The Surin Phuket	According to Thai labour law, the company is required to conduct evacuation drills at least once a year under registered units.	February 2021	February 2022

GRI and The UN Global Compact Index

[GRI 102-55]

CUSTOM CONTENT INDEX - 'IN ACCORDANCE' CORE

This Content Index provides an overview of the GRI Standards Disclosures made in this report and the Annual Reports of YTL Corporation Berhad, YTL Power International Berhad, YTL Hospitality REIT Berhad and Malayan Cement Berhad for FY2021.

GRI Standards	Description	Page
GRI 102: GENERAL DISCLOSURES		
ORGANISATIONAL PROFILE		
102-1	Name of the organisation	2
102-2	Activities, brands, products, and services	Annual Report
102-3	Location of headquarters	Annual Report
102-4	Location of operations	Annual Report
102-5	Ownership and legal form	Annual Report
102-6	Markets served	Annual Report
102-7	Scale of the organisation	Annual Report
102-8	Information on employees and other workers	69
102-9	Supply chain	115-117
102-10	Significant changes to the organisation and its supply chain	None
102-11	Precautionary Principle or approach	12
102-12	External initiatives	127-128
102-13	Membership of associations	126
STRATEGY		
102-14	Statement from senior decision-maker	3-7
102-15	Key impacts, risks, and opportunities	15-16
ETHICS AND INTEGRITY		
102-16	Values, principles, standards, and norms of behaviour	11
GOVERNANCE		
102-18	Governance structure	12
STAKEHOLDERS ENGAGEMENT		
102-40	List of stakeholder groups	13
102-42	Identifying and selecting stakeholders	13
102-43	Approach to stakeholder engagement	13
102-44	Key topics and concerns raised	13

GRI Standards	Description	Page
REPORTING PRACTICE		
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102-46	Defining report content and topic Boundaries	2
102-47	List of material topics	14
102-48	Restatements of information Restatement of data reported in YTL Group SR2020 (page 45). The water consumption amount (in unit 000,000 m ³) for YTL PowerSeraya should be 1.998 (FY2020), 1,976 (FY2019) and 2.203 (FY2018) instead of 1,998 (FY2020), 1,976 (FY2019) and 2,203 (FY2018). Environmental data for Starhill Global REIT has been restated to exclude master-tenanted properties in Malaysia as they are not within the Manager's operational control. Electricity and water data for Australia for the two years have been restated as well to account for consumption at the common areas only.	54
102-49	Changes in reporting	15-17
102-50	Reporting period	2
102-51	Date of most recent report	2
102-52	Reporting cycle	2
102-53	Contact point for questions regarding the report	2
102-54	Claims of reporting in accordance with the GRI Standards	2
102-55	GRI content index	129-131
102-56	External assurance	No external assurance was made

SPECIFIC STANDARD DISCLOSURES

GRI Standards	Description	Page
GRI 200: ECONOMIC		
GRI 201: ECONOMIC PERFORMANCE		
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201-3	Defined benefit plan obligations and other retirement plans	72
GRI 202: MARKET PRESENCE		
103	Management approach disclosures	68
202-2	Proportion of senior management hired from the local community	69
GRI 204: PROCUREMENT PRACTICES		
103	Management approach disclosures	115
204-1	Proportion of spending on local suppliers	117, 130
GRI 300: ENVIRONMENTAL		
GRI 302: ENERGY		
103	Management approach disclosures	29, 37
302-1	Energy consumption within the organisation	37
302-2	Energy consumption outside of the organisation	37
302-4	Reduction of energy consumption	39-44
GRI 303: WATER AND EFFLUENTS		
103	Management approach disclosures	53
303-3	Water withdrawal	54
303-4	Water discharge	54
303-5	Water consumption	54
GRI 304: BIODIVERSITY		
103	Management approach disclosures	22
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	22-28
304-2	Significant impacts of activities, products, and services on biodiversity	22-28
304-3	Habitats protected or restored	22-28
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	22-28

GRI Standards	Description	Page
GRI 305: EMISSIONS		
103	Management approach disclosures	29
305-1	Direct (Scope 1) greenhouse gas (GHG) emissions	30-31
305-2	Energy indirect (Scope 2) greenhouse gas (GHG) emissions	30-31
305-3	Other indirect (Scope 3) greenhouse gas (GHG) emissions	30-31
305-5	Reduction of GHG emissions	32-35
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	37
GRI 306: WASTE		
103	Management approach disclosures	45
306-1	Waste generation and significant waste-related impacts	45
306-2	Management of significant waste-related impacts	45
306-3	Waste generated	46
306-4	Waste diverted from disposal	46
306-5	Waste directed to disposal	46
GRI 307: ENVIRONMENTAL COMPLIANCE		
103	Management approach disclosures	21
307-1	Non-compliance with environmental laws and regulations	21
GRI 400: SOCIAL		
GRI 401: EMPLOYMENT		
103	Management approach disclosures	68
401-1	New employee hires and employee turnover	69
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	72
401-3	Parental leave In FY2021, 119 female employees went on maternity leave and 118 male employees took paternity leave. 217 of them returned to work, resulting in an overall retention rate of 92%.	72
GRI 402: LABOUR/MANAGEMENT RELATIONS		
103	Management approach disclosures	72
402-1	Minimum notice periods regarding operational changes 1 - 3 months to be fulfilled, subject to the employee's job grade and operational requirements	72

GRI Standards	Description	Page
GRI 403: OCCUPATIONAL HEALTH AND SAFETY		
103	Management approach disclosures	61
403-1	Occupational health and safety management system	61-67
403-2	Hazard identification, risk assessment, and incident investigation	63-64
403-4	Worker participation, consultation, and communication on occupational health and safety	65-67
403-5	Worker training on occupational health and safety	64-67
403-6	Promotion of worker health	66-67
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	64-67
403-9	Work-related injuries	62
GRI 404: TRAINING AND EDUCATION		
103	Management approach disclosures	73
404-1	Average hours of training per year per employee	73
404-2	Programmes for upgrading employee skills and transition assistance programmes	73-77
404-3	Percentage of employees receiving regular performance and career development reviews	72

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408-1	Operations and suppliers at significant risk for incidents of child labour	68
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103	Management approach disclosures	68
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GRI 413: LOCAL COMMUNITIES		
103	Management approach disclosures	83
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413-2	Operations with significant actual and potential negative impacts on local communities	82-111

TEN PRINCIPLES OF THE UN GLOBAL COMPACT

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Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	16, 68, 116
Principle 2	Make sure that they are not complicit in human rights abuses	16, 68, 116
LABOUR		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	16, 68
Principle 4	The elimination of all forms of forced and compulsory labour	16, 68, 116
Principle 5	The effective abolition of child labour	16, 68, 116
Principle 6	The elimination of discrimination in respect of employment and occupation	16, 68, 116

UNGC Principle	Description	Page
ENVIRONMENT		
Principle 7	Businesses should support a precautionary approach to environmental challenges	15, 16, 19-21
Principle 8	Undertake initiatives to promote greater environmental responsibility	15, 16, 19-21
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	15, 16, 39-44
ANTI-CORRUPTION		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	16, 115

SUPPORTING SUSTAINABLE DEVELOPMENT GOALS



7,000 COVID-19 Care Kits and school sanitation supplies donated to **24** schools through YTL Cement's CSR arm - BUILDS



Over **100,000** smartphones and **450,000** SIM cards delivered to students and families in need as part of YTL Foundation's LFH initiative



Providing **2.8 million** customers with safe and reliable water supply with more than **99.9%** of tests meeting required standards



4.36 GWh of clean energy generated in FY2021



12,209 employees, with **1,683** newly hired in FY2021



Most of our bagged cement is comprised of blended cement, whose production requires **less energy** and emits **less carbon**



90 people with disabilities employed in FY2021, up **20%** against FY2020



Asia's first Terragraph network and Gigawire technology to deliver high-speed and reliable connectivity in Georgetown, Penang



Over **1.65 million** pieces of Single Use Plastic eliminated across YTL Group annually



171,210 mangroves and sea pines planted by YTL Jawa Timur with **812,810 kg** of CO₂ sequestered to date



73,394 turtle eggs saved from **739** nests since FY2015



41 flora and **64** fauna threatened species protected and conserved under Langkawi Biodiversity Initiatives



Strengthened implementation through collaboration with local governments, universities, research centres and NGOs

Be Part of the Solution, not the problem.

Let's come together in Making a Good Future Happen towards a more sustainable world.

YTL Corporation Berhad



SINCE 1955



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