

MAKING A GOOD FUTURE HAPPEN
The Journey Continues...

YTL GROUP
Building The Right Thing



2022
SUSTAINABILITY REPORT



Contents

01 OVERVIEW

- 2 About this Report
- 3 Executive Chairman's Letter to Stakeholders
- 11 About YTL Group
 - 12 Key Performance 2022
 - 13 Awards and Accolades
- 14 Our Approach to Sustainability
 - 14 Sustainability Framework
 - 15 Sustainability Governance
 - 16 Stakeholder Engagement
 - 17 Materiality

02 ENVIRONMENT

- 21 Protection of the Environment

03 WORKPLACE

- 54 Empowering Our People

04 COMMUNITY

- 78 Enriching Communities

05 MARKETPLACE

- 104 Embracing the Marketplace

06 OTHER INFORMATION

- 116 Membership of Associations
- 117 Certifications
- 119 GRI Content Index
- 122 Ten Principles of the UN Global Compact
- 123 Be Part of the Solution

YTL GROUP

Building The Right Thing



MAKING A GOOD FUTURE HAPPEN

The Journey Continues...

reflecting our vision on 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**

About This Report

[GRI 2-1, 2-2, 2-3]

This is YTL Group's 16th standalone annual sustainability report. The report reviews our sustainability performance and forms part of YTL Group's annual reporting for the financial year ending 30th June 2022 (FY2022), and covers data from 1st July 2021 to 30th June 2022, unless otherwise specified. The information in this report corresponds to and is aligned with the Annual Reports of YTL Corporation Berhad (YTL Corp), YTL Power International Berhad (YTLPI), and Malayan Cement Berhad (MCB) for the same year. Through this report, we provide an account of our commitments, performance and progress in relation to Environmental, Social, and Governance (ESG) on integrating sustainability practices across our operations. As part of our efforts to reduce environmental impacts, this report and our previous reports can be viewed online or downloaded in PDF format from YTL Group's corporate website. Supplementary information is also available on our website under the sustainability section.

Reporting Scope

This report covers YTL Group's significant and active operating units, and where we have direct operational control or combined equity share of at least 50%, as reflected in the holding company's Annual Report. This report excludes business units with minority ownership levels (less than 50%), the newly established operations, merging companies and those in the process of acquisition (less than one year), projects under development, joint ventures and/or associate companies of the Group.

Unless otherwise specified, the environmental and social information (health and safety, training hours) presented in this report covers our utilities and cement manufacturing in Malaysia, Singapore and the United Kingdom (UK). Similarly, the information presented is where there is publicly available data and from business units which have more comprehensive sustainability disclosures in their respective reports and corporate websites listed below.

This year, we have included MCB as a new addition to this Sustainability Report, whilst PT Jawa Power and Starhill Global Real Estate Investment Trust have been excluded due to the minority ownership levels which are also associated companies of YTL Group. We have also included material sustainability initiatives from other business units in greater detail.

Reference and Guidelines

This report has been prepared in accordance with Bursa Malaysia Securities Berhad (Bursa Malaysia) Main Market Listing Requirements relating to Sustainability Statements in Annual Reports and the Malaysian Code on Corporate Governance (MCCG). We have also benchmarked our disclosures and reporting against the Global Reporting Initiative Standards (GRI) 2021, the Ten Principles of the United Nations Global Compact (UNGC) and the FTSE4Good Bursa Malaysia Index. We endeavour to report issues that are material to YTL Group and our stakeholders, where we create value and align with United Nations Sustainable Development Goals (UNSDGs).

We have not sought external assurance for this reporting period and will consider it as our reporting progresses over time or where there are regulatory requirements to do so. This report was prepared by YTL Group Sustainability Team and approved by the Board of Directors of YTL Corp (the Board) on 29th September 2022.

Forward-Looking Statements

This report contains forward-looking statements related to future expectations. These statements are premised on current assumptions and circumstances that are subject to change.

[YTL Corporation Berhad](#) 

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

[YTL Power International Berhad¹](#) 

[Malayan Cement Berhad²](#) 

Although we believe that these forward-looking statements are reasonable, the statements are nevertheless subject to known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements to differ materially from expectations expressed or implied in such forward-looking statements.

Feedback

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

YTL Group Sustainability Division

YTL Corporation Berhad

Email: sustainability@ytl.com

¹ 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 United Kingdom, Indonesia, Jordan and the Netherlands.

² MCB is a majority owned subsidiary of YTL Corp. MCB is the largest cement manufacturer and building materials group in Malaysia. MCB will cover a 1-year performance data from 1st July 2021 to 30th June 2022.

Executive Chairman’s Letter to Stakeholders

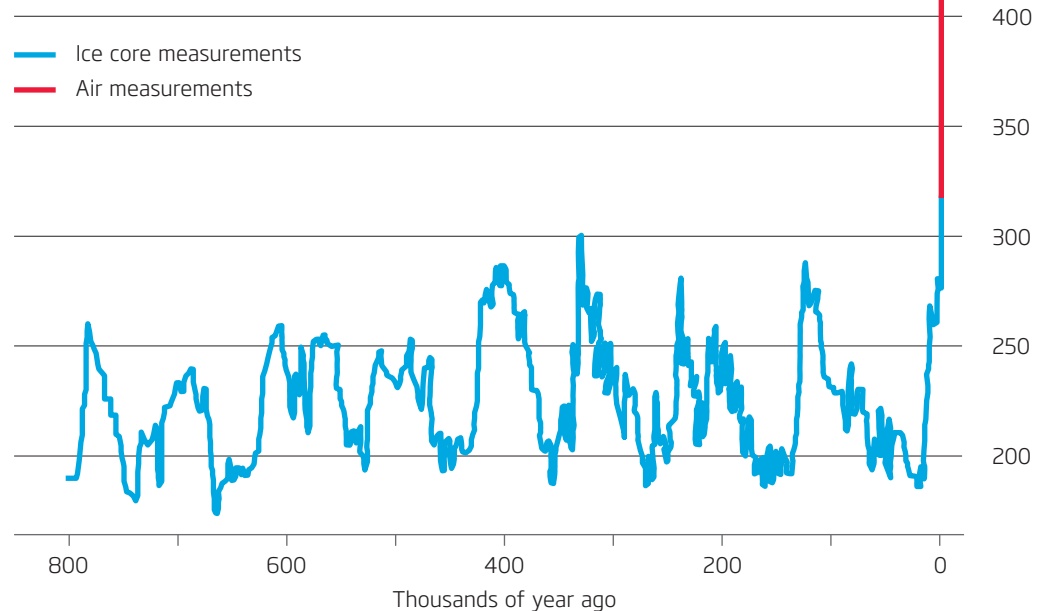


TAN SRI (SIR) FRANCIS YEOH SOCK PING, PSM, KBE
 Executive Chairman
 YTL Corporation Berhad

HUMBOLDT’S TAPESTRY

The Earth is warmer than it has been in 125,000 years. This has exacerbated and accelerated the occurrence of extreme weather events across the globe, sparing almost no nation and causing massive melting in ice sheets and glaciers. In the last year we have witnessed temperatures that frequently exceeded 39.4 degree Celsius (°C) which is considered “dangerous” for humans on the heat index, and above 51°C which is considered “extremely dangerous”. With the heat dome effect, around 90% of the heat trapped by climate change goes into the oceans, and it is estimated that for every 1°C increase in global temperature, there is a corresponding 7% increase in moisture in the atmosphere. This has led to the catastrophic droughts and floods that we have witnessed over the summer of 2022. We are in this precarious position largely because we have removed billions of tonnes of CO₂ out of the lithosphere and put it into the biosphere. Every year 15 billion trees are cut down, and only five billion are replanted.

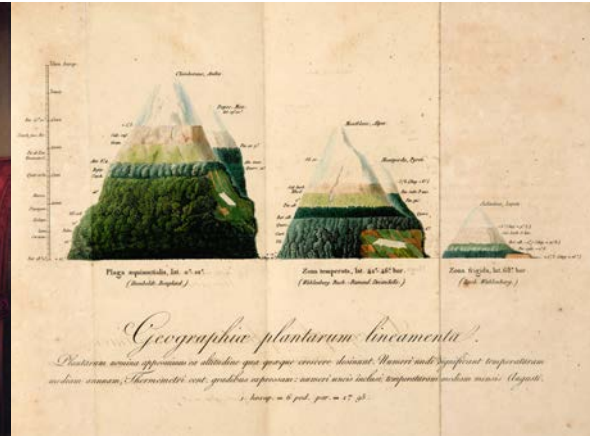
Historical Data of Atmospheric CO₂ concentration, parts per million



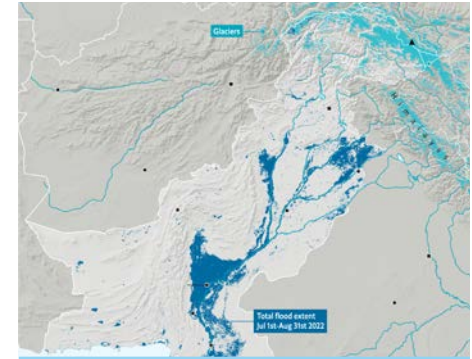
Source: EEA, 2017

However, this change in the climate has not happened without warning. Around 200 years ago Alexander von Humboldt (1769 - 1859) advocated what was then a futuristic concept - human-caused climate change. His breakthrough understanding of the impacts of deforestation and other human activities on the climate was first made in Lake Valencia, Venezuela where he linked deforestation and unsustainable water management with falling water levels, dangerous microclimate changes and biodiversity impacts. Humboldt discovered that nature is perceived as a web, and that its vulnerability was obvious. He believed that everything hangs together, and that if one thread is pulled, the whole tapestry would unravel. The challenge in understanding climate change is due to the intricate mechanisms of Earth's climate, where continual warming is the menacing background noise against which numerous other patterns play out.

It appears that the threads are being pulled off the tapestry, and we have witnessed the full and devastating impacts of climate change in the summer of 2022 in Pakistan, home to almost 250 million people but responsible for less than 1% of global CO₂ emissions. Pakistan has more than 7,200 known glaciers and more glacial ice of any area outside of the polar regions. They are melting at the fastest rate in recorded human history resulting in fast moving glaciers, floods and destruction from glacial outbursts. When combined with the unusually strong monsoon rains in 2022, the fatalities and destruction have been nothing short of catastrophic. On his visit to Pakistan in the aftermath of the floods, UN Secretary-General António Guterres reminded the world that the level of emissions of Pakistan is relatively low, "but Pakistan is one of the most dramatically impacted countries by climate change" calling the floods a product of "the intensification of climate change".



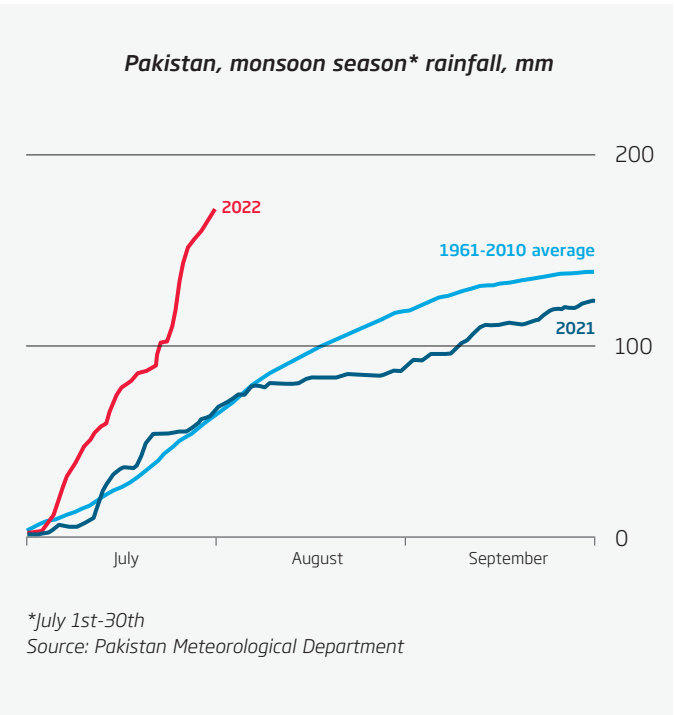
Humboldt's 1806 drawing of the geographic distribution of plants based on mountain height and air temperature



Pakistan's devastating floods seen here largely result from a combination of melting glaciers, extreme drought and unusually high precipitation as a result of climate change (1st July to 31st August 2022): Economist September 2022



A high flood from the Shishper Glacier severely damages a section of the Karakorum Highway in Pakistan, September 2022 (photo by CNN)



YTL'S DECARBONISATION STRATEGY

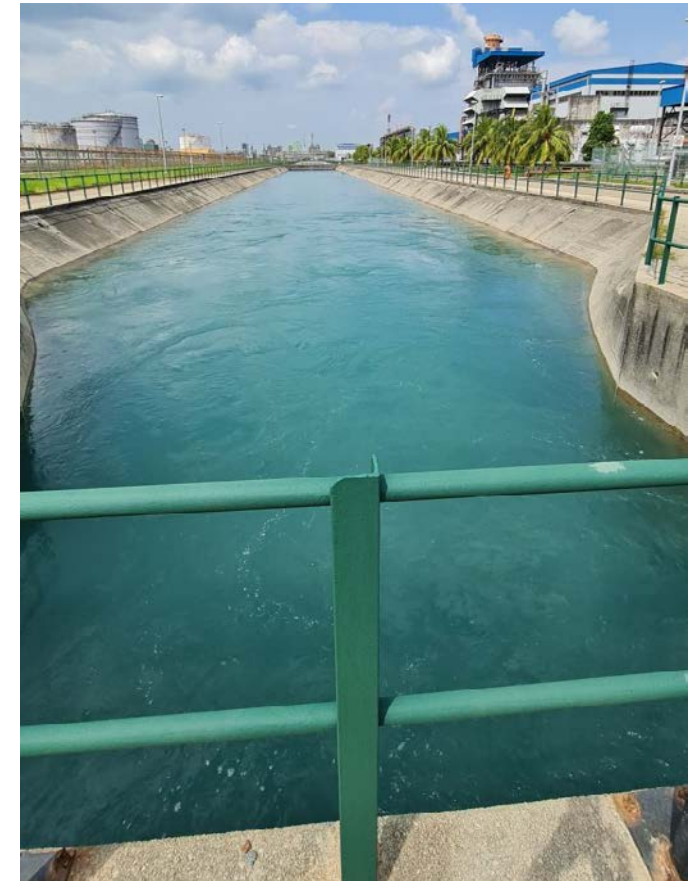
We fully recognise the threats and risks of climate change, and YTL Group has made a decisive and committed transition to the green and circular economy with the announcement of a 500 MW green data center in Kulai, Johor, Malaysia. It will be powered by locally installed solar photovoltaic (PV), and provide data storage services to clients looking for more sustainable and lower carbon solutions in South East Asia. To enable the sustainable growth of today's data-driven world, our plan is to power our data centers across the South East Asian region with 100% clean and renewable energy starting with the Green Data Center Park in Johor.

In addition to this extension of our data center business, we have also made the conscious decision to retire conventional fuel power plants and to transition away from other future high emissions intensity energy projects. YTL PowerSeraya is exploring and investing in several areas to shift from combined cycle gas turbines to lower emission fuels. We believe in breakthrough technologies and are also evaluating the use of carbon capture utilisation and storage, and alternative fuels or energy carriers such as hydrogen, ammonia, methanol and biofuels. YTL PowerSeraya is planning to extend the rooftop solar PV capacity over the turbine halls from the current 1 MW by adding additional capacity to other suitable rooftops and over the outlet cooling canal.

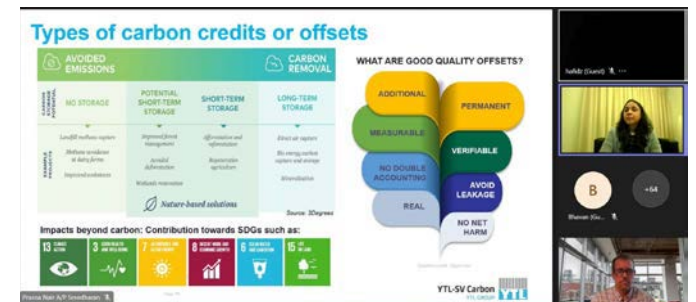
Wessex Water continues to expand its biomethane and fertiliser output and promotes nature-based solutions to reduce its carbon footprint. In an effort to tap all available renewable energy sources with no negative impacts on the environment or communities, the deployment of micro hydro systems at Wessex Water has generated 1.86 GWh of hydro energy in FY2022 from three locations including Maundown, Ashford and Hawkbridge.

There are still parts of our heat and energy mix that pose significant decarbonisation challenges, and YTL Group is looking at several business models and green products, accelerating decarbonisation and climate adaptation efforts as well as undertaking research and development that focuses on energy efficiency, digitisation, responsible material sourcing, resource recovery and clean energy solutions for a low carbon and climate resilient transition. YTL Group works closely with industry experts including our in-house carbon consulting company YTL-SV Carbon (YTL-SVC) to measure and manage our emissions, price carbon for future exposure, and explore mitigation, avoidance, in-setting and offsetting options.

YTL-SVC has key personnel sitting on the Industry Working Group convened by Bursa Malaysia for the Voluntary Carbon Market formation, conducting capacity building workshops in partnership with Bursa Malaysia, for various listed companies. We believe that robust and transparent market mechanisms can play a critical role in accelerating decarbonisation by supporting emerging technologies, protecting vulnerable ecosystems and communities, and injecting climate finance where most needed. We therefore continue to develop our capacity and knowledge sharing in this area.



Outlet cooling canal at YTL PowerSeraya's Jurong Island power plant

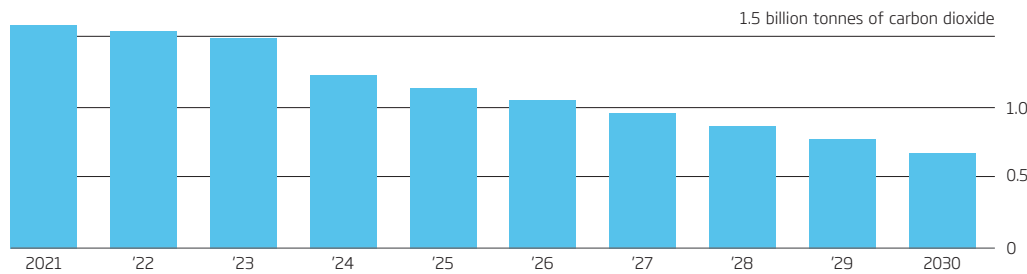


YTL-SV Carbon partnered with Bursa Malaysia in 2022 to conduct Carbon 101 training sessions for over 60 listed companies

However, it is not all smooth sailing and the carbon markets are far from perfect. Whilst companies representing 90% of the formal global economy have signed up to net zero, only 11% of the world’s listed companies have aligned with future global warming of 1.5°C. For YTL Group, last year we stated our aspiration to be carbon neutral in our operations by 2050, with YTL PowerSeraya aiming for 60% emissions reduction from power plant operations, from 2010 levels by 2030, and to be carbon neutral in operations by 2050. For MCB, we are aiming for 2050 carbon neutrality, whilst Wessex Water has published a routemap to achieve net zero operational carbon emissions by 2030 and full decarbonisation by 2040.

To Zero

EU’s Emissions Trading System will progressively lower the carbon pollution allowed across the continent



Note: ETS covers sectors accounting for 40% of EU’s total emissions
Source: BloombergNEF

YTL Corp has also maintained its inclusion in the Bursa FTSE4Good Index for the sixth year in a row. The index is designed to highlight companies that demonstrate a leading approach to addressing environmental, social and governance (ESG) risks. As Bursa Malaysia states “the Index is regularly used by large, mainstream institutional investors looking to meet an ESG mandate. In addition, many companies use their inclusion in the Index as a way to show their commitment to having strong ESG performance.”



FTSE4Good

THE NON-BINDING ROAD FROM RIO

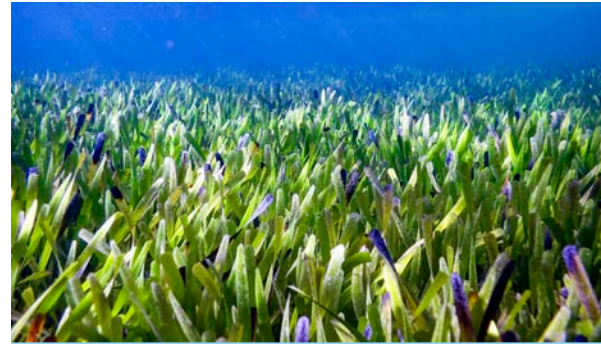
Exactly 30 years ago, during the Rio Earth Summit, countries agreed to a host of treaties and signed up to Agenda 21, a non-binding action plan of the United Nations with regards to sustainable development. Whilst anthropogenic impacts were recognised after the 1990 summit, it was only 10 years later that there was more conclusive scientific proof of human impacts on ecosystems and the climate. Due to the non-binding nature of the agreement, targets are consistently being missed. Throughout YTL Group, we continue to champion initiatives related to issues tabled at the Earth Summit linked to protecting life on land and life below water, managing water as a resource, and sustainable public transportation. As Albert Einstein said, “the world is a dangerous place to live; not because of the people who are evil, but because of the people who do nothing about it”.



The Rio Earth Summit 1992 (Photo by UN Photo/Michos Tzovaras)



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



Seagrass restoration provides vital ecosystem and habitat for the marine environment



Scott Mayback, Marine Biologist seen here at GIRMC where turtle rehabilitation is professionally managed by the Centre's naturalist

CONSERVATION AND BIODIVERSITY IN YTL GROUP

In our turtle hatcheries at Tanjung Jara Resort on the east coast of Malaysia, a total of 95,748 eggs have been saved from 297 nests and 49,820 hatchlings released since we launched the programme in 2016. In addition, in the last 12 months, 22,354 eggs were saved from 96 nests and 4,821 hatchlings released with a 22% success rate where most of the eggs were still in the incubation stage.

Similarly, in Pangkor Laut Resort (PLR) on the west coast, wooden nesting boxes for hornbills were made from recycled wood and provided breeding and nursery habitats for hornbills. A total of three juvenile hornbills were successfully bred in 2022, making up a total of 12 juvenile hornbills bred since 2018. The naturalist team at PLR is also conducting a population survey for the Oriental Pied Hornbill in preparation for future population control measures in order to maintain balance in ecosystems. In another resort in Sabah, Gaya Island Resort, our colleagues have identified and recorded a total of 384 species of flora and fauna on Gaya Island, and the Gaya Island Resort Marine Centre (GIRMC) has rescued 23 turtles, with nine released and two injured turtles treated under rehabilitation. GIR has also recognised the importance of seagrass as one of the main staple foods for sea turtles, and also how green turtles play a vital role in maintaining seagrass meadows. They continue to expand their seagrass nursery and planting programme, adding two more species of seagrass to the previous two. They also support a thriving mangrove planting programme nearby.

The rescued and rehabilitated turtles were commonly found with injuries from either propeller strikes or the ingestion of plastic waste. This has further motivated us to accelerate the SNAP (Say No to All Plastic) campaign across YTL Group where we are running ahead of the 2025 deadline to eliminate all avoidable single use plastic (SUP) from our operations. In the last 12 months, more than 1.77 million units of avoidable SUP was saved by replacing plastic and disposable straws, bottles, cutlery as well as containers, amenities and toiletries with environmentally friendly alternatives.

The use of waste in operations also continued during the year in Malayan Cement Berhad's (MCB) cement plants where they co-processed and used 596,617 tonnes of materials which might otherwise have ended up in landfills or municipal solid waste treatment facilities. In addition to the continued efforts in circular economy, MCB continues to extend their protection and rehabilitation of native flora in and around the cement plants and quarries with focus on improved understanding of the environments around our operations in the hopes of developing more effective conservation plans. Other initiatives by MCB include the promotion of concrete roads, which last 2-3 times longer than asphalt roads, are more durable and have a lower life cycle carbon footprint.

Asphalt Road vs Concrete Road

Aspect #3 Lifespan

While asphalt roads have a lifespan of approximately 5 - 15 years, a concrete road can last 20-40 years.

Is there a difference?
! Spoiler alert: Yes

The difference between asphalt and concrete roads championed by MCB

Protection of bat species by MCB at Gua Kanthar

Lab grown meat shown here has come down sharply in terms of cost of production

FOOD, WATER AND COMMUNITIES

In the next 30 years we will have to produce more food than has been produced in human history. An area twice the size of India or 5% of the world's land will have to be cleared and cultivated to support the world's population unless there is a massive change in the way food is produced. Apart from land use, we will also need to be far more careful and circumspect with water management and use.

Water scarcity is fast becoming a flashpoint for trade, agriculture, energy and manufacturing as precipitation patterns change. Last year I wrote about devastating floods in Europe, and this year it is a prolonged drought instead. The UK experienced unprecedented heat and dry weather which transformed the landscape of the south and east of the country. In Europe, hunger stones have now become visible in some rivers, and one famous example is in the Elbe river in the Czech Republic, with the chilling words carved into it "Wenn du mich siehst, dann weine" ("If you see me, weep").

Our water treatment and supply business, Wessex Water in the UK is constantly innovating and finding ways to reduce negative impacts on catchment areas such as nitrates with the EnTrade nitrate trading scheme, working with farmers, treating waste to produce chemical free fertilisers, and other initiatives. They utilise human waste and food waste to produce biomethane and fertilisers from digested sludge, and are able to supply biogas to the grid, to be used in gas turbines or in flexible-fuel vehicles.

We also recognise the need to support customers and communities during the recent surge in energy and living costs. Wessex Water has continued its tailored assistance programme, Assist, where customers can apply to receive a reduced bill based on their ability to pay. Community support also runs through other business units. Apart from the cumulative RM461 million we have disbursed in pandemic relief, we have also extended the Learn From Home programme and supported communities and our employees in all areas where they have been impacted by the COVID-19 pandemic and extreme weather events such as floods. Over 800,000 smartphones and SIM cards were distributed along with 1,400 online lessons and 45,000 online quiz questions with lessons accessed over one million times. The Learn From Home programme was awarded the People's Choice Award at the Constellations Awards 2022, by Asian Venture Philanthropy Network (AVPN), Asia's leading social investment network, and as YTL Foundation celebrated their 25th Anniversary, they also chalked up over 500 scholarships given out to individuals.

The culture of volunteerism and charity was similarly supported by Express Rail Link, E-MAS and YTL Construction employees who volunteered to clean office premises and the houses of employees who were affected by floods in Malaysia in December 2021.

CONCLUSION - TIME FOR ACTION

The recent catastrophic climate events around the world might be compared with the massive earthquake that shook Lisbon in 1755. Whilst the devastating earthquake and tsunami took thousands of lives and destroyed perhaps one of the most powerful colonial capitals in the world at the time, it is also thought to have ushered in an era of enlightened thinking and the Renaissance. The Portuguese King's right-hand man, the Prime Minister or The Marquis of Pombal, initiated a strand of study that is now known as the science of seismology and an era of free thinking. It radically changed the way science was used to predict, understand and plan for such future natural events.



London's Greenwich Park (left) and a satellite photo (right) showing a severe drought in the south east around August 2022 (Photo by Bloomberg and Nasa WorldView)



Lisbon earthquake and tsunami, 1st November 1755



Her Majesty, the late Queen Elizabeth II delivering her speech to leaders at the COP26 Evening Reception in Glasgow via video message in November 2021

The point in history at which we find ourselves now needs to be where we radically shift in terms of mitigation and adaptation. The way we employ both technology and science to implement rapid but orderly transition in the way we use resources, generate energy, produce food, manufacture products, and manage waste has to be scaled up and accelerated. Whilst technology alone won't get us out of this predicament, it will accelerate progress in the right direction. For instance, the price of a lab grown burger was over USD300,000/kg in 2010 and now costs just USD9/kg. Similarly, it took 70 years for solar PV to bridge 1 TW of installed capacity, and as solar installation costs have fallen by more than 90% since 2010, it is expected to take just another four years to reach 2 TW. There is no time to lose and we need to change the way we do business.

In Her Majesty, the late Queen Elizabeth II's speech to world leaders at COP26 at the end of 2021, she said "None of us underestimates the challenges ahead: but history has shown that when nations come together in common cause, there is always room for hope. Working side by side, we have the ability to solve the most insurmountable problems and to triumph over the greatest of adversities." She added: "It is the hope of many that the legacy of this summit - written in history books yet to be printed - will describe you as the leaders who did not pass up the opportunity; and that you answered the call of those future generations. That you left this conference as a community of nations with a determination, a desire, and a plan, to address the impact of climate change; and to recognise that the time for words has now moved to the time for action."

The planet is at the same time enduring and fragile, and it is our duty to protect and nurture all life, and sparingly use its precious resources. May God continue to guide us on this mission and journey to Making a Good Future Happen.

TAN SRI (SIR) FRANCIS YEOH SOCK PING

PSM, KBE

Executive Chairman

YTL Corporation Berhad

About YTL Group

[GRI 2-6, 201-1]

YTL Group is an integrated infrastructure developer domiciled in Malaysia, with international operations, investments 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, as well as management services and others.



CORPORATE VISION

A trusted global company building the right thing

We have a long-held strategy of building profitable businesses that are financially sustainable, driven by the overriding life philosophy of always doing the right thing for people, society and the business itself. This vision of “Building the Right Thing” is foremost in our business mindset, pervades our culture and forms the foundation of everything we do at YTL Group.

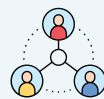
CORPORATE FACTS AT A GLANCE



More than **11,000** employees globally



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



Serving more than **15** million customers

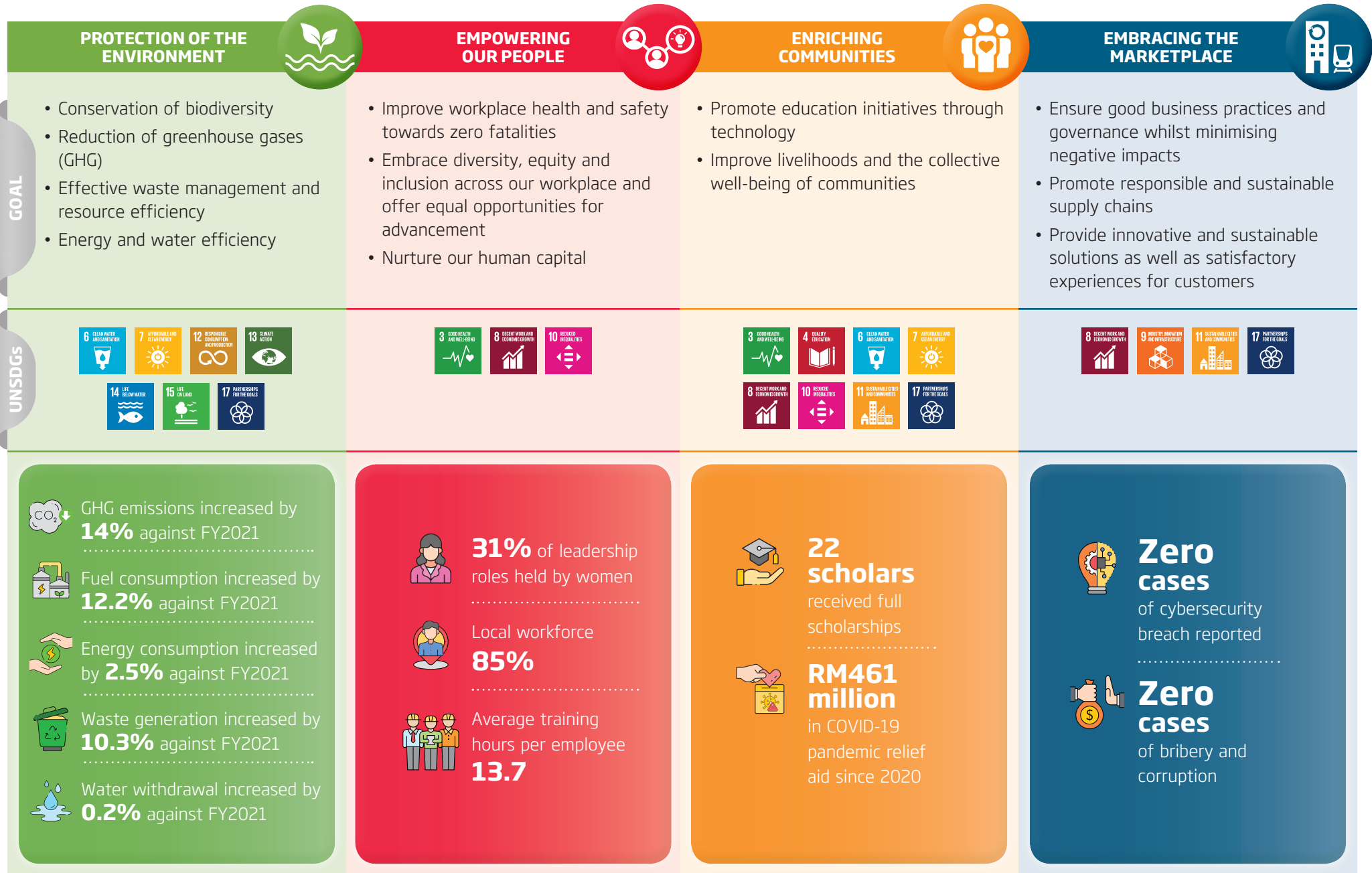


Listed on the Main Market of **Bursa Malaysia** and **Tokyo Stock Exchange** (Prime Market Foreign Stocks Segment)



Constituent of **FTSE Bursa Malaysia Mid 70 Index** and **FTSE4Good Bursa Malaysia Index** since 2017

KEY PERFORMANCE 2022



AWARDS AND ACCOLADES



YTL Foundation

- AVPN People’s Choice Winner – Learn From Home Initiative



Wessex Water

- Wessex Water’s Engineering and Sustainable Delivery team won the President’s Award (Tenth consecutive Gold Health and Safety Awards) under the Royal Society for the Prevention of Accidents (RoSPA) Awards
- Bath and Bristol Apprenticeship Awards. Wessex Water won the Large Employer of the Year Award
- United Kingdom Society for Trenchless Technologies (UKSTT) Awards. Wessex Water won Best Application of Digital Technology Award and the Innovation Award for “Telesto 3D LiDAR Modelling Tunnels in Semi-Turbulent Flow”
- Retained Customer Service Excellence accreditation from world-leading independent inspectorate SGS



YTL Construction

- HR Asia Best Companies to Work in Asia 2021 – Malaysia
- Graduates Choice Awards 2022 – Construction and Property Developer Categories
- Kuala Lumpur International Logistics and Transport (KiLAT) Transport Excellence Awards 2021 – Platinum Land Transport Award

FrogAsia

- Employee Experience Award 2022 – Bronze for Best In-House Candidate Experience

YTL Hotels

JW Marriott Kuala Lumpur

- Asia’s Best Awards 2022 – Best City Hotels in Malaysia

The Ritz-Carlton, Kuala Lumpur

- Asia’s Best Awards 2022 – Best City Hotels in Malaysia
- Asia’s Best Awards 2022 – Best Hotel Pools in Malaysia

Tanjong Jara Resort

- Asia’s Best Awards 2022 – Best Beach/Upcountry Resorts in Malaysia

The Ritz-Carlton, Koh Samui

- Agoda’s Customer Review Awards 2021

Higashiyama Niseko Village, a Ritz-Carlton Reserve

- Best hotel award by Relux – 5th place, Hokkaido area (Based on sales from 1st December 2021 to 31st May 2022)

Our Approach to Sustainability

[GRI 2-9, 2-14, 2-17, 2-29, 2-30]

MAKING A GOOD FUTURE HAPPEN

Our commitment to sustainability is embodied in all aspects of our business in line with our overall strategy and the four main sustainability pillars - Environment, People, 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 in **Making A Good Future Happen**.

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

YTL Group Sustainability Framework



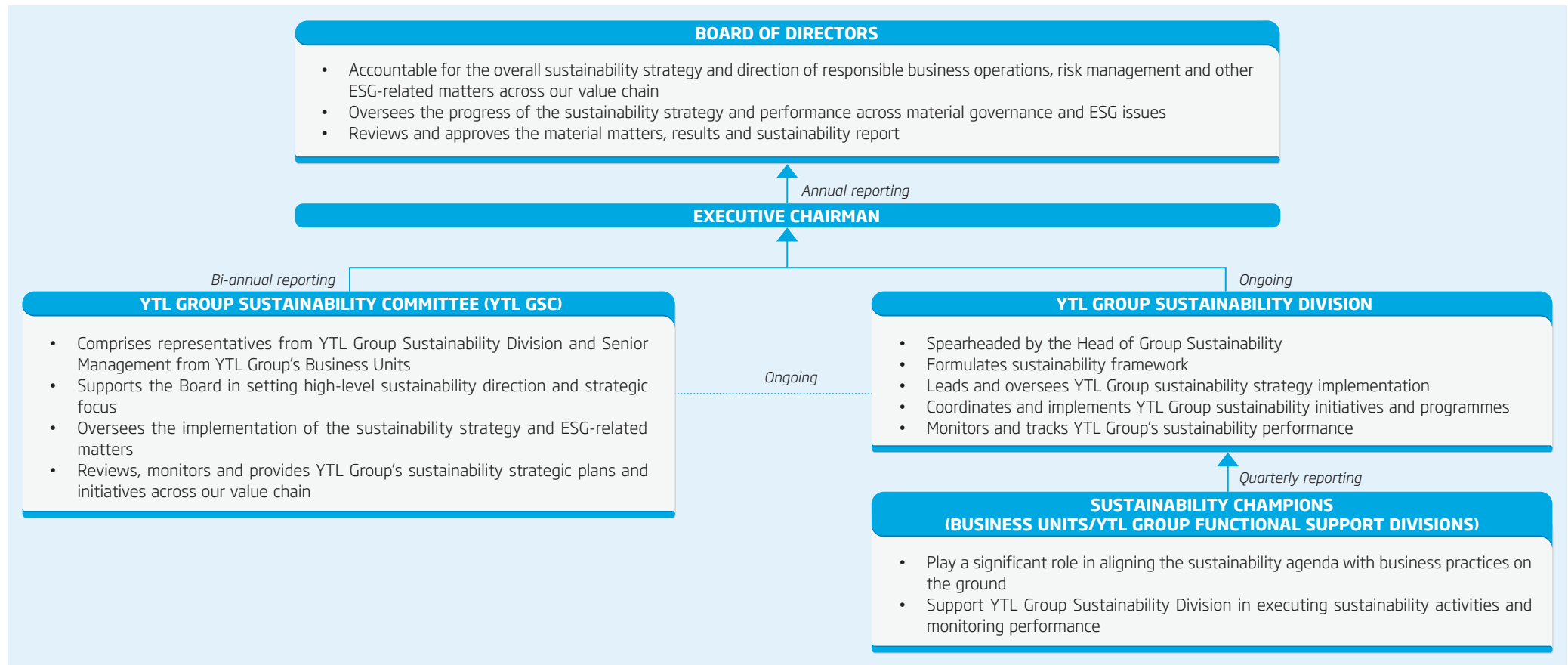
SUSTAINABILITY GOVERNANCE

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 all 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 in jurisdictions where we operate.

In April 2021, the Malaysian Code on Corporate Governance (MCCG) was updated to encourage public listed companies to adopt additional best practices that aim to improve board policies and processes, strengthen board oversight and integrate sustainability considerations into business strategy and remuneration. In line with best practices of MCCG and Bursa Malaysia’s Corporate Governance Guide, YTL Group has applied appropriate actions in embedding the principles and recommendations of the MCCG.

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 strategy 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 formed the YTL Group Sustainability Committee (YTL GSC) in 2011 chaired by the Executive Chairman, Tan Sri (Sir) Francis Yeoh Sock Ping, for the implementation and monitoring of our sustainability agenda. The Group Sustainability Division is spearheaded by the Head of Group Sustainability and assisted by business units/ group functional support division employees worldwide. An overview of the sustainability governance structure as well as the roles and responsibilities is listed below.








YTL Group Sustainability Governance Structure



STAKEHOLDER ENGAGEMENT

We interact with various stakeholders through identified communication channels for deep and meaningful engagement in order to understand their perception of all aspects of ESG and material matters 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 table provides an overview of the list of key stakeholder groups, various methods of engagement, matters discussed, and how we respond.

Stakeholder Engagement for YTL Group

Stakeholder Groups	Modes of Engagement	Frequency	Matters Discussed by Stakeholders	Our Strategy
 Employees	<ul style="list-style-type: none"> Intranet, newsletters and broadcasts Trainings, town halls and Leadership Conference Annual performance appraisals Recreational and team-building sessions 	A Q O	<ul style="list-style-type: none"> Corporate priorities, vision, core values and ethical conduct Business strategy and direction Reward and recognition Leadership and talent development Well-being and benefits Human rights, diversity and inclusion Workplace health and safety 	<ul style="list-style-type: none"> Opportunity for career development Employee benefits BTRT and Monday Memo Women of YTL (W@Y) YTL Leadership Conference Peer-to-peer sharing sessions 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 (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 products Reliable customer service Appreciation events
 Shareholders and Investors	<ul style="list-style-type: none"> Annual and extraordinary general meetings Annual reports, sustainability reports, quarterly financial reports Stock exchange announcements, website updates Investor relations events, analyst briefings Regular meetings, networking functions 	A Q O	<ul style="list-style-type: none"> Economic performance Company growth and value chain Business strategy and direction Financial results Compliance and governance 	<ul style="list-style-type: none"> Regular investor and analyst engagement Announcement of Quarterly Financial Results Constituent of FTSE4Good Bursa Malaysia Index Consistent profit generation
 Suppliers, Business Partners and Industry Groups	<ul style="list-style-type: none"> Regular meetings, site visits and networking functions Product launches and roadshows Supplier briefing, training and workshops Supplier assessment system 	O	<ul style="list-style-type: none"> Compliance with industry best practices, legislation, rules and regulations Health and safety 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 Industry consultation 	O	<ul style="list-style-type: none"> Compliance with legislation, rules and regulations Opportunities for business investment Community investment 	<ul style="list-style-type: none"> Public-Private Partnerships 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 Local community initiatives 	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 responsibility initiatives Support local SMEs

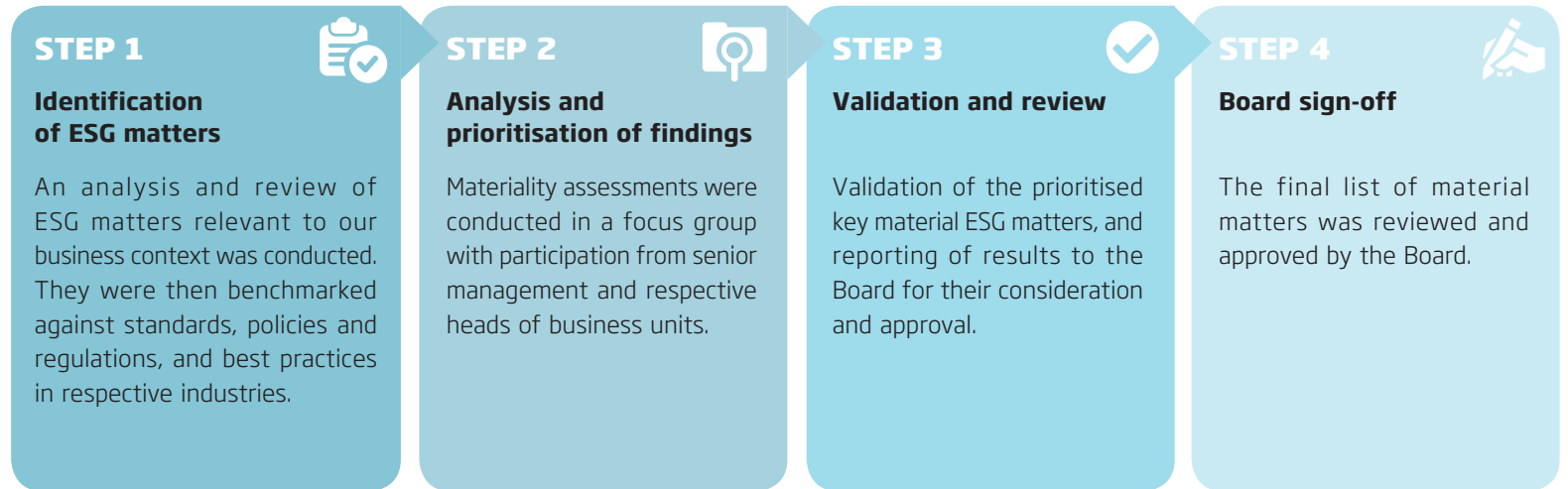
MATERIALITY

In 2019, we engaged an independent third-party consultant to conduct a comprehensive materiality assessment, to identify and rank our material ESG matters in terms of challenges and priorities. The assessment consisted of a comprehensive online survey, focus group discussions and in-depth stakeholder insights.

For the year 2022, we conducted an internal review of our material matters to ensure their continued relevance to YTL Group. It resulted in the identification of 18 material matters, of which eleven were ranked as highly material.

The ranking of “Climate and Energy” has moved up, reflecting the higher expectations for YTL Group to prioritise climate action and sustainable environmental practices. We also combined and renamed a few material matters to become a single material matter, from “Customer satisfaction”, “Product and services” and “Innovation and technology” to “Responsible products and services”; “Scheduled waste and disposal” and “Waste management” to “Waste management”; “Employee engagement” and “Training and education” to “Employee development”; “Education”, “Local community” and “Arts and culture” to “Local communities”; “Employee benefits” to “Human rights and labour practices”; “Customer privacy” to “Cybersecurity and data protection” and “Diversity and anti-discrimination” to “Diversity, equity and inclusion”.

Materiality Assessment Process



YTL Group Materiality Matrix






Mapping Our Material Matters

Value creation in YTL Group is intrinsically linked with our sustainability strategy, risks and opportunities which are represented by our four sustainability pillars. The material matters are aligned with the relevant UNSDGs, The Ten UNGC Principles, and ultimately how we respond to them.






Materials Matters	UNSDGs	UNGC Principles	Key Stakeholders	Risks	Opportunities	Our Actions
PROTECTION OF THE ENVIRONMENT						
<ul style="list-style-type: none"> 6 9 15 17 18 		Principle 7, Principle 8, Principle 9	Communities Governments 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 escalating carbon prices and/or carbon taxes • Financial risks: Increased operational or investment costs to comply with new regulations, research and development (R&D) 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 events that may disrupt operations and increase operational, capital and supply chain costs • Technology risks: Disruption of existing technologies, products and services with lower emission options; limited technology options due to geographical constraints 	<ul style="list-style-type: none"> • Demonstrate business alignment with climate change and to increase competitiveness • Leverage new and cleaner technologies with the use of supportive policy incentives, subsidies and tax benefits • Participation in carbon markets • Attractive lending options from banks or lenders for financing • Development and expansion of green business lines through R&D and innovation • Access to new markets, partnerships and innovations 	<ul style="list-style-type: none"> • Resource-efficient operations • Continuous reduction of impacts on the environment through green initiatives, innovation and investments • Participation in renewable energy programmes and the adoption of energy efficiency measures • Exploring green business lines • Exploring lower environmental impact building materials, processes and products

Mapping Our Material Matters

Materials Matters	UNSDGs	UNGC Principles	Key Stakeholders	Risks	Opportunities	Our Actions
EMPOWERING OUR PEOPLE						
<ul style="list-style-type: none"> 10 11 12 13 		Principle 1, Principle 2, Principle 3, Principle 4, Principle 5, Principle 6	Employees	Short-term (1-5 years) <ul style="list-style-type: none"> • High employee attrition • Regulatory fines • Business reputation and branding damage Long-term (>5 years) <ul style="list-style-type: none"> • Disruptions to business operations • Adverse financial impacts 	<ul style="list-style-type: none"> • Develop talent and provide equal opportunities with industry-benchmarked standards • Uphold principles of human rights and best labour practices • Improve overall productivity and reduce healthcare costs and risks • Stimulate efficient and safe working methods and technologies 	<ul style="list-style-type: none"> • Continuously invest in human resources to upskill and make use of re-skilling programmes • Ensure our employees are able to continue working in a safe and conducive environment
ENRICHING COMMUNITIES						
<ul style="list-style-type: none"> 16 		Principle 6	Communities Media	Short- and long-term <ul style="list-style-type: none"> • Reputation 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 access to knowledge and education
EMBRACING THE MARKETPLACE						
<ul style="list-style-type: none"> 1 2 3 4 5 7 8 14 		Principle 7, Principle 8, Principle 9, Principle 10	Customers Suppliers, Business Partners and Industry Group Shareholders and Investors Government and Regulators Banks and Lenders	Short-term (1-5 years) <ul style="list-style-type: none"> • Loss of relevant market share • Regulatory fines • Poor customer service Long-term (>5 years) <ul style="list-style-type: none"> • Adverse financial impacts • Loss of license to operate • Reputation 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 with 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 Aspirations

We have set our objectives in 2021 to cover the four pillars of the Group Sustainability Framework, focusing primarily on those with mature performance data and where we have operational influence to improve sustainability, reduce impacts and create shared value for all stakeholders. We aim to report and update our progress against these objectives 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.

Aspirations	FY2022 Performance	Moving Forward
 <p>Carbon neutral by 2050 <i>(in our operations)</i></p>	<ul style="list-style-type: none"> We continued to expand our renewable energy portfolio, and made the announcements of a 500 MW green data center in Kulai, Johor, Malaysia which will be powered by locally installed solar PV, and provide data storage services to clients looking for more sustainable and lower carbon solutions in South East Asia We continued to improve our operational efficiency We have a range of low carbon products that cater to different needs We continue to develop and expand our product solutions to meet changing needs of customers 	<ul style="list-style-type: none"> Continue to explore and expand our renewable energy footprint Continuous monitoring and advancement of existing systems and equipment Explore TCFD framework for comprehensive climate risk management and reporting Conduct R&D on breakthrough technologies such as Hydrogen etc.
 <p>Zero single use plastic (SUP) by 2025 <i>(for avoidable SUP)</i></p>	<ul style="list-style-type: none"> Overall 1.77 million pieces of avoidable SUP reduced, a further 4% reduction from the previous year Refined our target and shifted our focus to eliminate only avoidable SUP in our business operations 	<ul style="list-style-type: none"> To continually phase out avoidable SUP through the use of alternative items, innovative solutions and/or partnerships
 <p>Zero fatalities</p>	<ul style="list-style-type: none"> Average health and safety training hours per employee was 9.8 We have established incident-reporting platforms that improves incident tracking and action management 	<ul style="list-style-type: none"> To grow our capacity and better protect our people through enhancement of standard operating procedures (SOPs) To provide professional education and training as a critical tool in staying abreast of the shifting trends of health and safety in the workplace
 <p>Continue to empower and enrich local communities by supporting educational and outreach programmes</p>	<ul style="list-style-type: none"> Awarded over 500 scholarships to date Over 800,000 smartphones and SIM cards delivered, 1,400 online lessons and 45,000 online quiz questions developed via Learn From Home initiative 	<ul style="list-style-type: none"> Continue to provide opportunities in education and financial assistance for the underprivileged and to improve the well-being of local communities
 <p>Zero tolerance for bribery and corruption</p>	<ul style="list-style-type: none"> Zero cases of bribery and corruption reported 	<ul style="list-style-type: none"> To maintain the highest standards of corporate governance and ethical business practices

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



- Minimising the environmental impacts of our operations
- Protecting and conserving both terrestrial and marine biodiversity as well as their ecosystems
- Reducing greenhouse gas emissions through energy efficiency and renewable energy towards a low carbon economy
- Managing waste streams through responsible waste management, whilst optimising resource efficiency towards a truly circular economy
- Prioritising sustainable water use and efficiency

Protection of the Environment

[GRI 2-27, 302-1, 302-4, 303-1, 303-2, 303-3, 303-4, 303-5, 304-1, 304-2, 304-3, 305-1, 305-2, 305-5, 306-2, 306-3, 306-4, 306-5]

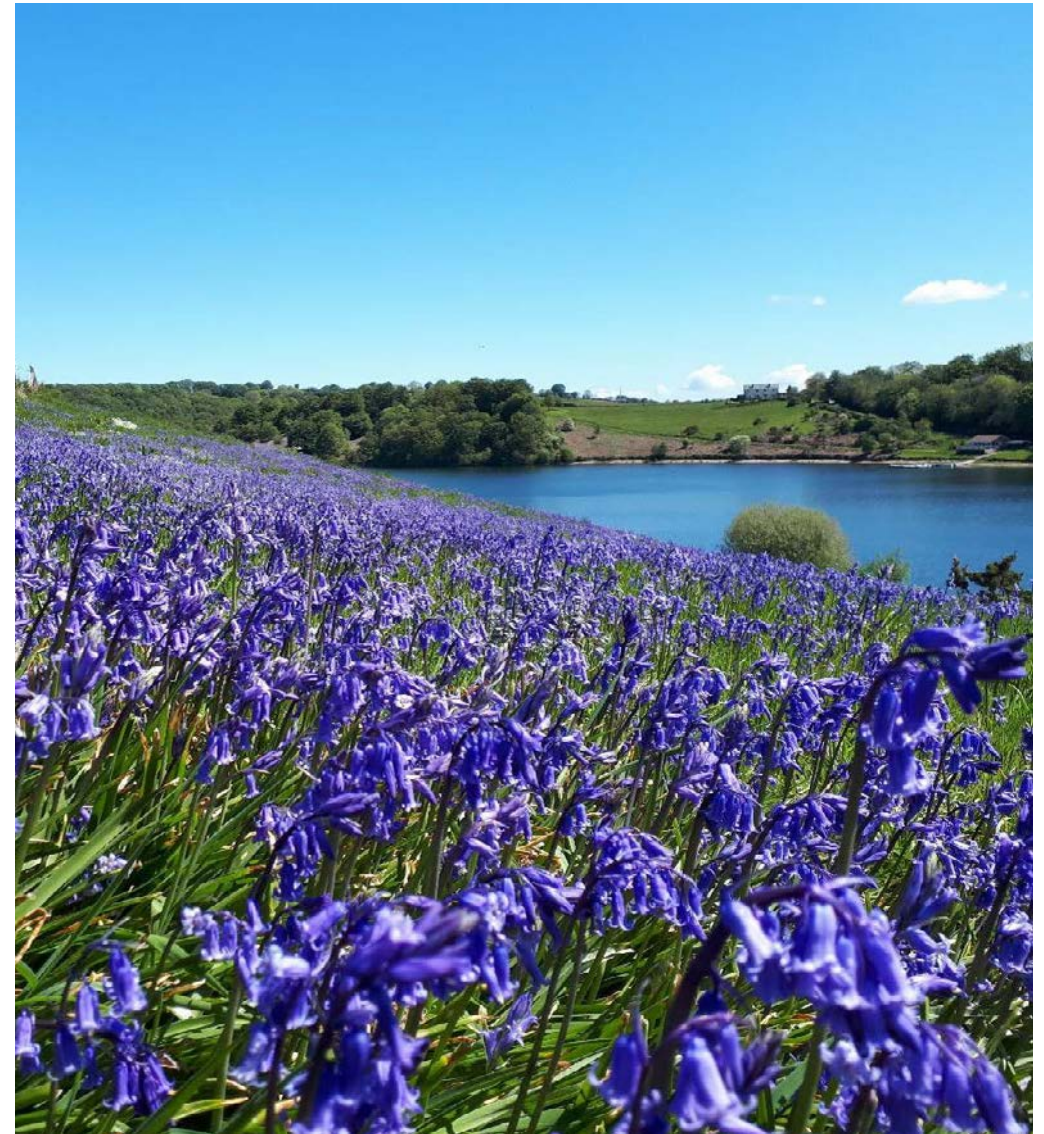
The COVID-19 pandemic and the global response have radically changed lifestyles in much of the world. These changes have been manifested in a variety of ways and inevitably there have been a multitude of positive and negative consequences for both humans and the natural environment. There is a need for us to work together and protect nature so that we can prepare for and mitigate the impacts of future pandemics. At YTL Group, we have adopted a holistic approach to continuously improve our environmental performance and we place a strong focus on sustainable development through the commitments spelt 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 committed to achieving the highest environmental standards by improving our environmental performance and minimising our environmental impacts through our collective efforts in biodiversity conservation, climate change strategy and energy, waste and water management. We have strong environmental policies and strategies in place and much of our environmental footprint is measurable. These act as the foundation for us to guide our business units to set their own environmental impact reduction targets.

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

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

[YTL Group Corporate Statement on Commitment to Environment](#) 



In spring, carpets of bluebells fringe Clatworthy reservoir, Somerset, the UK, giving way to vast expanses of great woodrush alongside wood anemone and wood sorrel

ENVIRONMENTAL MANAGEMENT AND COMPLIANCE

At YTL Group, our approach to managing environmental impacts is based on stringent operating practices and adherence to high international standards and local regulatory requirements. 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 and businesses.

Driven by YTL Group Corporate Statements – Environment and the respective business units’ environmental policies, our environmental management and compliance commitments are aligned with ISO 14001 Environmental Management Systems (EMS) which include environmental impacts and risk assessment, laws and regulations, due diligence, planning and monitoring. Standard operating procedures are established and reviewed regularly to ensure they are up to date with the latest environmental requirements set by relevant authorities in order to manage and mitigate environmental risks arising from our operations and those in our supply chains.

Approximately 75% of our key business units are certified under ISO 14001 EMS. 80% of MCB’s integrated cement plants are ISO 5001 Energy Management Systems certified, whilst YTL PowerSeraya successfully renewed its Eco-Office certification for their corporate office with the Singapore Environment Council after going through an independent audit in October 2021.

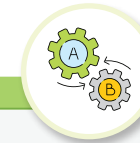
Additionally, YTL Group conducts periodic training and awareness programmes for our employees to facilitate and ensure the effective implementation of environmental management. Topics covered include environmental policy and operating procedures, environmental emergency preparedness and response, energy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

We ensure all our plants and operations comply with legal and regulatory requirements. We have dedicated individuals at each location responsible for ensuring our activities comply with permit conditions, local laws and regulations. As a result, there were no records of chemical or oil spills into water bodies, nor were there any significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations on environmental issues such as air emissions, effluents, pollution etc. that were administered by Malaysian or overseas authorities against YTL Group in FY2022.



Planning

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



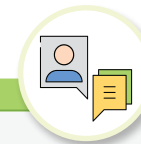
Implementation and Operation

- Define EMS structures and responsibility
- Identify and complete required training
- Establish communication procedures for internal and external stakeholders
- Implement documentation of policies, plans and procedures
- Establish operational controls and implement emergency preparedness and response plans



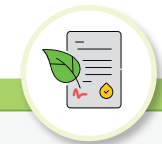
Checking and Corrective Action

- Monitor and evaluate environmental performance and compliance levels
- Establish non-conformance, corrective action and preventative 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

Biodiversity is crucial to human health and well-being as well as economic prosperity. Yet it is being destroyed at an unprecedented and accelerating rate. According to the United Nations’ report³ in 2019, there are one million species of plants and animals that are threatened with extinction. As responsible stewards of this Earth, it is our responsibility to coexist harmoniously with the natural environment and to facilitate restoration and preservation of all living and inanimate things.

Management Approach

At YTL Group, we strive to protect biodiversity and avoid or minimise adverse impacts from 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 and forming partnerships with experts, communities and stakeholders.

The approach for our impact assessments includes the location as well as development in the vicinity and its surrounding environment. We also adopt the mitigation hierarchy to help our projects to prepare for impacts and aim to achieve no net loss of biodiversity. The hierarchy follows avoidance, minimisation, restoration and offsets in order to reduce development impacts and control any negative effects on the environment.

³ Source: <https://www.un.org/sustainabledevelopment/blog/2019/05/nature-decline-unprecedented-report/>



Environmental Screening and Monitoring

Environmental screening and monitoring activities are carried out prior to and during the initial stages of development projects and operational activities in YTL Group. It is important to identify and address the scarcity of finite resources and the risks of potential biodiversity loss, as well as to meet regulatory compliance requirements such as the Environmental Impact Assessment (EIA) Standard, and the 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 latter phase of the project activities. These include continuous scrutinisation in tracking anticipated impacts caused by operations or other related activities as well as the implementation of proper improvements to minimise associated risks.

MCB practices responsible quarrying, and all of its quarries are locations gazetted by the local government for mining and production. MCB has permits to operate and they ensure that their operations are fully compliant with all requirements set out by relevant authorities. At each site, MCB has in place a mining development plan with adherence to environmental requirements and health and safety procedures.

Prior to the commencement of projects, Wessex Water's environmental and planning services team uses ISO 14001 approved system of procedures to access many schemes, and investigates any potential impacts on the environment, wildlife, archaeology and geology of the project sites. In addition, nearly 63% of Wessex Water's Sites of Special Scientific Interest (SSSI) landholding are considered to be in favourable condition by Natural England with a further 30.5% in unfavourable but recovering condition. This is in line with the UK government's 25-Year Environment Plan which includes a target to restore 75% of protected sites to favourable conditions.

Conservation of Life on Land and Life Below Water

The complex interactions of living organisms inhabiting environments both on land and in the water are highly interdependent and they 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. It is therefore critical that we work together to protect and restore biodiversity and ecosystems toward meeting climate goals. At YTL Group, we have embarked on various initiatives in both restoring and protecting 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 restore, rehabilitate and protect life on land and life 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.



Turtle nest adoption is an initiative by Tanjong Jara Resort (TJR) and Lang Tengah Turtle Watch (LTTW) to intervene and purchase turtle eggs that would otherwise be sold in local markets as food, which LTTW then incubates in the hatchery and provides regular updates to their adopters

LIFE ON LAND INITIATIVES

Conserving the Unique Flora and Fauna of Gunung Kanthan**MCB**

- In 2014, MCB established The Centre for Biodiversity, Conservation, and Research Efforts (BCRE), with the vision to develop a better understanding of the natural environment.
- MCB works with research institutions and organisations to conduct research into the diversity of flora and fauna. Through the findings, MCB aims to understand the behaviour and ecology of different species, whilst building an inventory of various species.
- Gunung Kanthan is a unique karst ecosystem surrounded by complex microhabitats comprising of both natural and man-made landscapes. MCB worked with the Institute of Biological Science, University Malaya (UM) to develop the foundation of Kanthan's biodiversity inventory for flora and fauna through a series of comprehensive biodiversity surveys in 2014. In October 2018, Gua Kanthan was declared as part of the Kinta Valley Geopark, a National Geopark hosting various endangered species of flora and fauna.
- MCB continues conservation efforts with a focus on the area's unique flora and fauna. The focus of the initiative is to conserve the rich diversity of plants and their habitats. MCB has done this by establishing a seed bank and digital herbarium whilst conducting translocation and replanting as part of their efforts. MCB researchers actively investigate the ecology, evolution, and conservation of biological diversity through research at all levels.

Establishment of Nature Conservation Centre Pangkor Laut Resort (PLR)

- PLR established a Nature Conservation Centre in 2021 as part of its long-term strategy and vision to help conserve its unique environment.
- The aim of the centre is to provide exposure to and education for employees and hotel guests on the unique biological elements around the resort.
- The centre showcases photographs and/or specimens of flora and fauna that can be found around the resort, as well as the outcome of conservation programmes on Pangkor Laut island.

Eyes on Flying Foxes**PLR X RIMBA**

- Conservation works on the giant fruit bat, commonly known as the flying fox (*Pteropus sp.*), which is a protected species under the Wildlife Conservation Act 2010 and the IUCN Red List, included the study of species diversity and population studies, as well as the provision of suitable and safe roosting sites.

Conserve Our Bird, Hornbill**PLR**

- PLR planted Macarthur Palms (*Ptychosperma Macarthurii*) in 2014 as part of their garden plants, which also provide fruit for hornbills.
- 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 2022, making up a total of 12 juvenile hornbills bred since 2018. PLR's naturalist team also initiated a census method of data collection for the Oriental Pied Hornbill started in April 2022 to obtain their population data and prepare for future population control.

Safeguard Landed Species**Gaya Island Resort Wildlife Centre (GIRWC)**

- Identified ten new flora and 446 new 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 on Gaya Island.
- Carried out rescue work to treat injured wildlife before releasing them back into their natural habitats.

Tree Planting Initiatives

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

YTL Corporation

- A total of 500 trees were planted at Sentul Park under the Tree Planting Sponsorship Programme, a collaborative effort between YTL Corp and Yayasan Hijau.

The Ritz-Carlton, Koh Samui

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

Enriching the Mangrove Forest Gaya Island Resort (GIR)

- Established a mangrove nursery and developed a box planting method for saplings in 2014 to enrich coastline ecosystems.
- Boxes were initially constructed of recycled plywood but were later replaced with concrete hexagonal blocks for better durability and stability.
- A total of 3,000 mangrove saplings were planted and consequently flourished into shrubs, with a 75% success rate.

Adopting New Industry Standard Biodiversity Metric**Wessex Water**

- Wessex Water assessed the biodiversity value of all their landholdings of over half a hectare in size by using Defra's Biodiversity Metric 3.0, a new tool for measuring nature's gains and losses when there are changes in the way land is managed. It is now the industry standard biodiversity metric in the UK.
- Wessex Water's landholding value was revealed to be 14,348 biodiversity units, which is equivalent to 693 hectares of lowland mixed deciduous woodland, or 520 hectares of lowland meadow in good condition.

Biodiversity Action Plan (BAP)**Wessex Water**

- Wessex Water's BAP was the first corporate initiative of its kind to be based on the UK's BAP.
- The BAP has four key themes to help conserve and enhance biodiversity within Wessex Water's operational sites and more widely in the region that the company serves.



LIFE BELOW WATER INITIATIVES

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

- Over the years, GIRMC has rescued 23 turtles and released nine with two injured turtles being treated under a rehabilitation protocol.

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

- Saved 22,354 eggs from 96 nests and 4,821 hatchlings were released with a 22% success rate (most of the eggs were still in the incubation stage) in the current year.
- Since the inception of the programme in FY2016, a total of 95,748 eggs have been saved from 297 nests and 49,820 hatchlings were released.
- They resumed guest engagement activities (Visitors' Hut, nest checks, and hatchling releases) and have had over 3,298 guests visited to the hatcheries.

Reviving Seagrass Habitat**Gaya Island Resort Wildlife Centre (GIRWC)**

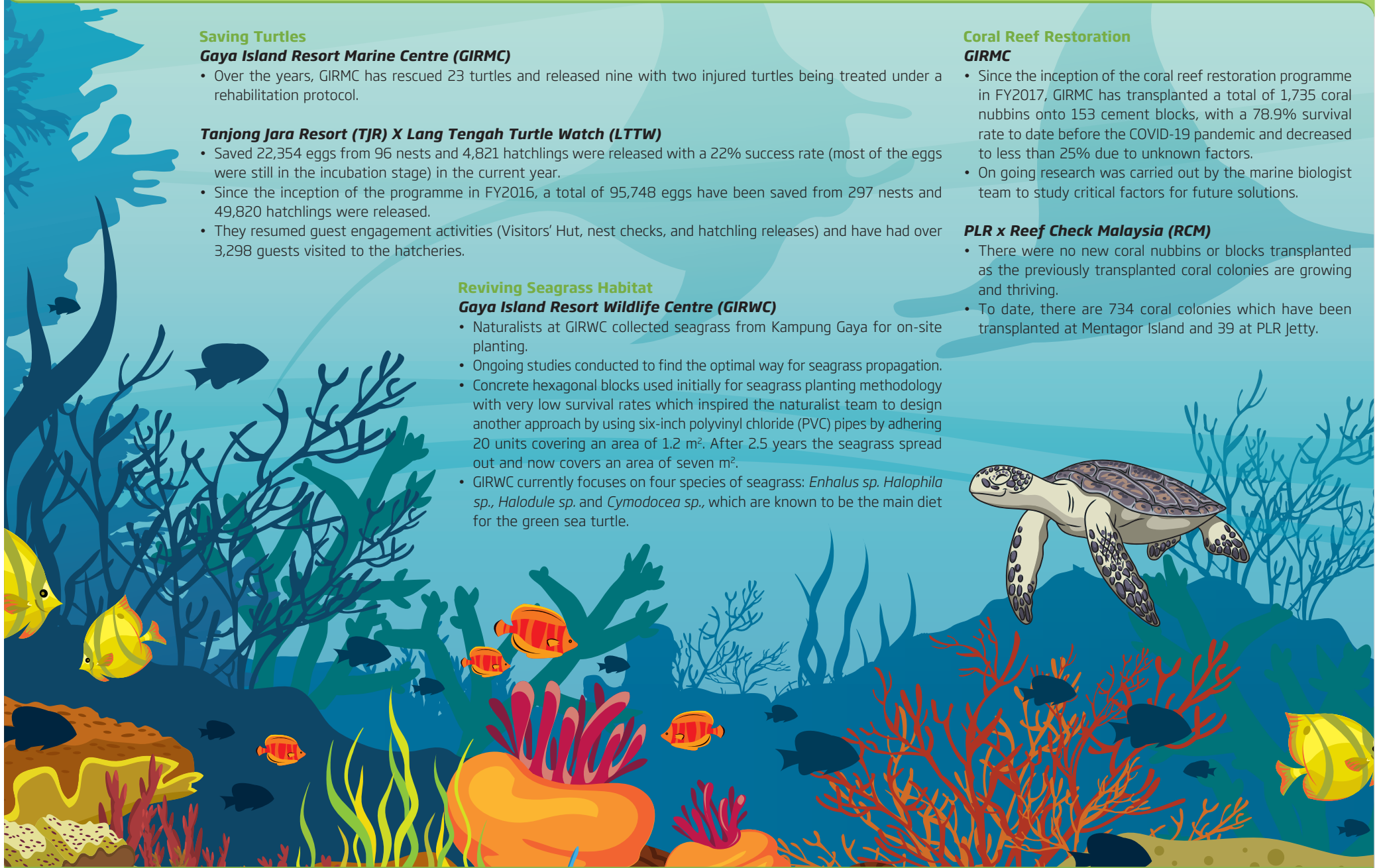
- Naturalists at GIRWC collected seagrass from Kampung Gaya for on-site planting.
- Ongoing studies conducted to find the optimal way for seagrass propagation.
- Concrete hexagonal blocks used initially for seagrass planting methodology with very low survival rates which inspired the naturalist team to design another approach by using six-inch polyvinyl chloride (PVC) pipes by adhering 20 units covering an area of 1.2 m². After 2.5 years the seagrass spread out and now covers an area of seven m².
- GIRWC currently focuses on four species of seagrass: *Enhalus sp.*, *Halophila sp.*, *Halodule sp.* and *Cymodocea sp.*, which are known to be the main diet for the green sea turtle.

Coral Reef Restoration**GIRMC**

- Since the inception of the coral reef restoration programme in FY2017, GIRMC has transplanted a total of 1,735 coral nubbins onto 153 cement blocks, with a 78.9% survival rate to date before the COVID-19 pandemic and decreased to less than 25% due to unknown factors.
- On going research was carried out by the marine biologist team to study critical factors for future solutions.

PLR x Reef Check Malaysia (RCM)

- There were no new coral nubbins or blocks transplanted as the previously transplanted coral colonies are growing and thriving.
- To date, there are 734 coral colonies which have been transplanted at Mentagor Island and 39 at PLR Jetty.



Feature Story - Wild Working at Wessex Water

Wessex Water was the first water company in the UK to publish a biodiversity action plan (BAP). The plan focuses Wessex Water's efforts on the goal of conserving and enhancing wildlife across the UK. The BAP sets out Wessex Water's aims to minimise impacts on wildlife and the natural environment from the delivery of their water and sewerage services and to work on halting or reversing biodiversity loss where it occurs on company land or because of company activities. Wessex Water also aims to contribute to efforts to maintain and restore ecosystem services across the region and support regional and national initiatives and projects to conserve and enhance wildlife.

Since 1998, Wessex Water has been busy delivering on projects to help wildlife in the UK, concentrating on five areas of work:

- managing Wessex Water's land for wildlife;
- ensuring impacts on the environment from Wessex Water's operational activities and development are minimised;
- supporting external biodiversity partnerships and projects through Wessex Water Partners Programme;
- working in river catchments to boost wildlife and improve water quality;
- collaboration with wildlife trusts to improve the health of rivers.

Managing Wessex Water's land for wildlife

Wessex Water owns or leases nearly 3,000 hectares (ha) of land, much of which is taken up by their treatment works and pumping stations. This includes more than 290 ha of land which is nationally protected and categorised as Site of Special Scientific Interest (SSSI), which is amongst the most important areas for wildlife in the UK. Wessex Water's management over the last two decades resulted in 99.5% of their SSSI land being classified in favourable or recovering condition. Wessex Water has assessed all of its landholding for biodiversity by 2020 with a view to bringing as many Priority Habitats (which represent some of the best habitats for wildlife) as possible into appropriate management.

As of March 2022, Wessex Water has:

- Assessed greater than 99% of over 2,150 ha of eligible non-SSSI land;
- Mapped more than 2,100 ha of terrestrial habitats;
- Put in place 62 Site Environment Plans, detailing the management needed on these sites to maintain or improve habitats, protect species or other important environmental features;
- Recorded all site visits and maintained a database of more than 2,757 surveys comprising 100,081 records of species. The information is also shared with six environmental records centres (ERCs) to make the findings accessible to the wider wildlife community.

Collaboration with the Wildlife Trusts

Wessex Water collaborates with Somerset Wildlife Trust, Dorset Wildlife Trust and Wiltshire Wildlife Trust to deliver cleaner rivers, good quality habitats for wildlife and more natural solutions for flood alleviation and carbon storage. The volunteer Water Guardians that Wessex Water has funded are part of this work, and the projects focus on areas near Wessex Water's assets, pollution hotspots and areas of particular environmental interest or importance across Somerset, Dorset and Wiltshire.





Minimising Impacts from Wessex Water's Activities

From new pipelines to new or extended treatment works, Wessex Water's environmental services team has the task of checking the potential impact that each new project could have on the environment and then taking steps to avoid or mitigate those potential impacts whilst ensuring necessary permissions are in place. Wessex Water has also invested hundreds of millions of pounds on thousands of schemes to improve their water supply and sewage treatment infrastructure.

As a result, Wessex Water has:

- i) Completed 8,260 environmental screening and management reports which identify potential environmental impacts and the necessary mitigation or consent for schemes since late 2000.
- ii) Carried out 2,337 ecological surveys on schemes since 2009. Wessex Water's ecologists walk pipeline routes and check sites to make sure any impacts on species, habitats, hedgerows and trees are understood and managed before construction works begin.
- iii) Became the first utility in the UK to have an in-house great crested newt detection dog, owned and trained by a member of Wessex Water's ecological team. It helps Wessex Water to sniff out the nocturnal amphibians and avoids harming or destroying their habitats.



Supporting Wildlife Through Wessex Water Partners Programme

Wessex Water's Partners Programme works with external conservation organisations to conserve and enhance biodiversity within the UK, but outside of their landholding and operations. The Partners Programme aims to complement Wessex Water's other strands of environmental work by supporting improvements to habitats ranging from rivers and wetlands to heaths and forests. To date, Wessex Water has funded five phases of the Partners Programme, which is inclusive of 60 projects worth a total of more than GBP1.5 million. In addition, Wessex Water also introduced a new range of small grants, with GBP5,000 made available every six months in 2015 and has now provided funding of almost GBP40,000 between 12 small projects. The list of current Partners Programmes supported can be found [here](#). ↗



Working in River Catchments

Wessex Water is committed to making a difference in the river catchments where they operate. The quality of water in rivers, streams and the aquifers from which Wessex Water abstracts water to supply to their customers face significant challenges and the causes extend beyond the water industry in the UK.

Since 2005, Wessex Water's pioneering catchment management work has sought to work with landowners and other stakeholders to improve the quality of water at sources around their boreholes and reservoirs. From 2015 onwards, Wessex Water moved up a gear to work more directly with these landowners and stakeholders to not only improve water quality, but also to enhance wildlife.

Wessex Water has worked across six catchments around Poole Harbour which vary in sizes, habitats and species. The outcomes include funding farmers to grow about 960 ha of cover crops, changing more than 150 ha of land from arable crops into no-input grassland and mapping more than 1,800 ha of the catchment for future biodiversity opportunities.

CLIMATE CHANGE

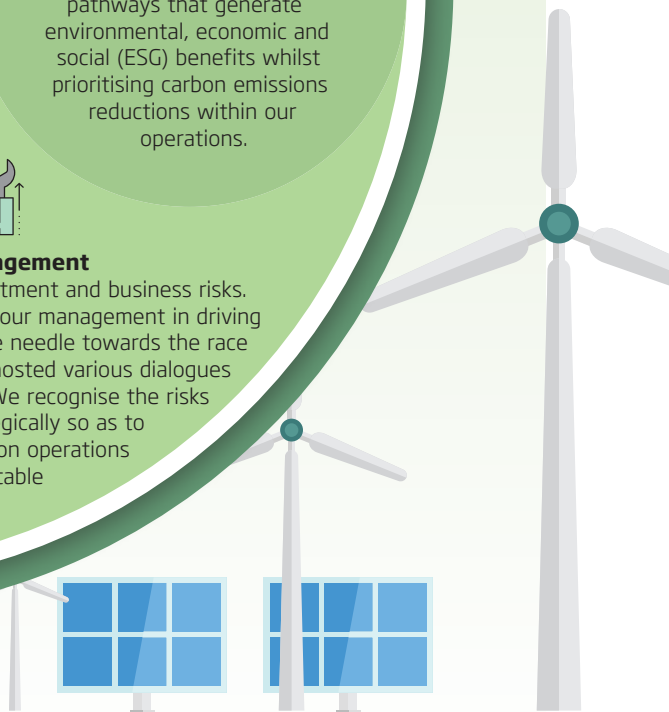
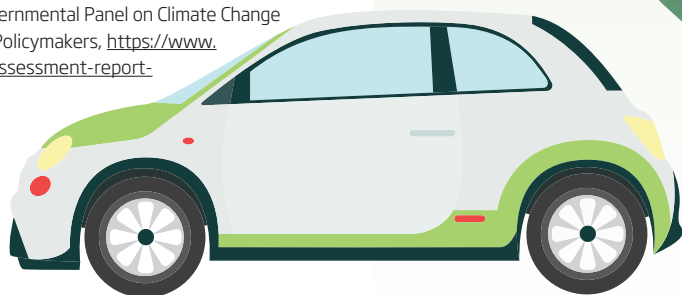
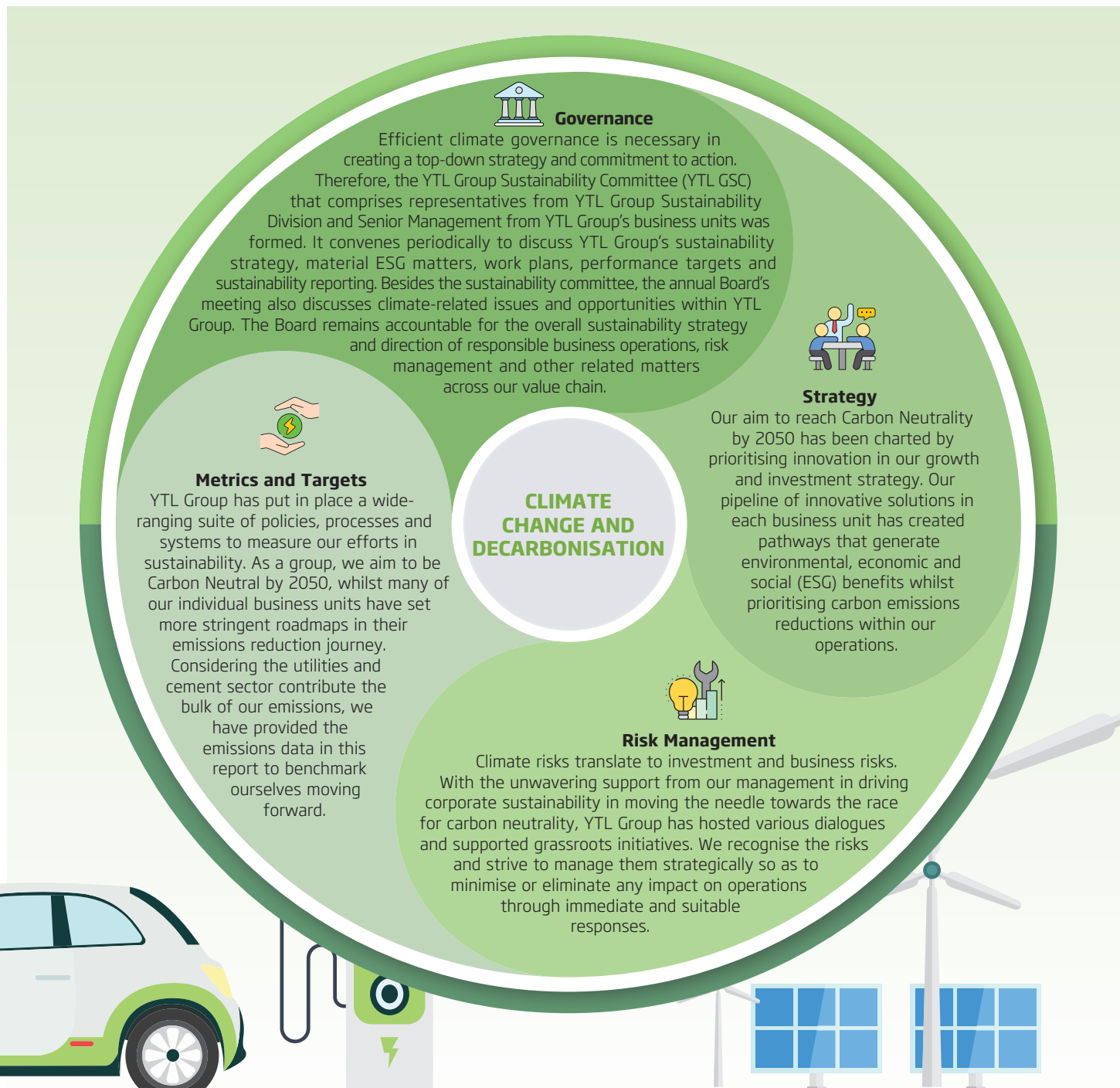
The Sixth Assessment Report of the UN Intergovernmental Panel on Climate Change (IPCC-AR6) shows that without the strengthening of policies beyond those that are implemented by the end of 2020, GHG emissions are projected to rise beyond 2025, leading to a median global warming of 3.2 °C by 2100⁴. In simple terms, we need to do much more to curb anthropogenic emissions.

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 appropriate carbon pricing, and continuously update our efforts to reduce, mitigate and adapt to climate change.

Management Approach

Our climate change and business strategy remain focused on reducing emissions, enhancing energy efficiency and adopting renewable energy technologies towards a low carbon future. As a group, we continue to enhance our environmental stewardship by meeting regulatory and investor expectations by improving transparency and disclosure of relevant indicators and measures across our businesses progressively.

⁴ Source: Working Group III contribution to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change Report-Summary for Policymakers, <https://www.ipcc.ch/report/sixth-assessment-report-working-group-3/>



Turning Climate-Related Risks into Opportunities

In assessing potential impacts through the financial lens and to better articulate climate-related risks that have financial impacts, we have curated this section that describes how YTL Group manages climate-related risks and opportunities.

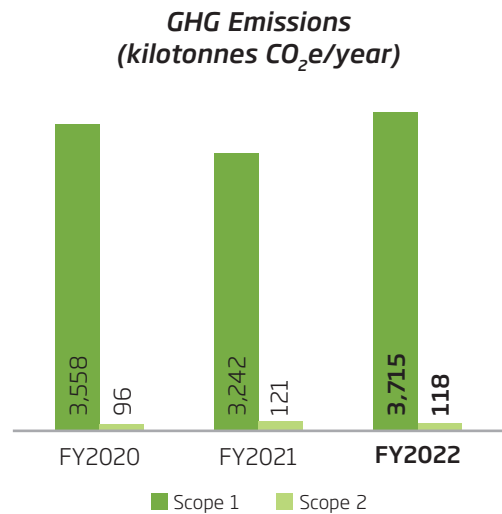
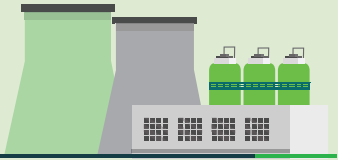
Risk Type	Description	Potential Financial Impact	Our Responses
Transition Risks			
Policy and Regulatory Risks	<ul style="list-style-type: none"> Enhanced emissions-reporting obligations Regulatory risks such as carbon taxes, changes in government policies and regulations, higher electricity tariffs, removal of energy subsidies etc. may pose challenges to maintain profitability and sustain growth 	<ul style="list-style-type: none"> Increased operating costs (e.g., higher compliance costs) Cost implications of carbon taxes Climate risks may lead to higher insurance premiums, and lower coverage Increased competition for materials suitable as alternative fuels 	<ul style="list-style-type: none"> Exploring new business models and green products where possible, improving operational efficiencies, accelerating decarbonisation and climate adaptation efforts as well as undertaking research and development that focuses on energy efficiency, digitisation, exploring alternative technologies, resource recovery and clean energy solutions for a low carbon and climate resilient transition. Developing a long-term strategy to ensure continued availability and affordability of alternative fuels. This includes equipping plants with the requisite technical skills and materials handling facilities. Working closely with our in-house carbon consulting company YTL-SV Carbon (YTL-SVC) to monitor and measure our emissions, and explore reduction, avoidance, in-setting and offsetting options where needed.
Technological and Industry Risks	<ul style="list-style-type: none"> Substitution of existing services and processes with lower emissions options Disruption in conventional products and operations as new technology displaces older systems 	<ul style="list-style-type: none"> Cost of installing new technology Higher costs for technologies that are at nascent stage of development Higher CAPEX due to early retirement of incompatible equipment 	<ul style="list-style-type: none"> Developing scalable alternative technologies with lower carbon footprint whilst maintaining technical, functional and economic qualities Continuous monitoring and advancement of existing systems and equipment. Prioritising innovation for growth and investment. Our innovation projects in green technology and digitalisation continues to grow, producing environmental, social and economic benefits. Recognising the importance of an orderly, planned transition supported by proven technical know-how. We have formed working groups to expedite the implementation of priorities defined by ESG committee(s). Regularly engage with external stakeholders and participate in seminars to share our ESG initiatives and how our products can contribute to sustainable building and development. Having a range of low carbon products that cater to different needs. We continue to develop and expand our product solutions to meet changing needs. Continuously explore technologies that reduce both costs and emissions.
Physical Risks			
Acute weather events such as heavy rainfall, floods, long-lasting droughts, heatwaves and storms	<ul style="list-style-type: none"> Risk of producing energy that has lower efficiency, higher expenses, and experiences more power outages—even as demand rises Floods causing structural and other damage leading to operations disruptions and loss of revenue Adverse weather events that impact supplier operations and deliveries of raw materials causing disruptions to production, and increased costs Risks to infrastructure networks (water, energy, transport, ICT) from cascading failures 	<ul style="list-style-type: none"> Tighter supply and higher costs of raw materials Loss of revenue due to lower productivity and operational efficiencies due to adverse weather conditions Increased insurance premiums in high-risk locations Increased costs for moving materials from alternative sources to support production 	<ul style="list-style-type: none"> Exploring and transitioning to renewable energy and low carbon use and expanding our renewable energy portfolio, and adopting clean energy solutions and technologies as alternatives to fossil fuels, where viable. To improve energy efficiency, we are integrating optimal energy management strategies, and investing in energy efficiency technology and equipment with partners through asset optimisation. To mitigate risks, some of our businesses include weather patterns in inventory planning and review the need to increase covered storage facilities. Ensuring flood emergency response plans are in place at sites exposed to flooding risks and our employees and contractors are trained in preparation for such emergencies. Many of our production sites have implemented various mitigation measures such as water flow studies, drainage system improvements, alternative access road maintenance and flood mitigation action plan reviews. Ensuring routine maintenance, and replacement/refurbishment of assets where required.
Chronic events such as rising temperatures and sea levels			

Greenhouse Gases (GHG)

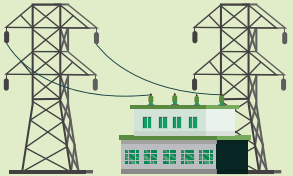
Recognising climate change as a significant risk that needs to be assessed and managed carefully, we measure and report our GHG emissions to develop a coherent climate strategy and go beyond being mitigation centric by creating awareness, sharing knowledge, and empowering communities to adapt to climate change, through various nature-based solutions and community-based adaptation plans and initiatives across our business units. With uncertainties occurring in the world such as the Russian-Ukrainian war, climate-related extreme weather events, global inflationary pressures, and the COVID-19 pandemic, it means that GHG reduction is vital in building resiliency over energy use and overall sustainable growth and sustainable development for the group’s businesses.

YTL Group measures GHG emissions of our core operations to ensure appropriate accounting of our emissions. We define our emissions boundary and scope in accordance with The GHG Protocol Corporate Accounting and Reporting Standard.

GHG Emissions Data^{5,6}

Scope 1
Direct emissions from the consumption of fossil fuels in our operations as well as vehicles owned or operated by our utilities (merchant multi-utilities, water and sewerage and telecommunications business operations) and refrigerant use in our water and sewerage and telecommunications business operations.



Scope 2
Indirect emissions from purchased or grid electricity consumption.

Our total emissions have increased slightly due to an increase in the use of fuel oil and diesel used for electricity generation in our Singapore power plant this year. This was due to natural gas supply pressure issues experienced in the first half of the financial year and the fuel supply issues sparked by the war in Ukraine in the second half of the financial year.

Our core operations are committed and aligned to implementing measures in emissions reductions with environmental standards that are aligned with international best practices. In FY2022, MCB continued to focus in operation improvement and energy efficiency, whilst they also started various initiatives on innovation, climate-related risks and opportunities and employee capacity building. YTL PowerSeraya’s goal is to reduce their carbon intensity by focusing on energy efficiency and exploring greener technologies. Meanwhile, Wessex Water has been making strides in emissions avoidance and removal initiatives, such as investing in renewables, promoting nature-based solutions and increasing the use of low carbon transport.

⁵ Emission factors used for calculation of emissions are sourced from Intergovernmental Panel on Climate Change (IPCC), Malaysian Green Technology Corporation, Energy Market Authority (EMA) Singapore, the UK Department for Environment, Food and Rural Affairs (DEFRA), Department for Business, Energy and Industrial Strategy (BEIS), and research commissioned by the UK Water Industry Research.













⁶ Main GHGs included comprise CO₂, CH₄, N₂O and refrigerants from our water and sewerage and telecommunications businesses based on the nature of their operations, and CO₂ from our merchant multi-utilities business as other emissions are negligible.

Feature Story - YTL Group's Transition towards Carbon Neutrality



As progress is made over time, these timelines may shift in positive direction and new aims may be added, particularly with the development of new businesses and technological advancements.



<p>01 Embrace energy efficiency in our operations</p> 	<p>02 Increase on-site renewable electricity capacity, where operationally and economically viable</p> 	<p>03 Explore and grow green business lines, where feasible</p> 	<p>04 Increased use of alternative fuels and the use of alternative raw materials</p> 	<p>05 Promote use of low carbon cement and concrete</p> 	<p>06 Explore long-term renewable power purchase agreements, where feasible</p> 
<p>07 Explore nature-based solutions and other removal technologies</p> 	<p>08 Explore emerging technologies such as hydrogen as fuel and carbon capture utilisation and storage (CCUS)</p> 	<p>09 Explore options for conversion to low carbon or renewable energy sources</p> 	<p>10 Clinker replacement and alternative cementitious material production</p> 	<p>11 Explore internal carbon pricing</p> 	<p>12 Establish position and strategy on renewable energy certificates (RECs) and carbon offsets for residual or hard-to-abate emissions</p> 

Note: These initiatives apply to selected business units in YTL Group

Short- and Medium-term Plans

Medium- to Long-term Plans

Feature Story: Malayan Cement (MCB): Roadmap to Carbon Neutrality 2050

MCB is committed to continuously improve the way they operate to protect and have the lowest possible impact on the environment. They aspire to be carbon neutral by 2050. Besides managing their environmental footprint, they aim to contribute to sustainable construction with environmentally-preferred cement and concrete solutions.

Production	Low Carbon Products	Sustainable Construction	CCUS
Present and mid-term			
<ul style="list-style-type: none"> • Implement efficient production best practices • Invest in process automation • Fuel substitution with alternative fuels • Use alternative raw materials • Invest in waste heat power generation and solar PV for clean energy 	<ul style="list-style-type: none"> • Substitute clinker with low carbon cementitious materials • Introduce a range of low carbon cement products for different applications • Promote ECOConcrete, their range of low carbon concrete 	<ul style="list-style-type: none"> • Promote transition to sustainable construction with capacity building programmes • Promote the use of low carbon cement and concrete • Introduce YTL Cement low carbon tools 	<ul style="list-style-type: none"> • Explore the use of captured CO₂ in alternative fuel production and low carbon concrete • Explore early-age carbonation curing of concrete
Mid- to long-term development			
<ul style="list-style-type: none"> • Decarbonated raw materials to partially replace limestone • Diversify clean energy portfolio with kiln electrification and hydrogen fuel 	<ul style="list-style-type: none"> • Clinker replacement • Alternative cementitious material production 	<ul style="list-style-type: none"> • Continue to support the transition to low carbon construction with product development and capacity building 	<ul style="list-style-type: none"> • Explore CCUS technologies
Foundation			
<ul style="list-style-type: none"> • People development • Regulatory framework promoting and supporting the transition to a low carbon economy 			

MCB's Focus Area

Key Emission Reduction Initiatives in FY2022



Production Process

- Optimising production efficiency.
- Fuel substitution with alternative fuels.
- Generating clean energy from residual heat.



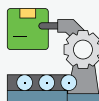
Low Carbon Products

- Ordinary Portland Cement contains up to 95% clinker. As clinker is responsible for the majority of carbon emissions in cement production, a key lever to reduce the emissions is by producing cement with lower clinker content. This is achieved by:
 - clinker substitution with supplementary cementitious materials, and
 - optimising mix design.
- Introduce a range of low carbon cement for different applications.
- Promote ECOConcrete, MCB's range of low carbon concrete.



Sustainable Construction

- Promote transition to sustainable construction with capacity building programmes.
- As market leaders, MCB recognises the need to lead the way and drive awareness to accelerate the transition towards sustainable construction. Amongst the actions taken are:
 - Involving architects and project specifiers in discussions on how products are used and embedding sustainability into project design.
 - Engaging with regulatory bodies such as the Construction Industry Development Board and Ministry of Environment and Water to lead change.
 - Driving awareness and initiating conversations on sustainable construction through webinars and seminars with MCB Seminar Series.



CCUS And New Technologies in Cement and Concrete Production

- Technical solutions to achieve significant reductions in emissions are not available at present. MCB is monitoring the development of new technologies, in particular, low carbon fuels, newer production technologies and CCUS.
- Decarbonisation will require the expansive roll-out of some emerging technologies which are not yet fully technically developed or economically feasible in the short- to mid-term. Successful implementation of decarbonisation projects will require coordinated support from various regulatory bodies, the financial sector and related industries. MCB will continue to explore new technologies whilst they invite their stakeholders to discussions around creating a supportive ecosystem for the advancement towards carbon neutrality.



Clinker Substitution

- Replacement of Ordinary Portland Cement (OPC) with low carbon cement is an important lever in reducing the carbon footprint of cement and concrete. However, Malaysia is still largely an OPC market.
- Market acceptance and regulatory frameworks to promote the use of low carbon cement are crucial in enabling further reductions in clinker. MCB is promoting change and transition to low carbon products by continuously finding ways to help the construction industry to learn about and use cement and concrete products that have a lower carbon footprints.
- To mobilise market change, MCB will introduce new product packaging for bagged cement. In addition, CO₂ reduction and environmental benefits will be displayed on the packaging to create awareness and help MCB customers select greener products.

Feature Story: YTL PowerSeraya: Energy Transformation in Progress

For YTL PowerSeraya, the ultimate aim is to realise the 60-30 Vision - Achieving a 60% reduction in GHG Emissions from 2010 levels by 2030. From internal projections of the GHG Emissions scenario from now to 2030, the company will see an increase in GHG emissions during the post COVID-19 pandemic period (2022-2025) with emissions peaking sometime in 2026-2027 and finally tapering downwards to attain the 60% reduction goal. The 60-30 will be fulfilled by:

- Maximising energy efficiency of the existing combined cycle and co-generation plants;
- Increasing renewables energy share via a mix of solar PV investments locally and renewable energy imports through the ASEAN power grid;
- Investing in low-carbon power technologies such as a blended or 100% hydrogen-fired power generation plants;
- Exploring carbon offsets through the use of eligible carbon credits.

Energy Transformation: 60-30 Vision



Feature Story: Wessex Water Aims to Achieve Net Zero by 2030

Wessex Water aims to achieve net zero carbon emissions from its operations by 2030, in line with the ambitious pledge made by all water companies in England. In summer 2021, Wessex Water published a route map detailing the main strategy and methods that will be pursued to reach this target. Some are established whilst others will require innovation.

Wessex Water will need to invest in a range of efficiency improvements; increase its use of renewable energy, transition to low carbon transport and nature-based solutions; and implement methods to combat emissions of methane and nitrous oxide from treatment processes.

For Wessex Water, a combination of energy efficiency improvements, renewable energy generation and rapidly falling carbon intensity of the UK grid electricity has led to steadily falling emissions over the last six years. They continue to look for energy efficiency opportunities to counteract rising energy use caused by tighter water and sewage treatment standards, and the operation of the regional water supply grid. This year, 12% of their electricity demand came from renewable electricity generated at their sites. The biomethane that was exported to the gas grid was 2.5 times the natural gas that was consumed in-house.

By 2040, Wessex Water aims for its entire business to be net zero, ten years ahead of the target for the UK as a whole. This will include the embodied carbon associated with construction materials, treatment chemicals and other products that it consumes. More information on Wessex Water’s transition to Net Zero can be found [here](#), and their strategic direction statement can be viewed [here](#).

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



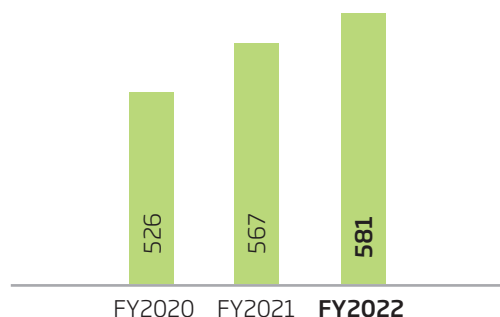
Note: The figures in this diagram represent the emissions reductions that Wessex Water believes can be achieved via the actions set out in the route map document. Items under 'business-as-usual' and 'readily available options', will occur in the 2020s, whereas the 'innovative technologies' are more likely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

ENERGY CONSUMPTION

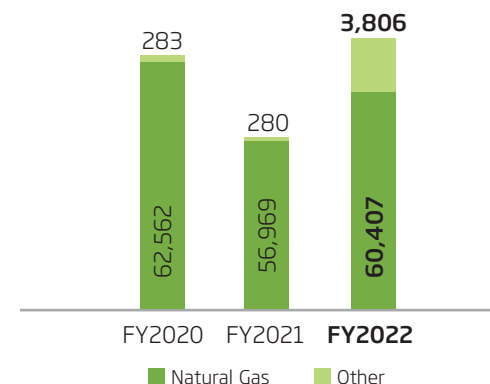
Aligned with global climate action ambitions, YTL Group makes every effort to monitor and consume energy with efficiency as a priority in our daily operations. Leveraging innovation is key to transform and proactively elevate our prevailing infrastructure with energy saving features across our operations and properties.

Energy Consumption Data

Total Grid and House Load Energy Consumption (Gigawatt Hours)



Total Direct Fuel Consumption (Tera Joules)



Energy consumption rose in tandem with an increase in power plant operations in Singapore. This comprises almost solely of natural gas although, compared to previous years, the greater use of diesel and fuel oil arose from fuel supply shocks resulting from the Ukraine-Russia conflict.

Energy Efficiency and Innovation Initiatives

YTL Group

- Building Management System (BMS)
- Energy Efficient Appliances
- Design Optimisation
- Employee Awareness

Outcomes:

- Integration 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 walkways, maximising natural lighting and ventilation.
- Chiller and lift optimisation and modernisation.
- Employee awareness, including unplugging or switching off electronic appliances when not in use.



Malayan Cement (MCB)

The ISO 50001 Energy Management System (EnMS) certification, which is based on the management system model of continual improvement, requires the integration of energy management into overall efforts to improve quality and environmental performance.

Outcome:

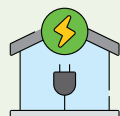
80% of MCB's integrated cement plants are ISO 50001:2018 certified.

YTL PowerSeraya

- Periodic preventive maintenance of combined cycle and co-generation power plant
- Continual energy efficiency initiatives

Outcomes:

- Overall efficiency of the entire power station saw a marginal decrease to **52.03%** (as compared to 53.2% in FY2020) due to fuel supply issues arising from the war in Ukraine.
- The installation of Variable Speed Drives for Boiler Feedwater Pumps for Cogen40 plant unit is estimated to save around **3,400 MWh/year**. The annual abatement is estimated to be around **1,400 tCO₂e**.
- The Cogen40 plant unit efficiency recorded a **0.27%** efficiency improvement which translates to **63,943 GJ** and **3,590 tCO₂e** savings per year.

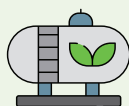
Wessex Water

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 programmes;
- 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.



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 the Bristol water recycling centre.

Outcomes:

- **12,673,595 m³** of biomethane was generated in FY2022.
- 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.

Outcomes:

- **12,673,595 m³** biomethane fed into the grid in FY2021.
- **25,618 tCO₂e** saved⁷ through the displacement of natural gas.

⁷ Associated green gas certificates are sold to third parties and thus these savings are not attributed to Wessex Water.

ERL Maintenance Support (E-MAS)

E-MAS's Infrastructure Department (INF), over the years, has strategically improved lighting and modernised other fittings to ensure consistent reduction of energy consumption.

Outcomes:

- For FY2022, INF has changed 15 pieces of 400 W spotlight with 15 pieces of **120 W energy savings spotlight**.
- With 12 hours of use per day, E-MAS saved **50.4 kW/h/D**.



Express Rail Link (ERL)

Raising public awareness on reducing carbon emissions through the use of public rail transport.

Outcome:

- Reduced a total of **142,664 tCO₂e** from 2015 to 2022, equivalent to approximately four million cars taken off the road from KL Sentral to KLIA every year.



YTL Hospitality REIT

Sydney Harbour Marriott Hotel

Formed partnerships with 28 partner members and 12 associate members to promote sustainability in Australia's accommodation and entertainment sectors.

Energy saving initiatives includes:

- Upgrade of chiller water plant system with Chiller Plant Optimiser (CPO)
- Technical study on hot water system upgrade

Outcomes:

- Reduced **3% electricity consumption** by 2022.
- Reduced **2.5% natural gas consumption** by 2022.



Brisbane Marriott Hotel

- LED coffer lights - selected common area
- Main kitchen ice machine replacement

Outcomes:

- The replacement of 164 m of halogen lighting with LED strip lighting is estimated to have saved **50.5%** in energy consumption or **6,462 kWh** annually.
- Replacing end-of-life equipment, the new ice machine has provided increased capability to harvest up to **250 kg** of ice per day whilst reducing energy consumption by **45%** compared with the old ice machine.



Melbourne Marriott Hotel

Make a Green Choice - Guests had the option to convert their daily housekeeping services into Marriott Bonvoy points as a reward for their lower environmental impact.

Outcome:

- Due to the COVID-19 pandemic, there was a reduction in the number of guests opting for the **"Make a Green Choice"** initiative.



Renewable Energy (RE)

The energy market expansion this year has once again demonstrated the essential role of renewables in enhancing energy security, in addition to the well substantiated potential to reduce emissions. RE sources are virtually inexhaustible and have 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 is committed to implementing renewable energy integration projects. This can be seen across our business units as we continuously expand the generation and use of renewable energy to facilitate the transition process and minimise our environmental footprint.

Type of RE	FY2022		
	Capacity installed	RE generated	RE consumed within YTL
Solar Energy	1,269 kWp	1,426,530 kWh	239,345 kWh ^B
Waste/Residual Heat Recovery	12 MW	52,584 MWh	52,584 MWh
Micro Hydro	340 kWh	2,030,525 kWh	1,893,503 kWh
Biogas	5.75 MW	24,702,274 m ³	8,621,551 m ³
Biomethane	-	12,673,595 m ³	-

Renewable Energy Initiatives

YTL PowerSeraya

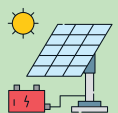
Solar Energy Generation and Product Offerings

Installed solar PV panels with a capacity of 969 kWp at their Jurong Island Power Plant.

Geneco SG's Power Eco Add-On plan for residential customers gives them an opportunity to reach **100%** carbon neutrality for the electricity they consume either through solar energy purchased via Renewable Energy Certificates (RECs) or by offsetting the carbon emissions from the electricity they consume through the purchase of Carbon Credits.

Geneco SG's also offers three electricity plans for commercial and industrial customers, namely:

- 1) Go Green Plan - to help customers offset carbon emissions (via carbon credits) arising from their electricity consumption.
- 2) Go Clean Plan - to fulfil customer demand for **100%** renewable electricity through the use of RECs.
- 3) Biz Sunny Plan - to provide customers with the flexibility to choose the proportion of solar energy in their total electricity mix through the use of RECs originated from solar PV installations owned and operated by YTL PowerSeraya.



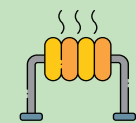
Outcome:

- **1.19 GWh** of solar energy was generated in FY2022 and used to provide green energy options to YTL PowerSeraya's customers.

MCB

Waste Heat Recovery

In addition to energy efficiency, MCB generates clean energy from waste or residual heat at one of its plants.



Outcome:

- In FY2022, it replaced **52,584 MWh** of external purchased electricity with power generated from waste heat. This translated into savings of almost **29,000 tCO₂**.

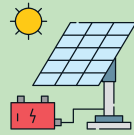
^B For solar installation at YTL PowerSeraya, solar energy is attributed for use by Geneco SG customers via the retirement of RECs on their behalf. Hence, the figures here exclude consumption of solar energy generated at YTL PowerSeraya's owned premises.

Wessex Water

Solar Panel Installation

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.



Outcomes:

- **240 MWh** of solar energy was generated in FY2022.
- Wessex Water’s overall electricity usage in FY2022 was **10 GWh** lower than the average over the previous two years.
- **12%** of Wessex Water’s electricity demand came from renewable energy generation on-site.
- Wessex Water is assessing its operational sites and landholding for further solar generation potential as well as suitable candidate sites to take renewable generation beyond its own assets or landholdings.

Electric Vehicles (EV) Adoption

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 miles covered each day have a minimum impact on the environment, helping to improve air quality and reduce CO₂ emissions. This is conducted through partnerships with third-party renewable energy generators.

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.



Biogas and Biomethane

Using anaerobic digestion of sewage sludge and food waste, Wessex Water creates biogas that is either used to generate electricity (at five of their sludge treatment centres) or is refined into biomethane (at Bristol and Trowbridge) that can be injected into the gas grid or used as a renewable fuel for transport or power generation.

Outcome:

- Since 2019, 33 GWh of renewable electricity from sewage sludge and hydro was generated, 8 GWh was consumed from on-site food waste digestion and **11 million m³** of biomethane derived from sewage sludge was exported.



Community Climate Adaptation Initiatives

YTL Corp (YTL Group)

Earth Hour

- YTL Group continues to its support Earth Hour, joining the global collaborative effort to send a powerful message of hope and action on climate change.
- Multiple 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.
- The one-hour lights-off activity resulted in savings of approximately **398 kg CO₂** across YTL Group.



Wessex Water

Partnership through The RESCCUE Project

- 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 the characterisation of hazards, risks and resilience assessment, and strategies to be implemented to improve resilience. Details can be found [here](#). ↗

Micro-hydro

Hydro units operating at three locations:

- i) Maundown Water Treatment Works (WTW): 320 kW
- ii) Ashford WTW: 15 kW
- iii) Hawkridge (Spaxton) Reservoir: 5 kW

Outcome:

- **1.86 GWh** of hydro energy was generated in FY2022.



ATMOSPHERIC EMISSIONS

Atmospheric emissions are emissions or entrainment processes that may result in air pollution which is harmful to the atmosphere, human, flora and fauna and ecosystem health. We are constantly monitoring our atmospheric emissions from our power and cement operations through ISO 14001 Environmental Management Systems. This is part of our regulatory compliance mechanism in addition to the existing pollution abatement technologies that have been deployed to reduce emissions. We are working to better understand and quantify atmospheric emissions and continually seek opportunities for improvement.

All MCB cement plants are compliant with the Environmental Quality Act 1974, Environmental Quality (Clean Air) Regulation 2014 ("CAR 2014"). The CAR 2014 which stipulates that particulate emissions of cement kilns is reduced from 100 mg/m³ to 50 mg/m³, NO_x emissions are limited to not more than 800 mg/m³, mercury at 0.05 mg/m³ and PCDD/PCDF no greater than 0.1 mg TEQ/m³.

MCB plants perform regular preventive maintenance to enable the installed emissions control systems to consistently perform at optimum levels. MCB cement plants are equipped with continuous emissions monitoring systems with a data interface system for direct view by the Department of Environment (DOE). In addition, the plants submit quarterly and annual emissions performance reports to the DOE.

The annual emissions monitoring is conducted by a third party DOE-accredited contractor to determine operational compliance to regulatory limits as well as calibration of emissions monitoring systems. During this annual testing, additional parameters such as dioxin and furan are reviewed, as required by regulations. The contractor's report is then submitted to the DOE as proof of compliance.

YTL PowerSeraya's power plants undergo source emissions testing under the Singapore National Environment Agency (NEA)'s Source Emission Test scheme. Under this scheme, the company engages accredited laboratories under the Singapore Laboratory Accreditation Scheme (SAC-SINGLAS) to conduct source emissions testing for particulate matter, carbon monoxide and NO_x once per year. The test results are submitted to NEA for monitoring and follow-up action to ensure air emissions are kept to prescribed air emissions standards. Since SO₂ emissions are controlled by limiting the use of fuels at power plants to 1% sulphur content subject to NEA approval, source emissions testing requirements for SO₂ are not required and are only carried out upon request by NEA.

All of Wessex Water's combined heat and power (CHP) systems with a permit were tested and passed their emissions tests.

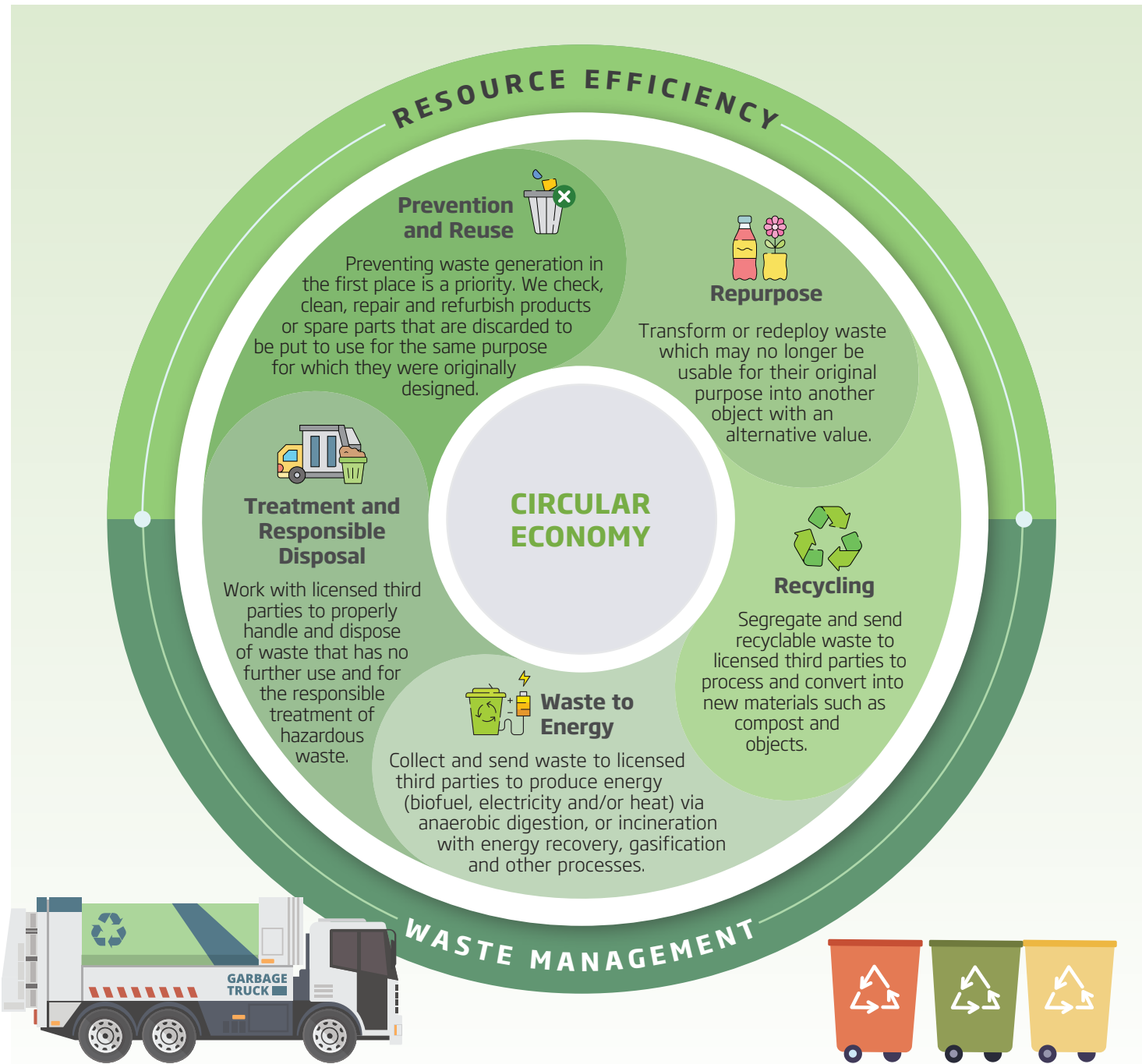


WASTE MANAGEMENT AND RESOURCE EFFICIENCY

The increasing volume and complexity of waste associated with the modern economy are posing a serious risk to ecosystems and human health. In 2016, the World Bank⁹ stated that the world generates about 2.01 billion tonnes of municipal solid waste annually and it is estimated that waste generation will increase by 70 percent to 3.4 billion tonnes by 2050 due to rapid population growth, accelerating urbanisation, industrialisation and inefficient waste management systems. The situation is alarming and all of us should start taking immediate action to deal with the waste problem before it causes even more damage to the natural environment.

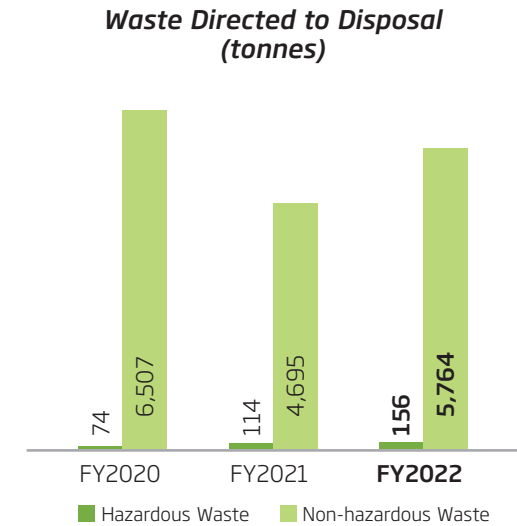
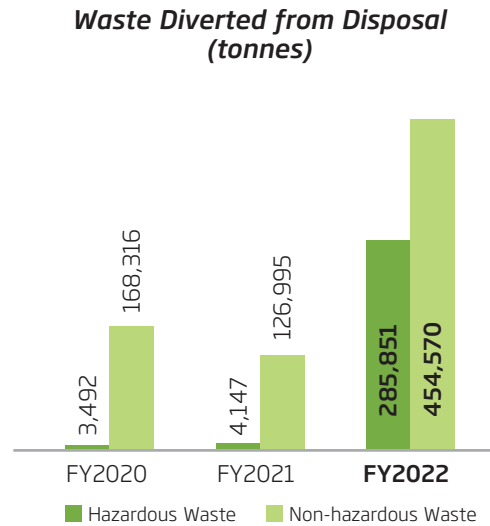
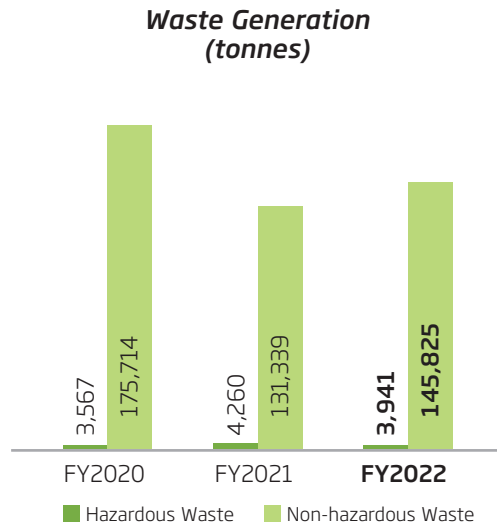
Management Approach

At YTL Group, we place a strong focus on the importance of resource efficiency at all our business units by ensuring all resource use is carefully planned, efficiently utilised and processed to optimise use of the limited natural resources available. We work closely with our stakeholders on waste management to minimise unnecessary consumption and waste as well as to explore innovative opportunities, partnerships and solutions to achieve zero waste targets and transition to a truly circular economy. YTL Group places a strong emphasis on engaging licensed third-party contractors to handle hazardous waste generation, storage and responsible disposal and at the same time adhering to best practices and local regulatory requirements as well as our EMS policy.



⁹ Source: <https://datatopics.worldbank.org/what-a-waste/trends-in-solid-waste-management.html>

Waste Generation



Our waste-related performance has improved over the years, owing largely to optimised operating processes across our business units. In FY2022, we have also expanded our data coverage to include MCB’s waste-related data. As a result, there was a significant surge in waste diverted from disposal for both hazardous and non-hazardous waste due to the inclusion of data from MCB’s sustainable waste management services which utilises suitable waste from other industries as a substitute for raw materials and/or fuels in clinker production. This helps to convert the traditional model of cradle-to-grave into the sustainable model of cradle-to-cradle.



Food waste is collected in the Bio-Bee and brought back to GENeco UK’s anaerobic digestion plant in Bristol. The waste is depackaged - and plastic is removed - and is then used to produce sustainable biomethane derived electricity for homes and communities

Ongoing Waste Avoidance and Diversion in Action



Reduction

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.

Outcome:

- In 2021, we refined our target and shifted our priority to eliminate only avoidable SUP as we noticed that certain SUP items play crucial roles in our business operations with either no other solutions currently available or where it is simply not yet financially viable to eliminate.

YTL Hotels

- Various initiatives were implemented to reduce the use of avoidable SUP across hotel operations by replacing plastic and/or disposable straws, bottles, cutlery as well as containers, amenities and toiletries with environmentally friendly alternatives.

Outcomes:

- More than **1.77 million** units of avoidable SUP are saved annually from our hotel operations.
- The COVID-19 pandemic's impact on business and sensitivity to hygiene practices have slowed the progress of phasing out avoidable SUP, but efforts to reduce plastic whilst maintaining hygiene and safety are resuming as business recovers.

Wessex Water

- Released a plastic position statement a few years back which highlights 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:
 - a) Operational waste plastic - arising from Wessex Water's business operations.
 - b) Plastic in the water cycle - plastic that has entered water sources, sewers and treatment works.
 - c) Plastic used by customers - especially SUP bottles for hydration purposes.

Outcomes:

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

E-MAS

Use of Green Wipes and Paper Use Reduction

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

Outcome:

- Reduced Solid Waste 410 (SW410) disposal from 3.24 tonnes in 2019 to **0.97 tonnes** in 2021.

Paper Use Reduction via Digitalisation

- Initiated in 2020, E-MAS aims to reduce paper consumption and encourage digitalisation across the company with the target of a **15%** reduction in paper consumption compared to 2019.

Outcome:

- Exceeded its target in 2021 with the achievement of 45% reduction in paper consumption via their optimisation on documentation processes as well as an emphasis on digitalising records, documentation and recruitment activities.

Wessex Water

Tree Planting for e-billing Adoption

- 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 combined with tree planting. As a result, Wessex Water partnered with The Woodland Trust to support tree planting across the region.

Outcome:

- Wessex Water continues to encourage customers to switch to e-billing. To date more than **139,000 customers** have signed up for e-billing services.



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 typically falls well within ASTM International and International Electrotechnical Commission (IEC) standards prescribed values. Thus, the oil is considered certified for continuous use.

Outcome:

- Avoided **22 tonnes** of power transformer insulating oil waste throughout the 23 years of oil-immersed power transformer operations.

YTL Hotels - Refurbish Old Furniture

- Various pieces of old furniture and equipment were taken out from storerooms to be reconditioned and/or refurbished to use in the hotels instead of disposing of them.

Outcome:

- Reduced the need to procure new furniture and equipment, saving time and money to procure new items and also in disposing of old items.



Recycling

YTL Hospitality REIT (Brisbane Marriott Hotel, Melbourne Marriott Hotel & Sydney Harbour Marriott Hotel) - Cultivating Waste Recycling Behaviour

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

Outcome:

- **313.9 tonnes** of waste recycled in FY2022.

YTL Construction - Go Green and Recycling Campaign

- Launched in 2019 to create employee awareness on waste reduction and to promote recycling in administration offices and site offices.
- Activities that took place include the distribution of monthly newsletters, internal competitions and online awareness talks.

Outcomes:

- **82 kg** of recyclable items collected from site office employees and sub-contractors.
- **Six** online talks organised to raise awareness.

Express Rail Link - 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.

Outcomes:

- **1,125.9 kg** of clothes and **94 kg** of plastic waste collected and recycled in collaboration with Community Recycle for Charity (CRC).
- **23 kg** of Tetra Pak cartons, plastic caps and straws collected from July 2021 to April 2022 and recycled in collaboration with Tetra Pak Malaysia.



Food Waste Diversion

GENeco UK - Zero Waste to Landfill Project

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

Outcome:

- In FY2022, Bio-Bee collected over **1,610 tonnes** of food waste which can fuel a Bio-Bee vehicle for **720,000 miles** or power over **190 homes**.



YTL Hotels - Food Salvage Operations

- Menu ingredients were standardised across selected hotels to use the same food ingredients, which allows the transfer of underutilised food items from one outlet to another where there is higher demand.

Outcome:

- Reduced total food cost across participating hotels, and consequently minimised the wastage of food ingredients.

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 is treated at GENeco UK's Bristol Bioresources and Renewable Energy Park, where it generates renewable energy and biofertilisers.

Outcome:

- The next instalment of the campaign, "Stop Bin-digestion", provides leaflets and stickers as awareness tools to encourage local residents to reduce food waste and practise waste separation.



The Circular Innovation

Geo Alam Environmental (GAE) - Co-processing

- MCB's cement plants process and utilise waste materials otherwise disposed of, to partially replace traditional fossil fuels and raw materials in clinker production. As a result, the traditional industrial material utilisation model of cradle-to-grave has been converted into a more sustainable model of cradle-to-cradle.
- GAE also provides long-term solutions to industries and retailers to divert their waste from landfills, putting these into recycling value chains and repurposing as alternative resources in cement production.

Outcomes:

- Through this industrial symbiosis, GAE is able to reduce the carbon footprint of both cement plants and waste generating industries, whilst conserving natural resources.
- In FY2022, MCB's cement plants co-processed and used **596,617 tonnes** of materials.
- MCB has also conducted technical reviews at its cement plants to identify plant potential and actions required to increase co-processing activity. MCB has plans to further improve its co-processing performance.

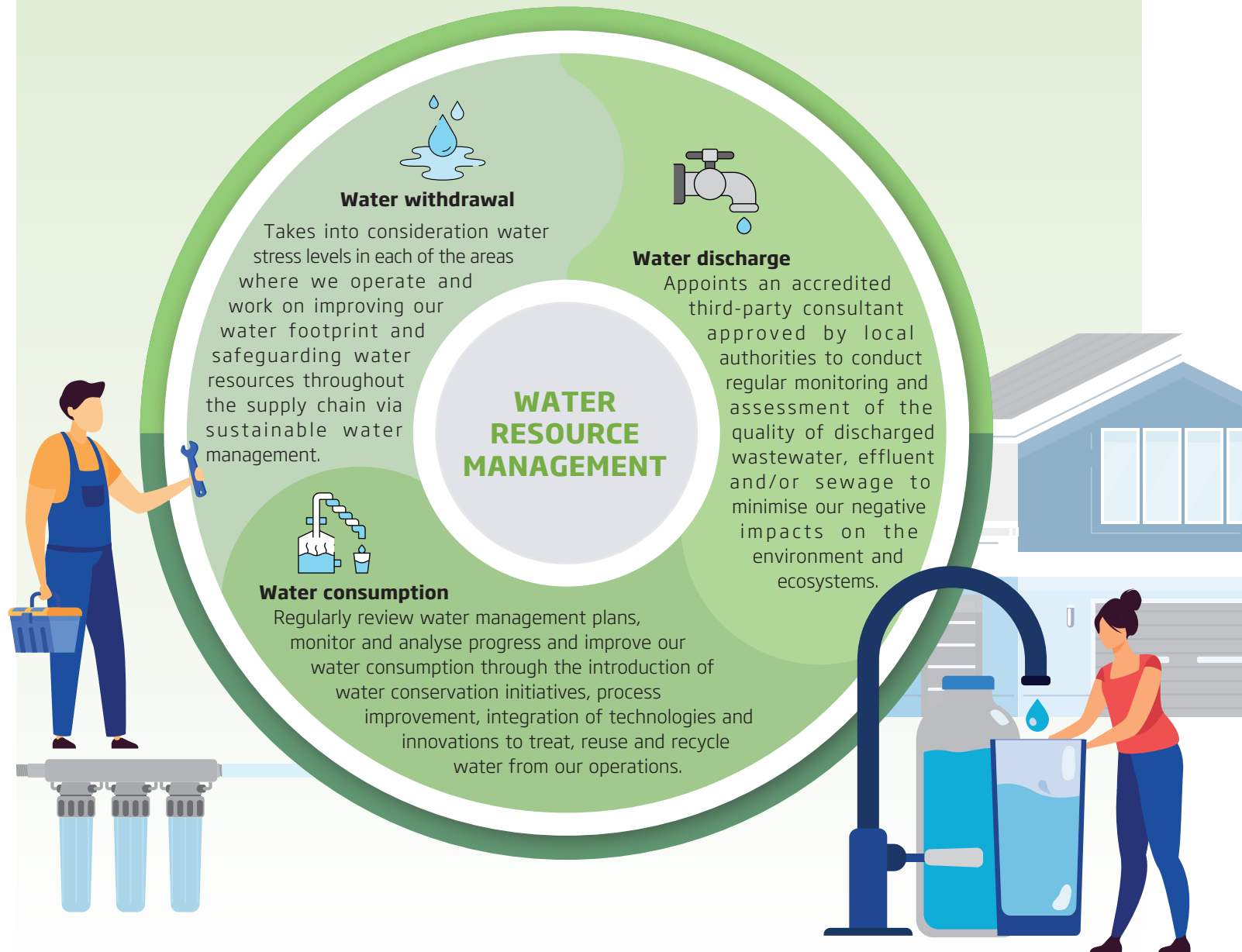
WATER STEWARDSHIP

Water touches every aspect of development where it drives economic growth, supports healthy ecosystems, and is essential for life itself. However, the gaps in access to safe water supply and sanitation, growing populations, are made more challenging due to more water-intensive patterns of growth, increasing rainfall variability, and pollution. These are combined in many places to make water one of the greatest risks to economic progress, poverty eradication and sustainable development. In fact, the World Economic Forum¹⁰ stated that the gap between global water supply and demand is projected to reach 40 percent by 2030 if nothing changes from business as usual.

High water stress has many undesirable consequences, such as hindering the sustainability of natural resources and hampering economic and social development, all of which tend to disproportionately affect the most vulnerable. According to the World Resources Institute’s (WRI), the updated hydrological model of WRI’s Aqueduct tool has classified countries into categories according to their baseline water stress levels. The water stress level of countries where YTL Group operates are as follows – Malaysia: Low, Singapore: High, the UK: Low-Medium. We acknowledge the risks of water stress and will continue to improve our water management plans across YTL Group.

Management Approach

In order to minimise the potential impacts of water stress in our operations, we focus on practising sustainable water management, improving and optimising water efficiency, strengthening water conservation efforts, and improving our respective water footprint as part of our commitment to enhancing water resilience of our operations.

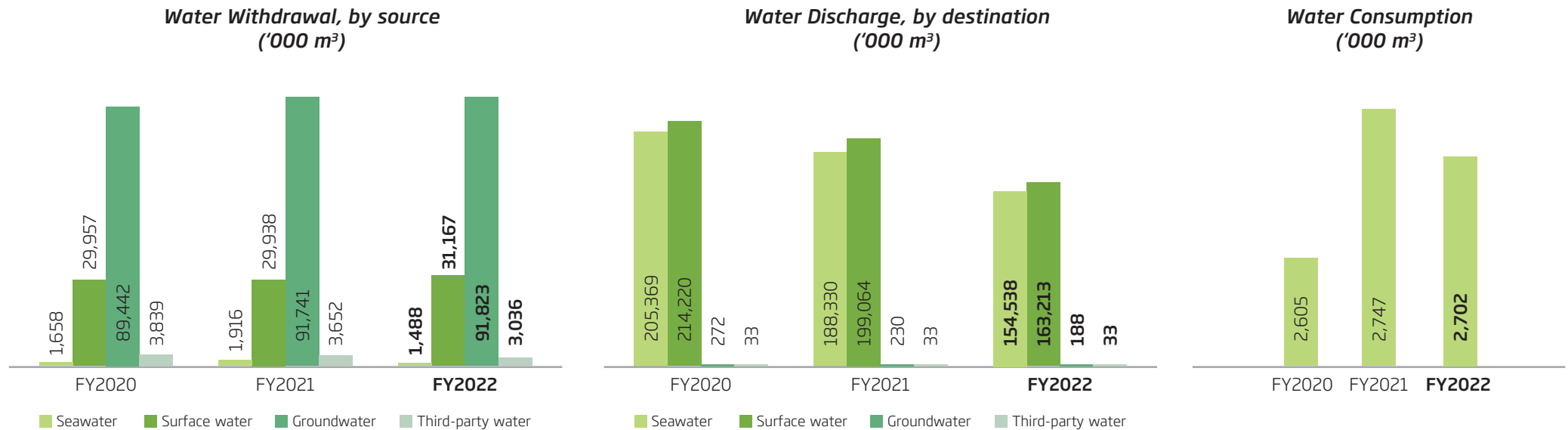


¹⁰ Source: <https://www.weforum.org/impact/closing-the-water-gap>

YTL Group’s sources of water withdrawal consist of municipal water supply and NEWater (reclaimed water), recycled water, surface water, groundwater and seawater. Our merchant multi-utilities business mainly uses water for power plant processes (i.e. electricity and process steam generation) with small proportions for domestic use (i.e. toilets, pantries, canteens) and the production of potable water. Our water and sewerage business converts non-potable water to potable water and processes their customers’ sewage water before discharging back to the water bodies. Our offices, retail malls and other businesses use water for drinking, cleaning, landscaping and other general purposes.

All trade effluent from our operations are treated and discharged to water courses or sewer systems in accordance with the environmental discharge limits and effluent standards in countries where we operate. Over the years, we have consistently achieved 100% compliance with water discharge quality under local standards and there were no significant chemical or oil spills into water bodies during the reporting period.

Water Resource Management Data



There has been no significant trend in YTL Group’s water withdrawal over the years, and the fluctuations in data are largely due to the size of our capital programme, which varies from year to year. However, there was a noticeable reduction in YTL Group water discharge, mainly due to the weather in the west of England during FY2022 being drier than the two previous years. The numbers disclosed include rainwater that enters our water and sewerage business’ sewer systems; consequently, a drier year leads to less water being received, treated and discharged by our water and sewerage business.

There was a slight reduction in YTL Group water consumption, mainly due to optimised operating processes across our business units as well as lower steam sales for our merchant multi-utilities business in Singapore. The lower water consumption number observed in FY2020 is mainly due to the impact of the COVID-19 pandemic which affected the business operations across YTL Group.



Rainwater Harvesting

YTL Hotels and E-MAS

- Catchment from rainwater harvesting is used for cleaning trains, landscaping and irrigation purposes.

Outcome:

- Rainwater harvesting has reduced stormwater runoff from properties and partially reduced municipal water use.



Use of Water Efficiency Fittings and Devices

YTL Hotels

- Use of leakage detectors and low flow fixtures including shower heads, water faucets and smart controllers.

Outcome:

- Water saving hardware has contributed to the reduction of water use.

Brisbane Marriott Hotel

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

Outcomes:

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

Sydney Harbour Marriott Hotel

- Conducted water use assessment and benchmarking to map 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.



Customer Engagement

YTL Hotels

- Encourages hotel guests to reuse towels and bed linen in order to reduce transportation, water and detergent use.

Outcome:

- The promotion of behavioural change has contributed to a significant reduction of water use.

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, its website and social media platforms.

Outcomes:

- Launched a digital engagement tool - GetWaterFit, through their partner Save Water Save Money which helps customers to understand their water use patterns. Last year, more than **14,000 customers** signed up for the tool.
- The full Home Check service, which provides in-home water efficiency advice and the fitting of water saving devices, was relaunched in April 2022.



Alternative Water Sources

Gaya Island Resort (GIR)

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

Outcomes:

- Since 2012, the RO water treatment plant has been supplying the whole resort with clean water which is safe for drinking and bathing.
- As such, GIR has achieved self-sufficiency in terms of water supply and avoided the use of water barges to transport drinking water to the resort which has avoided related emissions.

YTL PowerSeraya

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

Outcomes:

- 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 is **70.8%** from desalinated water and **29.2%** from NEWater supply.


Feature Story - Wessex Water's Net Positive Impacts on Water Resources

Wessex Water is a regional water and wastewater services company in the UK and it supplies potable water to over 2.8 million customers across South West England. Throughout FY2022, Wessex Water was 100% compliant with the quality of their wastewater discharged and 97% compliant with the licences that control how much water Wessex Water can take from the environment.

Wessex Water's business operations includes the withdrawal of non-potable water from sources such as surface water and groundwater and processing it into potable water before distribution to customers. At the same time, Wessex Water also treats wastewater from residential and commercial customers to remove harmful chemicals, heavy metals, pathogens, acids and bases, and toxic organic compounds before discharging them, minimising any potential negative impacts on water bodies. Over the years, the amount of treated water discharged has been higher than the amount of water withdrawn from the water bodies, which allows Wessex Water to create net positive impacts to water bodies. Various initiatives have been undertaken by Wessex Water as follow:



Water Resource Management Planning

Wessex Water released its 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 laid out its commitment to reduce leakages by 15% by 2025 and work with their customers to support reductions in the use of water through metering and water efficiency programmes. This year, Wessex Water has managed to reduce leakages by two million litres a day to 64.4 million litres a day and it is on track to meet their target of leakage reduction. For more details, please visit Wessex Water's [website](#). 



Customer Support and Education

Wessex Water encourages customer engagement with and awareness of their local water services through water efficiency and sewer misuse prevention programmes. Wessex Water runs the Home Check Programme for their customers to offer checks for leakages which are fixed for free. They also fit free water-saving devices and provide water-saving advice for customers. In 2021, Wessex Water launched a digital water use calculator tool - GetWaterFit - that helps customers understand their usage and order free water-saving devices.

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



Supporting Water Industry

Wessex Water Marketplace is a hub where companies publishes challenges and/or outcomes needed, allowing the market to propose solutions rather than asking for a price for a pre-determined answer. It helps to stimulate industry players to be innovative and helps to bring new ideas and/or solutions to the challenges faced by Wessex Water.

During the COVID-19 pandemic, Wessex Water worked with the UK Government to conduct sewage monitoring as part of an advance warning system to detect new outbreaks of coronavirus. Wessex Water is also supporting the University of Bath with COVID-19 surveillance research by providing influent samples from their water recycling centres. Research developments from the consortium will be shared with the national surveillance teams to avoid duplication of work and to share knowledge in this novel field of research.



Pollution Control and Storm Overflow Monitoring

Wessex Water has been working to detect problems as they start to build up in sewers by utilising an intelligent blockage detection system. This system has helped reduce pollution from 87 incidents in 2020 to 72 incidents in 2021. However, five of them were classed as serious incidents, which is worse than Wessex Water's internal target.

In addition, Wessex Water is in the process of extending artificial intelligence monitoring software to all 1,300 of their storm overflows. Storm overflow discharge hours dropped by 36% between 2020 and 2021, despite Wessex Water monitoring 12% more overflows. This was due to lower rainfall and a shorter period of high groundwater levels, as well as investment of around GBP3 million per month. Wessex Water aims to reach 100% monitoring next year.

Feature Story - YTL PowerSeraya Operates in High Water Stressed Country

Singapore is one of the highly water stressed countries in the world according to rankings compiled by WRI. With YTL PowerSeraya's power plant operations based in Singapore, water self-sufficiency through less reliance on freshwater resources is not only strategic but also sustainable.



A combination of preventive and corrective maintenance programmes are in place to minimise water losses arising mainly from power plant boiler processes which account for about 10.5% of total water withdrawn



YTL PowerSeraya's desalination plant uses reverse osmosis technology to separate water molecules from seawater. Water from the ocean is forced through thousands of tightly-wrapped, semipermeable membranes under very high pressure. The membranes allow the smaller water molecules to pass through, leaving salt and other impurities behind

Close to 70% of the water used for power plant operations (also known as demineralised water from YTL PowerSeraya's in-house desalination plant) is from seawater with the balance from reclaimed water sources (i.e. NEWater). Most of the demineralised water used in the power plant operations is either used for energy recovery or to produce high pressure steam that is sold to neighbouring chemical plants.

About 28.6% of the total quantity of water withdrawn is discharged to the open sea within environmental limits regulated under the Environmental Protection and Management (Trade Effluent) Regulations of Singapore. Water samples of the trade effluent are tested periodically by an independent test laboratory to ensure water quality standards are in compliance with stipulated regulatory limits.

Empowering Our People



OUR COMMITMENT

Recognition of YTL Group as an employer of choice



OUR APPROACH

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



ALIGNED WITH



Empowering Our People

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

Since the COVID-19 pandemic first disrupted economies and lives across the world in 2020, things have been settling into a “post-pandemic” state, and our operations at YTL Group have been getting back on track. We have utilised the time since the onset of the pandemic to improve our workplace culture and expand our training and development initiatives to upskill our employees and keep them engaged.

We recognise that our people are our greatest assets in pushing the company forward, and that it is essential we protect and nurture them. It is our fundamental duty to ensure a healthy and safe working environment for all of our employees, because whilst quality work is expected in a fast-paced environment, the rights and welfare of employees must be prioritised. An empowered, diverse and inclusive workforce is also key to driving sustainable growth and ensuring the success of our business operations.

MANAGING WORKPLACE HEALTH, SAFETY AND WELL-BEING

Due to the nature of YTL Group businesses, some of our operations are physically demanding and heavily reliant on labour, which exposes our people to occupational risks and hazards. Hence, we continuously strive to achieve the highest health and safety (H&S) standards to protect our people and co-workers whilst continuing to support and cater to the needs of customers and communities. Besides physical H&S, we also recognise the importance of managing mental health and well-being.

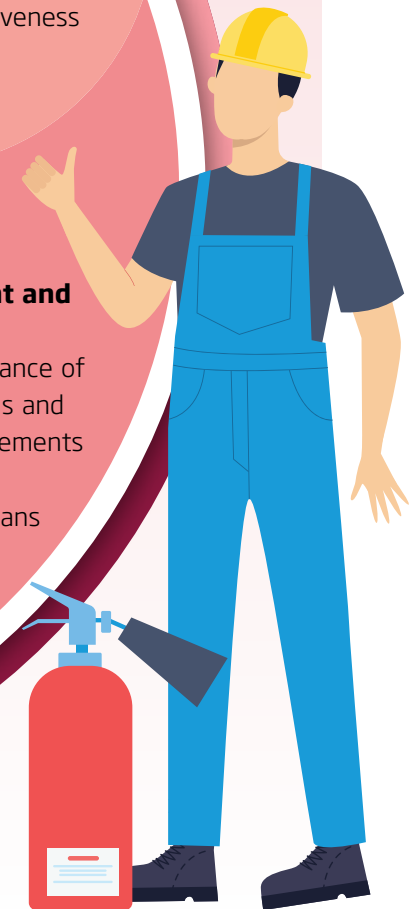
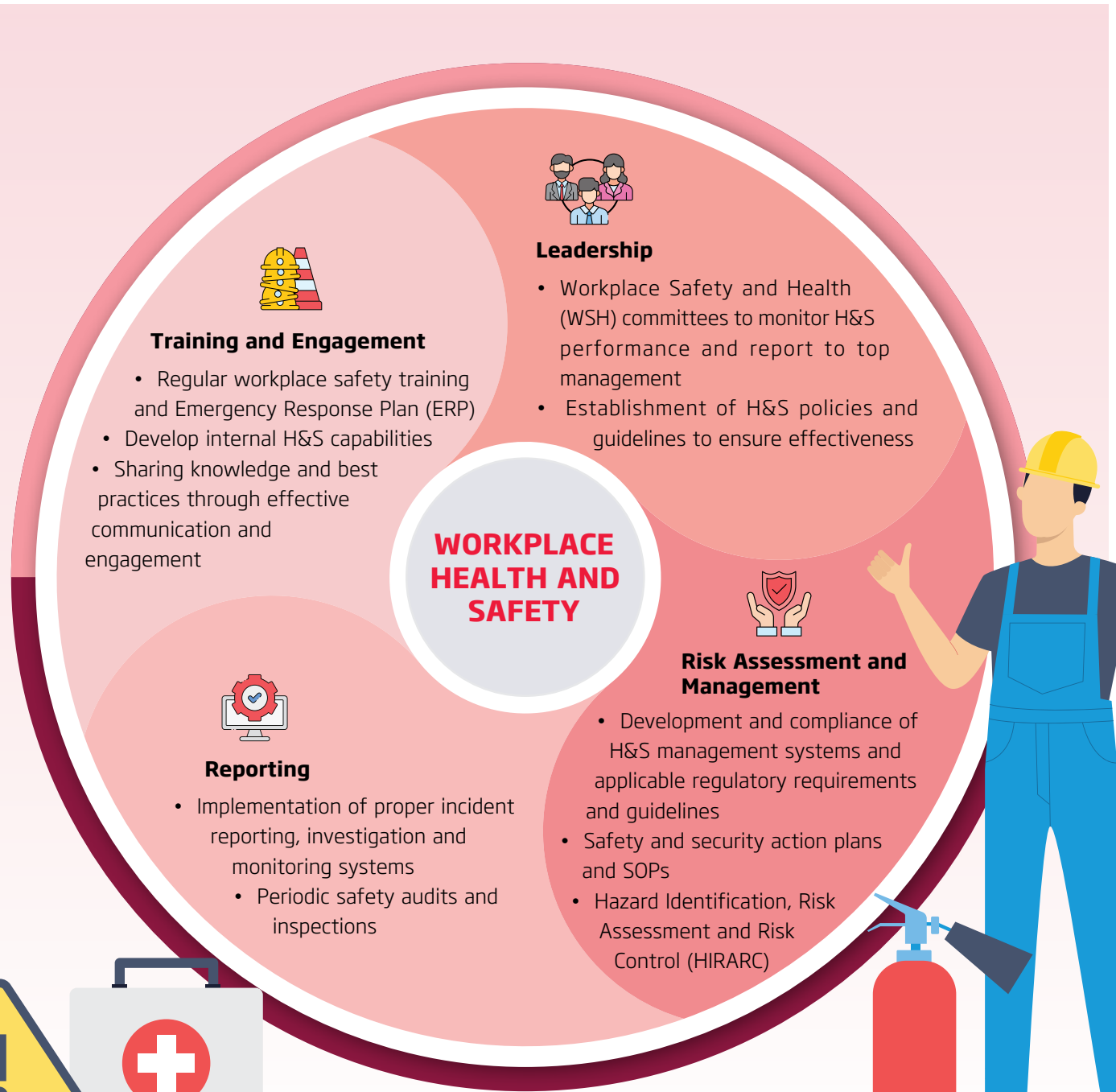
H&S is a top priority for us as we strive towards achieving zero fatalities. Our approach and strategy are underpinned by our Corporate Statement on commitments to H&S and respective business units' H&S policies. As such, we have various measures in place to ensure our employees, suppliers and contractors are protected and well-equipped with the knowledge to identify and manage hazards as well as understand feedback mechanisms on how to report them.



HSE Conference 2021 by YTL Construction aims to enhance and promote productivity through HSE culture, whilst fostering development and adaptation of the highest HSE standards and practices

Management Approach

With the aim of zero fatalities, we regularly monitor, review and optimise our H&S practices to minimise hazardous events in our business operations. Established standard operating procedures (SOPs) and regular training are in place to review relevant H&S requirements to be followed to ensure that H&S risks arising from operations are properly managed and prevented.






Health and Safety Performance

MCB prioritises the well-being, health and safety of all employees and contractors in their operations. They have a robust H&S policy and management system to promote best practices, with the ultimate goal of creating a zero-accident working environment. During the reporting period, MCB continued their efforts to promote a safety culture and improve their safety performance. This year, they recorded one fatality. Recommendations and measures from the Department of Occupational Safety and Health (DOSH) as well as from the MCB H&S team have been implemented.

YTL Construction has achieved 12 million man-hours without incurring any lost time or injury from accidents, property damage or fatalities from September 2020 to December 2021. In Singapore, YTL PowerSeraya attained bizSAFE Level Star, the highest level under the bizSAFE programme administered by the Workplace Safety and Health Council (WSH). The company also maintained a good record in FY2022, clocking zero fatalities. Furthermore, Wessex Water’s Engineering and Sustainable Delivery department received the President’s Award from the Royal Society for the Prevention of Accidents, which is reserved for organisations which have achieved ten to fourteen consecutive Gold H&S Awards.

Occupational Health and Safety Performance

	Unit	FY2020	FY2021	FY2022
 Fatalities ¹¹	Number	0	3	1
	Rate	0	0.34	0.05
 Recordable Work-related Injury (RWI) ¹²	Number	10	7	64
	Rate	1.22	0.80	3.37
 Lost Time Injury (LTI) ¹³	Number	30	32	69
	Rate	3.67	3.66	3.63

Note: The data presented covers employees and contractors.

Leadership in Health and Safety

Our key business units have their own WSH committees and policies in place to better manage H&S, especially within business units that have a higher risk of hazards. WSH committees meet monthly, comprising representatives from different departments as well as employee union representatives. The WSH committee shares and discusses H&S matters at WSH meetings, and our Board is regularly updated on developments on the ground.

The WSH committees are responsible for reviewing existing H&S policies and procedures to ensure they remain relevant, monitoring performance, ensuring full compliance and implementing SOPs, promoting effective communication and training, sharing best practices and developing internal H&S capabilities as well as being responsible for participating in incident investigations. Additional responsibility includes carrying out studies on trends of possible hazards and reporting any workplace practices or conditions that do not adhere to H&S policies and guidelines along with recommendations for corrective actions.

Almost 14% of the employees at YTL PowerSeraya’s power station are members of their WSH committee. It comprises employees in both senior and junior roles and a representative from Union of Power and Gas Employees (UPAGE). YTL Construction has an established WSH committee that has most of their section heads and also representatives from their subcontractors represented. Meanwhile, the H&S committee at MCB comprises a chairperson, secretary and members made up of 50% management representatives and 50% employee representatives.

Investigations are ongoing after the tragic incident at Avonmouth, UK in December 2020. Wessex Water continues to co-operate with the investigating authorities and remains committed to understanding how the incident happened and sharing any lessons with the wider industry. The Board made the decision in 2021 to establish a dedicated sub-committee, supported by an advisory board of leading H&S and process safety specialists, to focus solely on H&S matters.

¹¹ A fatality is the loss of life of an employee as the result of a work-related incident during the reporting period across the organisation. Fatality Rate = (Number of fatalities as a result of work-related injury/number of hours worked) x 1,000,000

¹² A Recordable Work-related Injury (RWI) refers to an injury that results in any of the following: death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, loss of consciousness, significant injuries or ill health diagnosed by a physician or other licensed healthcare professionals; even if it does not result in death, days away from work, restricted work or job transfer, medical treatment beyond first aid, or loss of consciousness. RWI Rate = (Number of recordable work-related injuries/number of hours worked) x 1,000,000

¹³ A Lost Time Injury (LTI) is, in the opinion of a physician, an injury that leads to the employee not being able to work. Lost Time is counted as calendar days where counting begins on the first day following the injury and ends on the day when the person returns to full duty, receives a permanent job transfer or leaves employment. LTI Frequency Rate = (Number of lost time injuries/number of hours worked) x 1,000,000



75%

of our key operating companies achieved ISO 45001 certification

Risk Assessment and Management

We have clear guidelines and policies regarding occupational health and safety (OHS) that are circulated within the operations of business units to ensure employees and external parties understand and practise H&S standards in the workplace. The policies focus on minimising H&S risks through complying with legal requirements, proper risk assessment and management (HIRARC - hazard identification, risk assessment and risk control), emergency response plans (ERP), reporting of incidents, providing adequate training and continuous improvement in H&S performance.

Our key operating companies have been progressively transitioning from OHSAS 18001 to the ISO 45001 standard for OHS management systems across our operations globally. Our OHS management systems are routinely audited by accredited certification agencies or internal audit teams to ensure all employees, contractors and third-party suppliers of our key operating companies adhere to regulations and that the OHS standards across all operations are aligned.

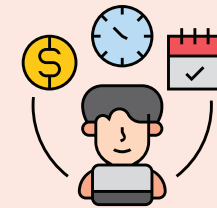


Enhancing health and safety culture through improved
Incident Reporting Platforms

Health and Safety Reporting

One of our highest priorities is ensuring our employees' health, safety and well-being, which requires constant monitoring and continuous improvement. Having a channel to report incidents allows us to keep a record of occurrences and enables us to develop action plans and take precautionary steps, thus minimising incidents at the workplace. We established incident investigating and reporting procedures to respond to H&S incidents transparently and in a timely manner. Each worksite has a dedicated safety officer/committee responsible for implementing and monitoring safety performance. When an incident or any unsafe working conditions are reported, the safety officer will investigate to determine the root cause and identify corrective and preventive actions.

This year, some of our key operating companies, namely Wessex Water and MCB have implemented dedicated reporting platforms to ensure reporting is consistent across all worksites with improved visibility, action tracking and action management.



9.8

Average training hours in health and safety per employee

Training and Engagement

In order to build a strong safety culture, we regularly review our safety and security action plans, incident reporting procedures as well as relevant training programmes and materials to keep up with changes in equipment, materials and safety standards. Every year, we conduct various training and awareness programmes for employees and workers to ensure the effective implementation of H&S management within the business, and to raise awareness on workplace H&S. A range of topics covered includes slips, trips and fall prevention, fire prevention, first aid, cardiopulmonary resuscitation (CPR), manual handling, and working at height.

Emergencies can occur anytime and anywhere due to unforeseen and uncontrollable circumstances. To ensure our employees are equipped with proper judgement and management skills to quickly respond to emergency situations such as fires, chemical spills, interruptions to power and water supplies, ERPs are organised to test the prevention and management systems in place and prepare employees for worst-case scenarios. A post-training review is carried out to identify areas for improvement.

Health and Safety Initiatives



WSH Policy

Marriott WSH Policy

- Sydney Harbour Marriott Hotel, Melbourne Marriott Hotel and Brisbane Marriott Hotel adopt the WSH Framework from Marriott ANZP (Australia, New Zealand and Pacific), which was written in accordance with AS/NZS 4801 - OHS Management Systems and includes references to relevant Australian WSH legislation.

Outcome

- They regularly evaluate their **WSH Management System** performance through regular internal audits, workplace inspections and risk assessments.



Leadership in Health and Safety

Leadership Course

- All employees at the managerial level at Wessex Water have completed a senior leader course from the Institution of Occupational Safety and Health.

Outcome

- This ensures safety is being led from the top, including process safety, with **regular leadership engagement** and visits.

Integrated Safety Training for Railway Construction

- YTL Construction provides Health, Safety and Environment (HSE) training for managerial-level employees to improve their knowledge, skills and behaviour towards on-site safety.

Outcome

- **80 employees** underwent HSE training in FY2022.



Incident Reporting

Engage HSE

- Wessex Water recently implemented the new H&S reporting system which makes it easier for concerns to be raised and actions to be taken.
- They focus on high hazard activities and process safety whilst using their advisory board of leading H&S experts to accelerate continuous improvement in their health, safety and welfare strategy.
- Ensures H&S reporting is consistent across the company and improves visibility, action tracking and action management.

Outcome

- The number of people reporting their observations on H&S incidents and matters has **doubled** since 2020, and reporting on **near-misses has also increased**.

Near-miss Reporting Programme

- YTL PowerSeraya seeks to nurture a culture where employees raise any issue that is deemed hazardous via online submission to the HSE department for attention and rectification.
- With more near-misses reported, the possibility of H&S hazards is minimised, hence making the workplace safer for employees.

Outcome

- In FY2022, **59 near-misses** were reported, a decrease from the previous year.

Electronic H&S Incident Reporting Form

- All employees at MCB's operation sites can access the form easily simply by scanning a QR code.
- Incidents and near-misses that were reported across all operations are analysed to develop improvement action plans.

Outcome

- This **prevents recurrences** of incidents whilst addressing gaps that exist in current **H&S practices**.



Health and Safety Trainings

HSE Conference 2021

- YTL Construction organised this one-day conference for its employees, titled "Ways to Succeed".
- Aimed to enhance and promote productivity through HSE culture, whilst fostering development and adaptation of the highest HSE standards and practices.
- Officiated by Kuala Lumpur's DOSH Director and joined by five speakers from external organisations.

Outcome

- **Five awards** were given out to internal HSE champions that have shown strong commitments to achieving high standards of HSE performance in their work.

First Aid Training

- Annual first aid training and recertification was provided to hotel associates in Sydney Harbour Marriott Hotel, Melbourne Marriott Hotel and Brisbane Marriott Hotel to equip them with adequate first aid knowledge in the case of emergencies or incidents.

Outcome

- **Over 58 hotel associates** attended the course, with participants obtaining first aid certificates or recertification, and CPR certification.



Emergency Response Guide and Exercises

Hotel Emergency Response Manual

- Sydney Harbour Marriott Hotel, Melbourne Marriott Hotel and Brisbane Marriott Hotel have an emergency response manual that acts as a guide for leaders to safely manage various emergency scenarios and as a training reference for ongoing skill retention.
- The manual complies with AS 3745 - Managing Emergencies in Facilities by ensuring their Emergency Procedures manual at the hotel is up-to-date.

Outcome

- Hotel leaders and associates are equipped with the **knowledge to handle emergency scenarios** within the hotel.

ERL and E-MAS

- Conducted their exercise virtually and involved ERL and E-MAS stakeholders.
- The scenario was a train collision. Prior to the ERP exercise, three trials were held to ensure adequate preparations were made and that there was compliance with SOPs such as timing, sequence of events, stakeholders involved, scripts and checklists/documents required.
- Knowledge sharing sessions with Marsh Insurance and Prasarana (following their Light Rail Transit (LRT) incident in May 2021) were also held to identify gaps and areas for improvement.

Outcomes

- The ERP exercise ensures ERL and E-MAS **readiness** and helps to close gaps.
- SOPs were **checked, tested, reviewed** and **updated** to ensure that all vital areas were evaluated and met standards.

Supporting Employee Well-being

Whilst physical H&S at work takes priority, we also look out for the psychological safety, health and well-being of our people, and we are committed to creating an environment which upholds these commitments by conducting training and awareness programmes. We also promote the wellness of employees through programmes that address physical and mental health-related risks.



Mental Health and Well-being

Counselling

- YTL Construction cares for employees’ mental well-being by offering two counselling sessions with Board-certified counsellors to employees who need them.
- All sessions are fully anonymous; anything shared with the counsellors is kept confidential to protect employees.

Outcome

- **30 employees** have utilised the counselling service so far.

Caring for Migrant Labour

- Migrant workers in YTL Construction receive well-being support to ensure that their working conditions are healthy and safe.

Outcome

- Migrant workers are provided **free housing** and **transportation** to work sites.

Dental Health Awareness

- YTL Construction invited Dr. Bryan Sasikaran from My Dentist@ Ampang for an online talk on the importance of maintaining dental or oral health. He shared tips on maintaining oral hygiene and useful information like common dental health issues and the importance of maintaining good oral hygiene.

Outcome

- Participants gained deeper knowledge on maintaining **oral hygiene**.

TakeCare

- Brisbane Marriott Hotel continues to regularly organise team-building activities according to the TakeCare pillars for their associates to endorse employee well-being.
- TakeCare is a well-being initiative initially established for Marriott’s internal use, but has been expanded to external organisations.

Outcome

- Over **600 participants** across 20 activities under the **TakeCare** initiative were recorded.



Dementia Action Alliance

- Being a member of Dementia Action Alliance (DAA), Wessex Water further invested in specialist training for employees, including mental health awareness, spotting signs of vulnerability and scam prevention.

Outcome

- More than **2,000 employees** are now Dementia Friends.

COVID-19 Precautions and Support

Whilst we may have entered a “post-lockdown” scenario, we stay committed to upholding precautionary safety measures to curb the spread of COVID-19 and other viruses at the workplace. Our offices are regularly sanitised, and sanitiser stations are provided at buildings and sites entrances and exits. We adhered to national regulations of wearing face masks in indoor spaces when this was in place. As most departments at Menara YTL have returned to the office, free COVID-19 testing has been implemented for ease of contact-tracing (it has since ceased following Malaysia’s move into the endemic phase), effectively protecting employees from potential office outbreaks.



Vaccination

Influenza Vaccination Programme

- YTL Power Services arranged the Influenza Vaccination Programme for employees at the Head Office.

Outcome

- **13 employees** received vaccinations in FY2022.

Marriott Vaccination Programme

- The Marriott Vaccination Policy has set out guidelines for achieving high levels of biosecurity within their operations. Vaccination was strongly advocated and eventually made mandatory for all associates and contractors to commence work, as part of the Australian federal government’s plan to vaccinate all critical workers.

Outcomes

- Over **180 hotel associates** in Sydney Harbour Marriott Hotel and Brisbane Marriott Hotel were vaccinated under this programme.
- Melbourne Marriott Hotel requires all of its employees to be **fully vaccinated** as mandated by the Victoria State Government.



COVID-19 Awareness

Marriott COVID Safe Culture

- Implemented by Sydney Harbour Marriott Hotel since the beginning of the pandemic. It is an ongoing awareness campaign to ensure all hotel employees are well informed and prepared to work in a COVID-19 environment, and that hotel procedures are updated according to the latest medical advice.

Outcome

- All hotel employees and guests are **aware of SOPs** at the hotel.

DIVERSITY AND INCLUSION

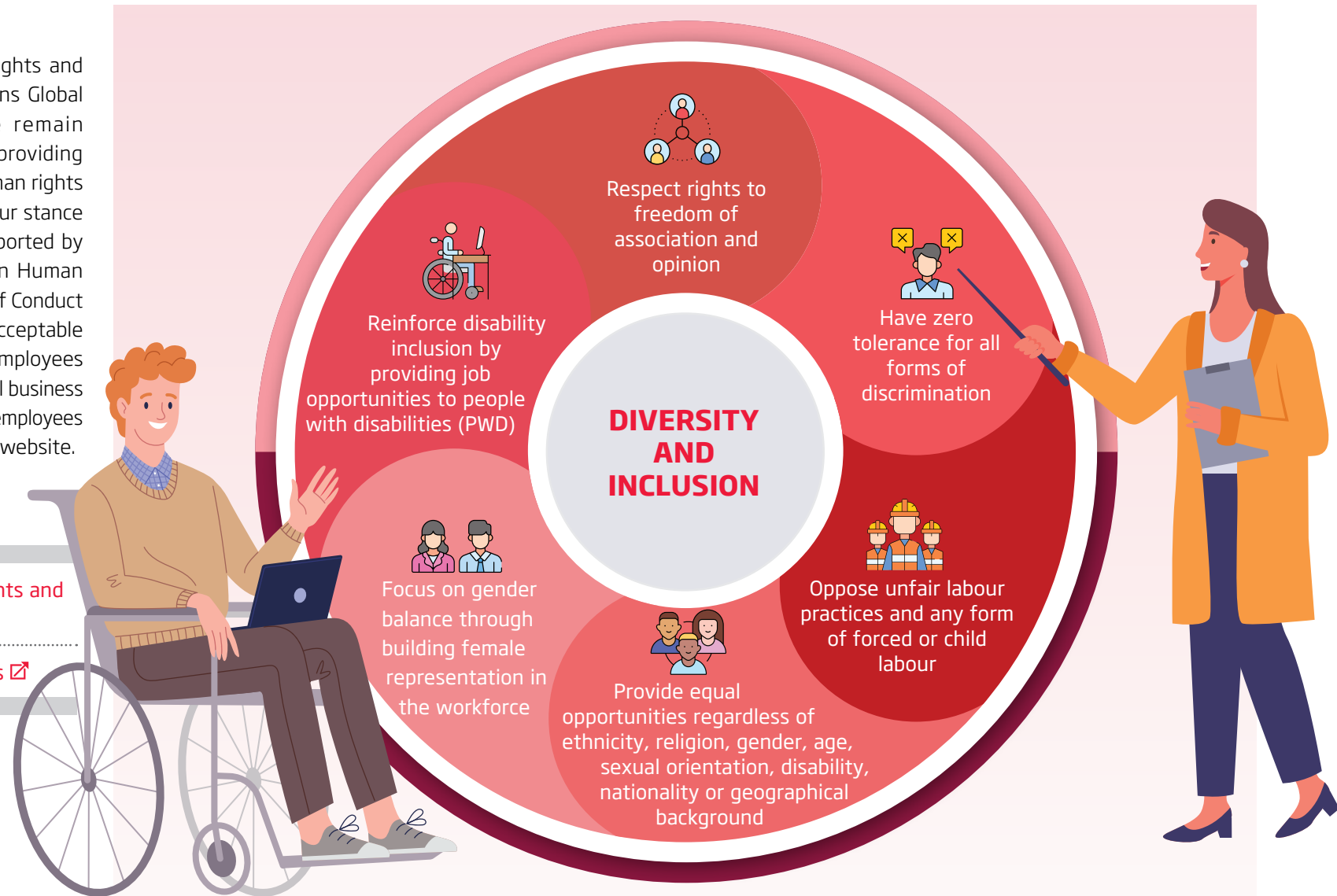
Embracing and operating with a culture of human rights and inclusivity in the workplace opens doors to unique and talented individuals and innovative thinking, allowing the business to reach its full potential. A heterogenous workplace means more diverse perspectives that prove to be advantageous in serving an international clientele. As a multinational conglomerate, YTL Group is shaped by employees of diverse nationalities and backgrounds. We strive to provide a level playing field in terms of equal opportunities and to support all employees regardless of age, race, gender, religion, cultural belief, disabilities and sexual orientation, as well as creating a workplace that is free from discrimination, marginalisation and harassment, as we recognise the importance of inclusivity and equality in retaining a capable workforce.

Management Approach

Following the principles of human rights and labour practices of the United Nations Global Compact (UNGC) framework, we remain committed to embracing diversity, providing equal opportunity and respecting human rights to help employees grow and thrive. Our stance on human rights and diversity is supported by YTL Group’s 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 communicated to all employees and made available on our corporate website.

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

[Code of Conduct and Business Ethics](#) ↗



YTL Group Workforce Dashboard FY2022



11,985
Total Workforce



88%
Permanent Employees



85%
Local Workforce

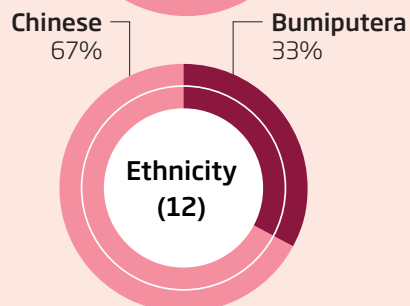
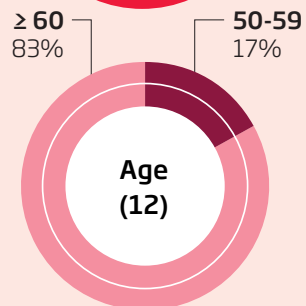
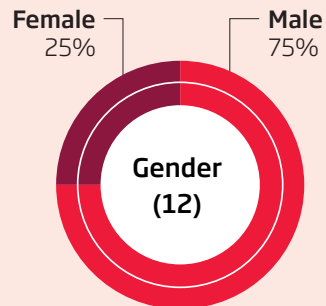


30%
Female Workforce



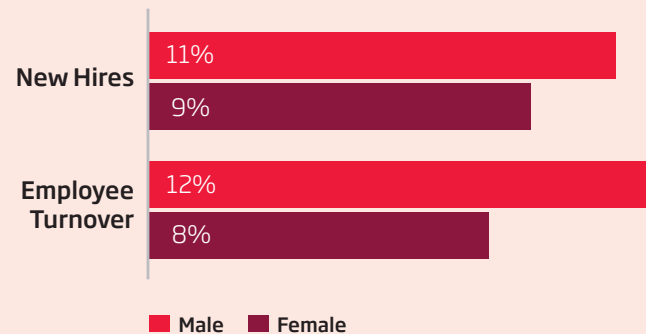
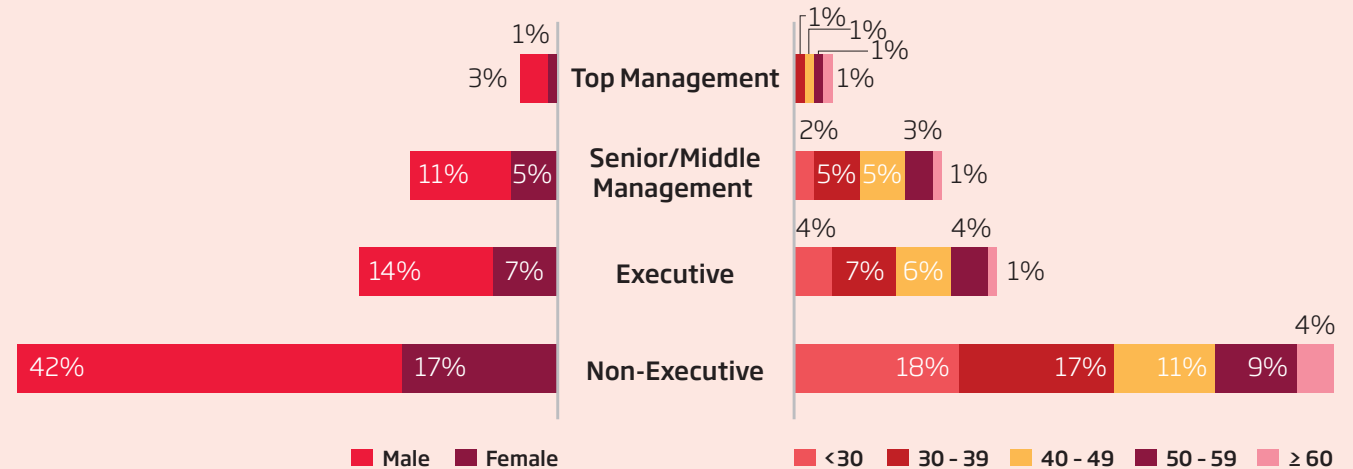
83%
Locally Hired in Senior Management

Board of Directors' Profile

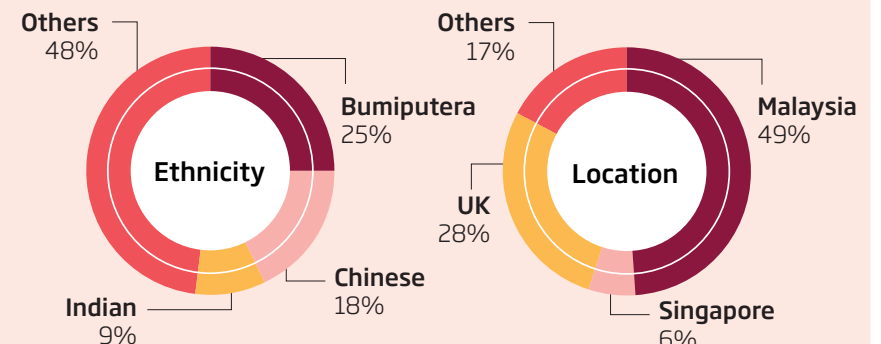


Note: Board of Director's profile is a representation of YTL Corporation Berhad.

Employee Diversity



Note: The scope covers YTL Group business units globally.





MCB started its Angels Programme in 2011, where they hired people with hearing and speech impairments. Today, they have a team of eight Angels, contributing to the workforce and the business

Fair Employment

As at 30th June 2022, YTL Group hired a total of 11,985 employees globally. Whilst YTL Corporation is domiciled in Malaysia, our operations extend to the UK, Singapore, Australia, Vietnam, Indonesia and other countries, which is why our workforce is racially diverse and comprises a high percentage of mixed ethnicities. We adopt local employment strategies to help create jobs and support the local economy as well as to ensure our people have local knowledge and incorporate cultural sensitivity to enhance our capabilities on the ground. In FY2022, locals accounted for 85% of our workforce across our global operations within YTL Group.

YTL Group hires employees based on their merits and capabilities, and we take professional qualifications, work experience and achievements into consideration. We do not discriminate when it comes to gender, race and age in

building our workforce. Where possible, we also provide fair employment opportunities for people with disabilities (PWD).

In FY2022, we employed 117 PWDs who are equally capable of contributing fully to the company and workforce, and we ensure their needs are met by providing facilities and services such as disabled-friendly restrooms, accessible car parks, wheelchair ramps in buildings as well as employment services to improve their access and opportunities in the workplace, where possible. Wessex Water is a Disability Confident Employer and works with Seetec Pluss to assist PWD in gaining employment.

We respect the rights of employees to participate in professional bodies, cultural societies and/or associations of their choice, including but not limited to Master Builders Association Malaysia (MBAM), Malaysia Board of Technologists

(MBOT) and Institute of Engineers Malaysia (IEM) in Malaysia, Union of Power and Gas Employees (UPAGE) in Singapore, and Unite and GMB in the UK, so long as they abide by local laws and regulations, do not jeopardise the company's reputation and do not hinder their work performance.

We have an open door policy which allows our people to raise their concerns relating to their work, harassment, human rights or discrimination through grievance mechanisms and whistleblowing channels to superiors, Heads of Departments (HODs), higher management or the HR Department. Any issues raised will be thoroughly investigated, referred to the respective business units for review and investigation, followed by appropriate actions taken for all confirmed grievances and complaints. During the year under review, there were no material non-compliance incidents involving child labour, forced labour or discrimination.

Gender Equality and Pay Parity

Across YTL Group, 70% of our workforce is male which reflects the nature of our business activities, especially in cement manufacturing, construction and the utility sectors. Our female employees accounted for 30% of our total workforce and comprised 31% of senior management in FY2022.

We fully comply with all local legal requirements with respect to minimum wages and we reward men and women fairly based on merit, ability and experience for comparable roles. There is a need for equal opportunities for women in the workforce, and our company works hard to address this issue.

As a signatory to the principles of the Tripartite Alliance of Fair and Progressive Employment Practices (TAFEP), YTL PowerSeraya emphasises a fair and inclusive working environment for all employees. The compensation policy in place ensures that employees are adequately compensated based on their skills and experience, as well as their performance and industry value of the positions they hold.

Wessex Water’s gender pay gap remains significantly lower than the 2021 UK median of 15.4% and reflects gender distribution in job roles across our workforce rather than any equal pay issues. The company has a robust job evaluation process and operates a framework of grades and pay ranges within each grade, and they are confident their approach on pay is not influenced by gender.

The data below represents Wessex Water’s gender pay gap figures as of 5th April 2022. 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 of pay for doing work that is of equal value.

Gender Pay Gap (%)	2020	2021	2022
Mean ¹⁴	4.8	2.6	2.7
Median ¹⁵	5.7	3.3	2.3

To encourage a workplace culture of inclusive hiring practices and gender-equal investments in the field of science, technology, engineering and mathematics (STEM), we have also held various events for our employees that focus on women empowerment and equal opportunities.

In conjunction with International Women’s Day 2022, YTL Construction partnered with Women @ YTL (W@Y) to organise a virtual panel discussion titled “Break the Bias” that featured our own employees Fiona Lim, Renee Kok and Anurag Sindhwani as the session’s speakers. They shared thoughts on how to tackle the gender disparity and close the gender gap.

One of the prominent women leaders in YTL Group – Natasha Zulkifli, Stakeholder Director of YTL Construction was awarded “Outstanding Woman of the Year in Rail” award in December 2021 by the Transport Minister of Malaysia, and has most recently received the inaugural International Railway Journal (IRJ) Women in Rail Award 2022 in June. Natasha also spoke at the “Girls Do Science” panel discussion that took place in conjunction with the International Day of Women and Girls in Science. She is a leading example of women empowerment, especially in the construction industry that has been predominantly led by men.

To commemorate International Women in Engineering Day, Wessex Water utilised their social media platforms to shine a spotlight on female employees, such as Fran Thums from their Sewer Rehabilitation team, who is also a former The Pipeline Industries Guild winner, celebrating their careers and achievements as engineers in the male-dominated STEM industry.



Fran Thums and a colleague heading tunnel repairs during on-site work

¹⁴ The mean gender pay gap is the difference in average hourly pay for men compared to women at all levels across Wessex Water.

¹⁵ 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.

Feature Story - Inclusion at Wessex Water: A Workplace for All

The service Wessex Water provides to customers would not be possible without their people and their different talents, experience and skills. They are committed to promoting an inclusive workforce that reflects the various cultures and diversity of the Wessex Water region, and to fostering a culture where everyone can thrive, inclusive of every gender, ethnicity, race, age, ability, sexual orientation and social background.

Wessex Water has a growing number of internal support groups and networks which are run by the people, for the people. These groups provide support to their members whilst pushing for change to make Wessex Water a more inclusive place to work. They include:

- Well-being Champions that help employees look after their physical and mental health.
- Culture Champions that promote a culture of inclusion and diversity at Wessex Water.
- The ARC Alliance that aims to shape a workplace culture where employees of minority sexual orientations are accepted, respected and celebrated. The group also ensures that all Wessex Water policies, practices and procedures are inclusive and offer access to non-judgemental support for members.
- Working Families Group, which has a self-appointed committee of colleagues who volunteer their time to provide support for parents and parents-to-be, including a maternity and paternity buddy scheme to help out families, sharing of resources and information on Yammer, and a newly introduced parental bereavement leave policy that offers paid leave and support for anyone who suffers the bereavement of a child.
- Menopause Champions Group that offers support, advice and signposting to women transitioning through menopause at work.

Wessex Water also demonstrates their support for diversity and inclusion by being members of external organisations and networks.

- They joined the Autism at Work Programme, supported by the National Autistic Society that includes ensuring job ads are written in an autism-friendly way, advertising suitable roles through relevant networks; assisting autistic candidates and managers with job interview requirements; training managers when autistic candidates start employment; and assigning a job coach to check in on new starters for the first six months.



- They achieved level two status as a Disability Confident Employer in early 2022. The national Disability Confident scheme supports employers to attract, retain and develop disabled people. Interviews for candidates declaring a disability are guaranteed if they meet the job specification criteria, and guidelines are provided to managers around awareness of disabilities and adjustments for interviews.



- They are a founding member of the Bristol Future Talent Partnership, a collaboration of leading organisations working to make Bristol one of the fairest and most racially equal places to live and work in the UK. This year they hosted two career insight weeks for groups of up to 12 local students. These included providing an overview of careers across the YTL Group (UK), site visits, training in career skills like CV writing, interview preparation, team working, presenting and networking, and providing a professional photo for their LinkedIn profile.



- They recruited several key posts this year through their Armed Forces Covenant. This recognises the value of former armed services personnel, including through guaranteed interviews for applicants who meet the job specification criteria. They recognise military skills and qualifications in their recruitment selection process, and advertise all vacancies on the armed forces job boards.



- The company is also part of South West Women in Construction that provides a network for women in the industry to meet, network, share knowledge and experience, and discuss key topical issues.



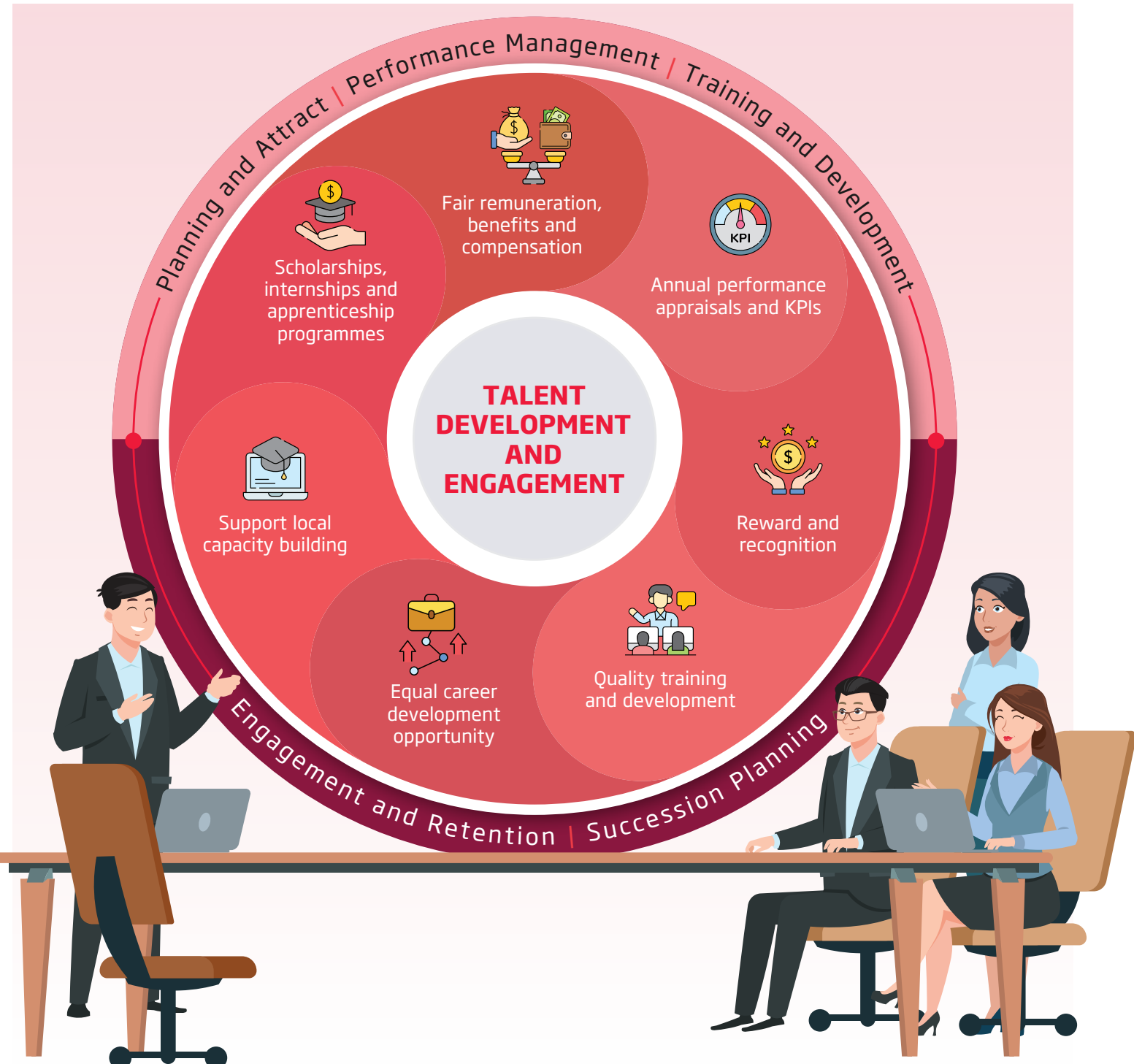
NURTURING HUMAN CAPITAL

The COVID-19 pandemic has fundamentally shifted the way people work. Digital transformation, flexible work arrangements and investments in well-being are key to attracting and retaining talent, driving engagement, achieving organisational agility and gaining competitive advantages. Our people are the essence of our company; a business cannot run smoothly without being able to attract and retain motivated, capable and contented human capital.

Management Approach











Guided by the YTL Group Employee Handbook, we aspire to attract, retain and nurture a competent workforce by providing competitive remuneration packages, recognising and rewarding achievements, advocating work-life balance as well as developing our human resources. We also strive to increase our talent pool by offering early career development programmes to equip future potential employees with extensive industry knowledge as well as hands-on experience.

We conduct annual performance appraisals to provide our people with feedback on their performance and accomplishments for the previous year. We communicate with our employees to understand their development needs and career plans. Key performance indicators (KPIs), for both business and employee development, are in place to ensure that performance goals are aligned with our business objectives.



Employee Benefits and Welfare

We believe our employees should be adequately compensated and rewarded for their contributions to the company's growth. Providing competitive remuneration packages and comprehensive benefits to employees allows the company to demonstrate how we value our people and their welfare, whilst inspiring them to perform better and beyond. Some of our business units provide the same benefits to temporary or part-time employees as we believe their basic welfare should also be similarly taken care of.

 <p>Paid Leave Entitlement (Annual Leave, Medical Leave, Hospitalisation Leave, Birthday Leave, Parental Leave)</p>	 <p>Uniform and Equipment Provision</p>
 <p>Employee Share Options Schemes</p>	 <p>Medical Coverage and Group Insurance Plans</p>
 <p>Mobile Phone and Internet Plan</p>	 <p>Corporate Vouchers</p>
 <p>Learning and Developing Opportunities</p>	 <p>Study Assistance</p>
 <p>Sports and Fitness Activities</p>	 <p>Flexible Work Arrangement</p>

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



Mobile Phone and Data Plan

Yes 5G Rollout

- Following the official launch of Yes 5G, YTL Group employees in Malaysia were offered unlimited Yes 5G mobile data plans provided along with brand new 5G-optimised smartphones.

Outcome

- 99%** of YTL Group employees in Malaysia are now equipped with the advanced technology that the company is pioneering.



Health Screenings

Basic Health Check-up

- Hotel employees at The Ritz-Carlton, Koh Samui receive complimentary medical check-ups that cover blood pressure tests, fasting blood sugar tests and body mass index (BMI) calculations.

Outcome

- 50 hotel employees** emerged from these check-ups more knowledgeable and informed about their physical health.

Annual Health Screening

- YTL PowerSeraya provides audiometric examinations for its employees, which are followed up with clinical reviews.
- Subsidised health screening exercises encourage employees to take ownership of their health.

Outcomes

- 185 employees** participated in the audiometric examinations, with zero cases of Noise Induced Deafness (NID).
- 122 employees** participated in annual health screening in FY2022.



Flexible Work Arrangement

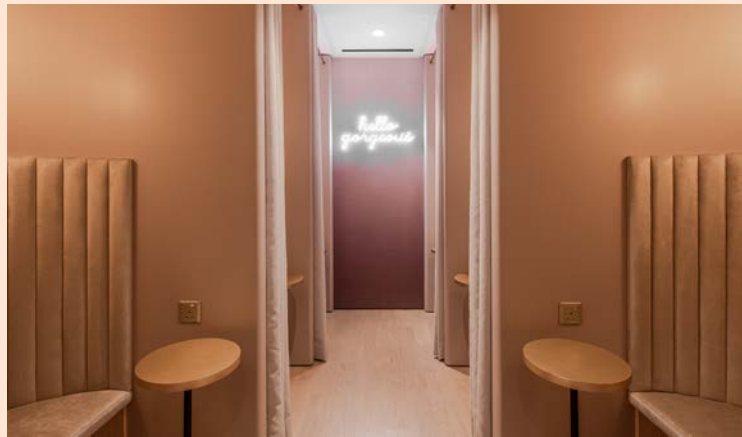
- Some of our business units offer flexible working arrangement, work-from-home and remote working, subject to mutual agreement with HODs, and for employees who need to manage work and personal commitments.

Outcome

- YTL PowerSeraya's Employee Flexi-Start Scheme that allows non-shift employees the flexibility to choose their start time at work saw a **28.9%** participation rate as at 30th June 2022.



Parental Benefits



Parent-friendly Facilities

- Mothers are provided free access to the Mother's Room on the 23rd Floor at Menara YTL, which includes private nursing cubicles and changing rooms.
- Pregnant employees are also eligible for parking spots in Menara YTL.

Outcomes

- Mothers with young children have a comfortable and safe space to handle their needs conveniently.
- Pregnant employees' comfort is assured at the workplace.

Parental Leave

- As part of empowering working parents, all eligible female and male employees are entitled to paid maternity and paternity leave according to the respective country's Employment Act.

Outcome

- In FY2022, a total of 303 employees took parental leave. **93%** of them returned to work after their parental leave ended. **49%** of those that returned to work remained employed 12 months after their return to work.



Activities and Club Memberships

Solo Parents Support Group

- Started as an initiative in YTL Construction to embrace Diversity Equity & Inclusion (DEI) within the company that expanded its reach to the whole Group.
- Creates a safe and casual environment for single parents to offer and receive support, and to share both positive and negative experiences in facing parenthood alone.

Outcome

- Monthly meetings were organised starting in November 2021 and are open to all single parents in YTL Group.



ASPIRE

- Launched as a club led by young leaders for all YTL Construction employees. It provides a community for club members to network, polish their personal and professional skills as well as engage in fun activities.

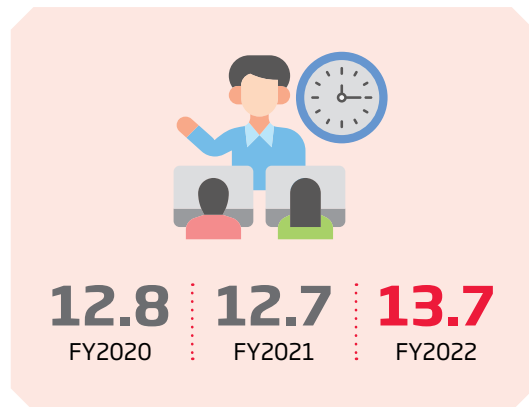
Outcome

- Activities such as board game nights and weekly hikes or sporting activities are offered to ASPIRE members.

Training and Development

In order to equip our employees with the right skills for the job whilst building individuals of outstanding calibre, we empower employees through learning and development programmes and encourage them to reach their full potential. We provide training programmes, workshops and seminars that touch on a diverse range of topics, including occupational health and safety, environmental management, environmental awareness, project management, technical capabilities and soft skill development such as communication, leadership and other areas. As the COVID-19 pandemic restrictions have eased in 2022 and physical events were allowed, our training sessions and seminars were conducted both virtually and physically, in accordance with SOPs.

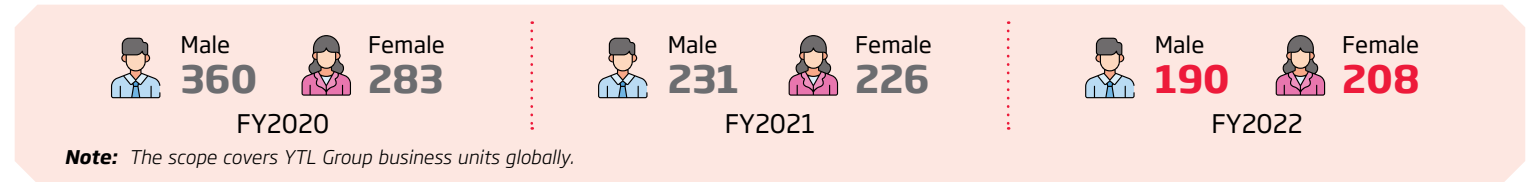
Average Training Hours per Employee



Grooming Future Talent

Maintaining and growing our talent pool is key to having a capable and sustainable workforce. With our commitment to grooming the next generation, we make a concerted effort to expand our early career development programmes in our wide array of industries to ensure that they are accessible to a more diverse range of people. Today, we have a robust young talent pool, comprising interns, apprentices, scholars and management trainees.

Number of Interns



Wessex Water organises a leadership course for their managerial-level employees to hone their management skills

Training and Development Programmes across YTL Group



Soft Skills

English Communication Workshop

- Conducted by ERL for office and operations employees to enhance their English writing and communication skills, which leads to improvements in work quality and self-confidence.

Outcome

- **17 participants** joined this workshop and earned certificates upon completion.

Personal Finance Management Sharing Session

- Organised by ERL and E-MAS as a knowledge sharing session to create awareness on the importance of managing personal finances.

Outcome

- **Over 100 employees** learned about personal financial management and tips on saving.



Leadership

iManage

- A Wessex Water Management Development Programme that blends e-learning courses with practical workshops. It takes approximately six months to complete and is mandatory for all new managers; meanwhile, all modules have been made available for existing managers as well.

Outcome

- **287** managers have completed the programme to build their management skills.

Leadership Development Programme

- YTL PowerSeraya prioritises the development of its people managers and to building a culture of continuous learning.

Outcome

- The programme continued into its second year with the rollout of the Operations Management Innovation Programme (OMNI) aimed at equipping leaders and management with operations management methodologies for continuous improvement.

Power of Me

- Provides the right training and tools for mid-level managers in YTL Construction to help achieve the company's short-term objectives.

Outcome

- **120 mid-level managers** received training from an external consultant through three separate cohorts.

Mentoring Programme

- Launched in May 2022 by YTL Construction to allow employees to discover their full potential and create a culture that promotes personal and professional development.

Outcome

- The pilot project involved **22 mentors** and **34 mentees**, where the mentees were personally mentored by an assigned senior leader within the company for six months.

Train The Trainer

- YTL Construction moulds employees who are passionate about teaching into instructors themselves who can competently train other employees and external individuals/parties.

Outcome

- **24 employees** have completed their training as in-house trainers and have been certified to conduct internal training.

YTL Learning Academy

- As part of YTL Construction's Transformation 2.0 initiative to push the company to greater heights, a series of Training and Development initiatives were planned to upskill and engage with the workforce, promoting a culture of lifelong learning within the company.
- A combination of technical and non-technical training sessions were organised in partnership with training providers and are open to all employees.

Outcome

- **45%** of YTL Construction's employees attended the courses offered through the YTL Learning Academy and completed their training KPI hours for the year, with most class sign-ups resulting in full capacity.



Technical Skills

YTL Group Microsoft 365 Migration

- To facilitate the smooth transition from Google to Microsoft, various webinars, tutorials and Q&A sessions on Microsoft 365 were hosted for employees.

Outcome

- Various sessions were conducted for employees across business units to ensure a successful migration to Microsoft.

Cybersecurity Awareness Training

- Online modules launched on FrogAsia's learning platform were created to educate and raise awareness amongst YTL Group employees regarding cybersecurity attacks and ways to protect against them.
- Mandatory completion for all employees.

Outcomes

- **Six online modules** were conducted in FY2022.
- Overall top performers are rewarded to incentivise employees to be fully engaged in the modules.

Internship and Apprentice Programmes across YTL Group



Career Counselling

YTL International College of Hotel Management

- Students can obtain career advice on future careers and opportunities with YTL Hotels.

Outcome

- Of the **70 students** who completed their studies whilst attending career counselling, **50%** of them have taken up guaranteed employment with YTL Hotels.



Graduate Roles

YTL Construction Graduate Programme

- Graduates are welcomed to join this programme that offers exposure to different aspects of the construction industry.

Outcome

- **20 fresh graduates** were onboarded into YTL Construction in FY2022.



Early Careers Support



Industrial Placements

- One-year industrial placements are offered to university students studying in fields relevant to the company.
- Successful placements are supported by a detailed training plan outlining learning and development opportunities, and come with a work buddy.
- Students may be offered post-placement opportunities ranging from apprenticeships to permanent employment, depending on levels of commitment and competence.

Outcome

- **19 students** were successfully assimilated through industrial placements.



Apprenticeships

- Recognised as one of the Top 100 Apprenticeship Employers in the UK, they offer apprenticeships to anyone regardless of qualifications or age.
- Technical and office-based apprenticeships are both available, depending on the applicants' desired skillset.

Outcome

- In FY2022, **29 entry apprentices** and **16 career development apprentices** participated.



Kickstart Scheme

- Wessex Water supports the UK government's initiative to help young people at risk of long-term unemployment.
- Youth aged 16 - 24 years old and claiming Universal Credit are eligible for the scheme which helps them become more employable through professional guidance and support.

Outcome

- The company helped **20 "Kickstarters"** during the year.

Employee Engagement

Employee engagement helps to improve work performance and increase employee happiness, which is one of the most integral factors in ensuring that a company runs seamlessly. It is important that employees feel a sense of belonging and feel supported in their working experience, as it strengthens loyalty.

At YTL Group, we aim to enhance the mental and emotional connections of our people with their workplace. We strive to create a place where people are empowered to optimise performance. We engage with our people through various avenues, including the annual Leadership Conference, town halls, Monday Memos, and intranet such as YTL Community and BTRT websites, 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 are constantly working towards fostering a globally engaged team, as we believe collaboration between employees offers viewpoints that helps our business. We view all types of employee feedback mechanisms across YTL Group as essential in creating effective communication channels.



Employee Communication

Town Halls

- Business units across YTL Group organise their respective town halls to gather top management and employees, allowing interaction between them whilst ensuring everyone is aligned with the company's direction.

Outcome

- Company updates are disseminated to all employees.

Hi Boss

- HODs of YTL Construction are invited to share their experience, knowledge and advice with subordinates in bimonthly online talks.

Outcome

- Four HODs were invited as speakers in FY2022, with approximately **100 participants** per session.

"Come Chat" Series

- Started by YTL Construction to introduce employees from Menara YTL on a monthly basis to cultivate good relationships between co-workers and employees within the company.
- Short features on one employee at a time are circulated in internal employee newsletters and include appropriate questions regarding excerpts of their work and personal lives.

Outcome

- **13 employees** have been featured in FY2022.

ELLY-VATE

- A culture campaign launched by FrogAsia in March 2022 that revolves around their core values, HEART. This year, they focused on the value "E": Enjoy What You Do and Who You Do It With, as part of transitioning from remote to hybrid working arrangements.
- It encourages employees to get to know people outside of their work teams and newcomers through formal and informal settings, such as watch parties, company activities and games sessions.

Outcomes

- **65 employees** took part in activities organised both in the office and virtually.
- There is now a better method of measuring employee growth through a culture profiling process; the growth in RevYou, their performance review process, increased from **55.6%** to **61.5%**.



HR Helpdesk Service

- E-MAS provides assistance to their employees who face HR-related difficulties with their internal online portal.

Outcome

- The HR department strives to efficiently solve issues raised by employees, leading to higher employee satisfaction at work.

 **Employee Appreciation**

Wall of Fame

- YTL Construction introduced the Wall of Fame to honour outstanding or distinguished people who have served in the company for 20 years or longer.

Outcome

- To date, there are **183 names** on the Wall of Fame.



Employee of the Quarter Award

- YTL Construction nominates and recognises individuals who reflect the core values of YTL Group and have gone above and beyond in serving the company.

Outcome

- Winners of the Awards are given cash prizes of **RM200**.

Appreciation events for Hotel Employees

- The Ritz-Carlton, Koh Samui demonstrated their appreciation for employees by organising events such as Housekeeping Week, Family Day, Sports Day for employees, and the Five Star Awards that both acknowledge and reward employees' hard work.

Outcome

- Hotel employees are well appreciated and encouraged to keep up the good work.

 **Employee Volunteering**



Water Force

- This employee volunteering programme is open to Wessex Water employees to use one working day per year to work with local charities across the region.

Outcome

- **439 employees** volunteered in various events including beach cleanups in Dorset, a tidy-up of a primary school garden in Somerset, and new steps for Bath City Farm.



Post-Flood Cleaning

- ERL and E-MAS employees volunteered to help in cleaning office premises and the houses of employees who were affected by floods in December 2021.

Outcome

- Employees volunteered to clean up houses of those affected by the floods.



Engaging Activities

ERL 20th Anniversary Celebration

- The town hall committee hosted a celebration to commemorate 20 years of service since the launch of KLIA Ekspres and KLIA Transit in 2002.
- Over 100 ERL and E-MAS employees attended the event, which took place at the ERL Crew Lounge and also online.

Outcomes

- Long-service employees were **recognised for their contributions**.
- Employees engaged in fun contests.
- Departments contributed to the 20th Anniversary Time Capsule.



Lunchtime Talks

- Recurring virtual lunchtime talks within YTL Construction that aim to expose employees to new things which may benefit their personal and professional growth.

Outcome

- Over **40 lunchtime talks** were organised in FY2022.



Christmas Celebration

- Organised annually by YTL Construction, with Christmas carols performed by the Ruth Refugee Education Centre.

Outcome

- Christmas lunches and goodie bags were distributed to all employees across Menara YTL and site offices who were working in the office that day.

Brown Bag Luncheon Sessions

- MCB hosts interactive sessions to encourage lifelong learning amongst employees, and to bring together employees from different departments.
- Three sessions were held throughout FY2022, including a coffee and latte art workshop, a free health talk titled "Goodbye Lethargy, Hello Healthier You!" and "Say Cheese!", a mobile photography workshop.

Outcome

- There were **110 employees** that participated in the three sessions cumulatively.

Workplace Photography Contest

- Open to all YTL Construction employees. The theme for the contest was "Take Your Best Shot at Work", aiming to spark creativity in employees.

Outcome

- The **top three winners** were treated to 3D2N stays at selected YTL Hotels.



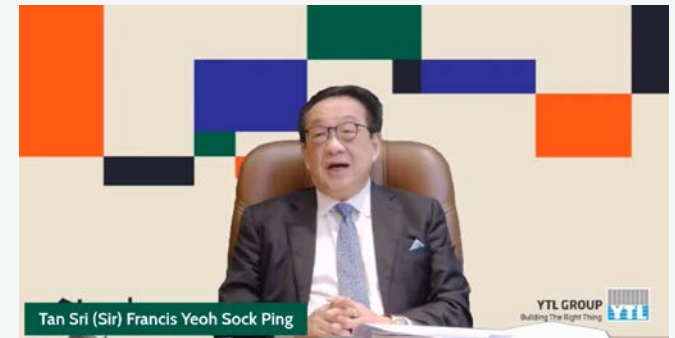
Feature Story - LEAD 2021

Each year, YTL Group holds an internal leadership conference known as “LEAD” that revolves around four pillars - Lead, Educate, Aspire, and Discover. Led and coordinated by the Creative Communications department, it features a series of specially-curated keynotes and seminars that vary every year, with the purpose of empowering our community of leaders and enhancing their leadership knowledge and skills. LEAD is a great opportunity for employees of different business units and management levels to meet and interact. It also allows the participants to be aligned and updated on the company’s ongoing plans and strategic direction by the directors themselves.

LEAD 2021 was held entirely online and attended by over 700 participants from different YTL Group companies around the world. The conference was conducted on YTL Group’s own LEAD website over the course of five days. With seminars and panel discussions covering an array of topics, it emphasised the importance of evolving and embracing change as leaders when dealing with crises. These include the highly anticipated Directors’ Panel and seminars on the future of Japan’s high-speed rail, Amazon’s work model, as well as mental health and well-being at the workplace, amongst others. This virtual conference was conducted on various multimedia platforms, with speakers from different time zones. This highly anticipated event was able to reach a global audience and it ran seamlessly.

The winners of the BTRT Awards were honoured and presented with trophies during LEAD 2021. These Awards were introduced in September 2016 as an appreciation of exemplary individuals and/or teams who embody YTL brand values, and go beyond the call of duty for the company and its people. Employees of YTL Group were encouraged to nominate their colleagues and teams who have inspired them and significantly impacted the company and their peers.

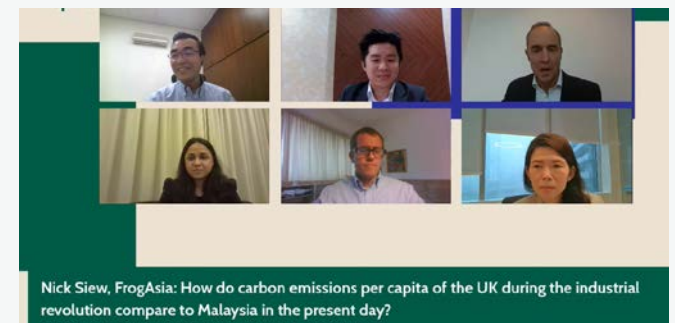
- In his opening speech during the launch, Tan Sri (Sir) Francis Yeoh Sock Ping addressed the leaders on how present events affect us and how efficiency should play into transformation. He raised the need for certain jobs to be done more efficiently. A key takeaway from his speech was that we must transform ourselves to embrace technology and the opportunities that arise from this inevitable transformation.



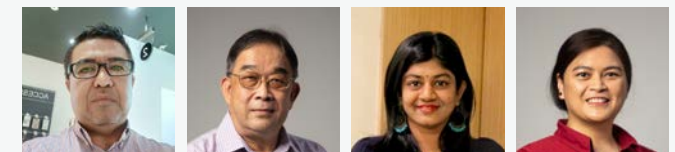
- Lim Siong Guan, former head of the Singaporean Civil Service and currently a professor at the Lee Kuan Yew School of Public Policy at the National University of Singapore, presented his keynote address on leadership for sustainability. His book *The Leader, The Teacher & You: Leadership Through the Third Generation* was made accessible online to all participants.



- Sustainability leaders from various business units in YTL Group shared their business unit’s climate aspirations and roadmaps towards decarbonisation.



- The BTRT Awards were presented to four individuals and one team - Women at YTL (W@Y).



Enriching Communities



OUR COMMITMENT

Positively impacting and enriching the lives of communities where we operate



ALIGNED WITH



OUR APPROACH

- Developing future generations of innovators and leaders by providing quality education and supporting education initiatives
- Supporting community groups, social institutions, 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

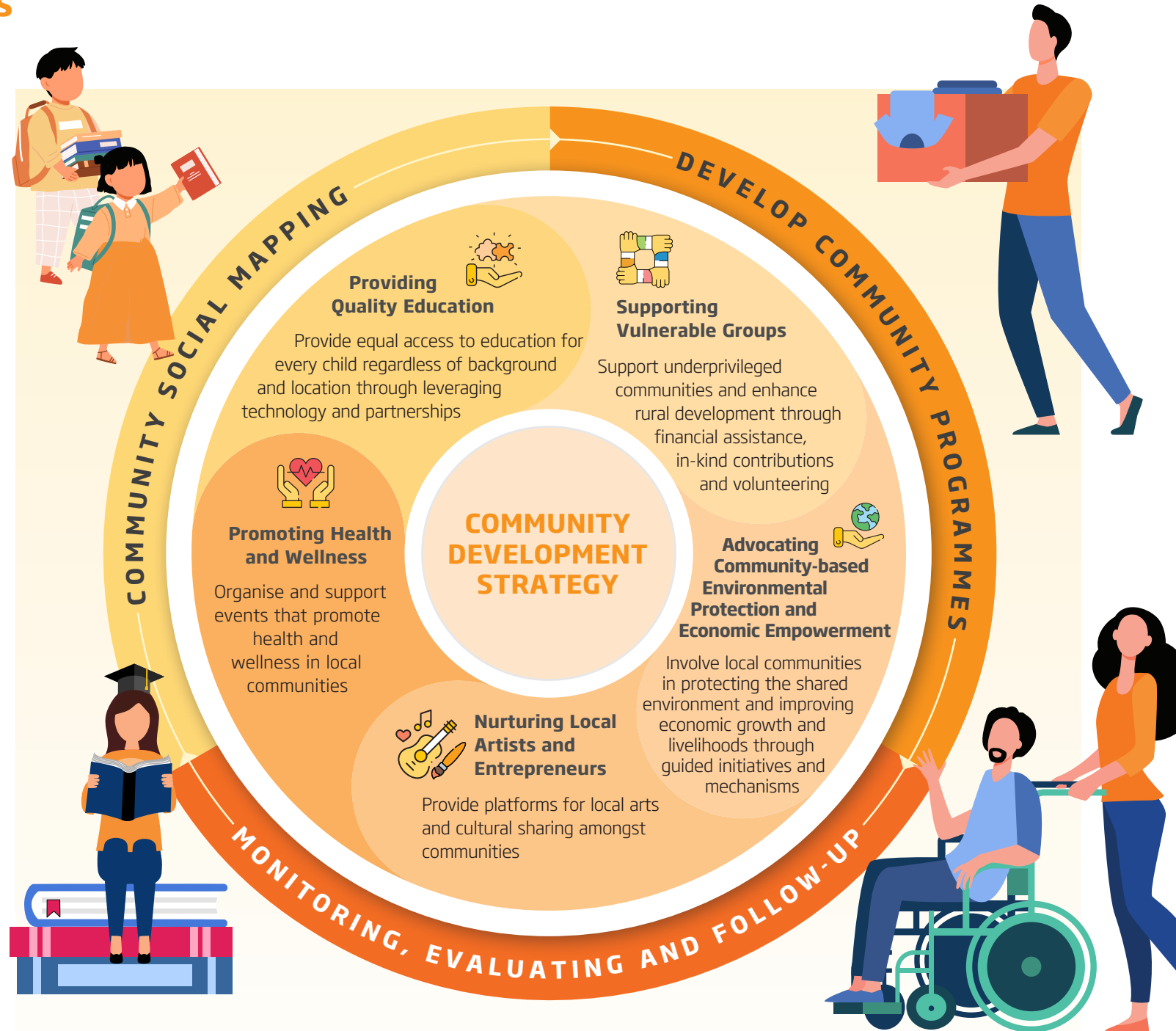
[GRI 413-1, 413-2]

YTL Group recognises the importance of empowering local communities, especially when we are dealing with such diverse communities in the regions where we operate. We strive to create positive and sustainable change across the countries of our operation through our community engagement and development efforts. These efforts include providing financial assistance for education equity and also supporting livelihoods and economic development. Our community initiatives are focused on two core pillars: education and a focus on local communities.

MANAGEMENT APPROACH

In line with YTL Group’s core value of “Building the Right Thing” and our ethos - “Making A Good Future Happen”, we are committed to driving sustainable development and obtaining the social license to operate in communities. We aim to positively impact communities through corporate philanthropy, employee volunteerism, collaborative partnerships, knowledge sharing, community building and development programmes, all of which are guided by our framework for community development.

The nature of some of our business operations sometimes leads to land use changes that may impact the lives of people in the vicinity of our operations. Community social mapping is conducted to introduce projects through engagement with communities to understand and address their interests, needs and concerns. From the project inception stage itself, we engage and involve local communities in all our programmes. Once the development programmes are carried out, monitoring and evaluation mechanisms are put in place to measure the short- and long-term progress.



NURTURING EDUCATION

A good education enables upward socioeconomic mobility and is key to a prosperous future. At YTL Group, we strive to empower individuals and local communities to increase everyone's access to a high-quality education. We strongly believe in educational equity as it is every child's fundamental right, and no one should be left behind. The challenges arose with the COVID-19 pandemic, where access to education was greatly impacted especially for the most vulnerable and marginalised communities. YTL Group is committed to ensuring the well-being of children and access to quality education, especially with the shift to online learning by bridging content and connectivity apps, and leveraging technology.

Celebrating YTL Foundation's 25th Anniversary

YTL Foundation was founded in 1997 with the belief that education is the basis on which every society can advance and progress. Education moulds minds, inspires achievements and ultimately builds better societies and nations. By developing and improving education, YTL Foundation aims to empower individuals and communities to be catalysts of change.

In its early years, YTL Foundation provided financial assistance to deserving individuals who might otherwise be denied opportunity to pursue higher education. Over the years, YTL Foundation has expanded its role to include programmes that impact not just students and educators but also wider communities and other stakeholders in the field of education. Through funding, initiating and incubating programmes and leveraging its networks and assets, YTL Foundation believes that it can open doors to education access, overcome barriers to learning and transform leadership and ultimately, offer Malaysian communities educational and leadership opportunities so that they are able to strengthen their foundation and secure a better future for themselves and their communities. Backed by the YTL Group's heritage of nation building, YTL Foundation hopes to continue **building better societies through better education**.

YTL Foundation Scholarship Programme

YTL Scholar Training on Grit

The COVID-19 pandemic made it difficult to conduct annual training in the United Kingdom (UK) for overseas scholars and in Malaysia for local scholars. As they did not want the scholars to miss out on training designed to prepare them for joining the workforce, they hosted training sessions online instead. This was also an opportunity to have local and overseas scholars join the training programmes.

YTL Foundation had 33 YTL Scholars, both local and international, who attended the online scholar training on the 7th and 8th January 2022 which was based on an Acumen Academy Masterclass on Developing Grit. Through a series of videos, individual exercises and group discussions, the scholars were challenged to reflect on their goals, passions, and sense of purpose. They learned about practical tools to help them develop skills and mindsets such as perseverance to power through difficult circumstances and drive change in the world and how to cultivate a growth mindset.

The local scholars enjoyed the opportunity to work with the overseas scholars and a sense of companionship developed between the two groups. Some of them benefitted from hearing different insights and thoughts from their peers.



YTL Scholarship Programme

20 successful candidates
in FY2022

“

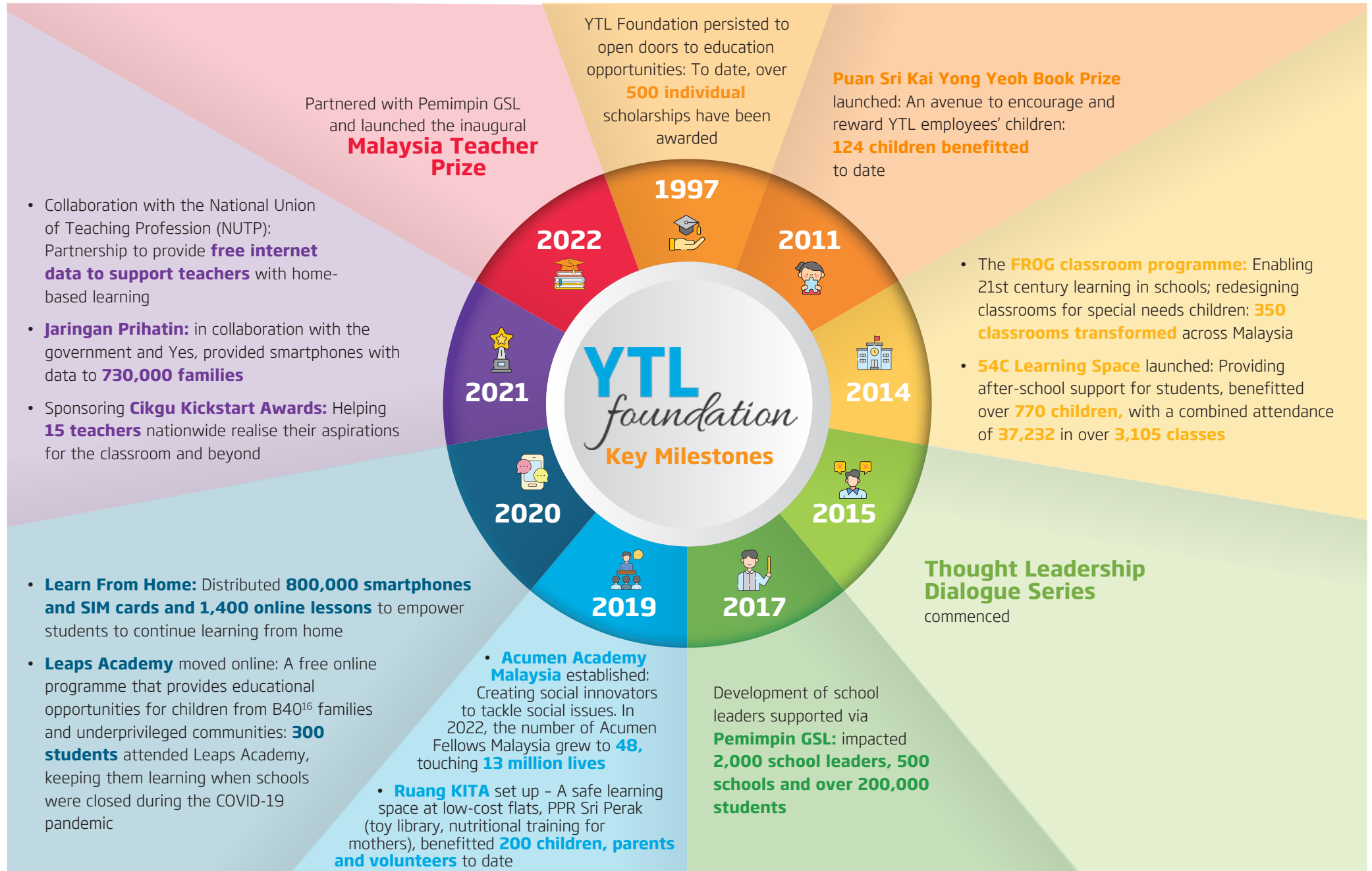
A few quotes from the training:

“It helped me get to know my fellow scholars better.”

“I enjoyed learning the values that I can carry and apply my whole life. It was very inspiring and meaningful.”

“The training inspired me to search for my purpose and create more goals in my life.”

”



¹⁶ B40 refers to the bottom 40% of households in Malaysia with median monthly income of RM4,850 and below.

Leaps Academy

Online Class at Leaps Academy

To help children realise their full potential whilst providing holistic learning, Leaps Academy was set up by YTL Foundation. It is an online programme created specifically for children from the B40 and underserved communities, which adopts a more student-centred approach to education. They focus equally on academic achievement, social awareness and character-building programmes that emphasise soft skills, social-emotional learning and values-based education.

Leaps Academy continues to engage with volunteer tutors who are university students from Heriot-Watt University, University of Nottingham, University of Malaya (UM), Universiti Tunku Abdul Rahman (UTAR), International Medicine University (IMU) and University College Sedaya International (UCSI). YTL Foundation has entered into a partnership with Soroptimist International Damansara which recruits international volunteers from Bath University and other British universities under their Building Bridges Beyond Borders programme. To date, over 130 dedicated volunteers have played an important part in the success and popularity of Leaps Academy.

Leaps Holiday Programme 4.0

In this sequel of the four-parts “Empowering Students and Shaping a Socially Aware Generation Equipped with Social and Emotional Skills” series, Leaps Academy ran its fourth holiday programme over the school holidays from 13th to 17th September 2021. An average of 35 children aged seven to 16 took part in the programme.

The children explored interests and values that might shape their identities, connecting them with the world around them and taking practical action to promote a sustainable environment including reducing waste and turning waste into resources. Learning about the United Nations Sustainable Development Goals (UNSDGs) helped them to find solutions that would help solve world problems such as environmental issues, social concerns and inequalities in education. They were encouraged to relate their ambitions to the UNSDGs, and whether these contributed to the UNSDGs.

Since March 2020, this online initiative has benefitted over **770 children**, with a combined attendance of **37,232** in over **3,105 classes**. Leaps Academy has over **130** dedicated volunteers who help deliver these programmes.



As of June 2022, **about 300 children** learned through these online lessons weekly, not only from the Sentul and Bukit Bintang communities but also from as far away as Penang, Ipoh, Pahang and Sarawak, including children from refugee families.

“

Two years ago, YTL Foundation came to our village and sponsored solar panels. Before this my children and nephew did not know anything. They could not count, read and write because they did not go to school. I am very grateful and relieved, that they could help my children with online learning. YTL Foundation gave us handphones, installed Wi-Fi, and gave us computers to use for lessons. Now, my children can read and write! My nephew too!

Aida, Parent from Kampung Sion, Siburan, Sarawak.

<https://www.youtube.com/watch?v=FRpwpmBqp5k>

Learning science is fun, I can learn things that I did not learn in my school. I enjoy Mathematics and Mandarin class. I was not able to learn Mandarin in my school but in Leaps Academy I was able to.

Dorvenesh, student from SK La Salle Sentul.

<https://www.youtube.com/watch?v=xAxRY1nFck8>

At first, I thought drama class would be learning about drama and acting, but when I actually went to the class, it was all about games and socialisation. Before this I wasn't really good in socialising, I was super shy. I think the class is really fun that we get to play games but at the same time helping me to socialise with others.

Khaira, student from SK Convent Sentul.

<https://www.youtube.com/watch?v=ePgZRYQgjeM>

”

Values-based Education

Respecting Others in All Human Diversity

Leaps Academy kick-started a new programme to instil positive values in the younger generation that would eventually help to create a positive learning environment to enhance academic achievement and develop social skills.

Resilience

On 30th October 2021, the children learned about the value of resilience. In this era, resilience is imperative to help children endure difficult situations and manage their emotions. Comic strips and analogies were used to introduce the values of resilience. The session ended with practical ways to build resilience.

Art of Listening by Ariston Club of Heriot-Watt University

A values-based educational programme was carried out on Zoom by seven volunteers from the Ariston Club of Heriot-Watt University on 23rd January 2022, to emphasise the importance of listening and staying focused on given tasks.

Computer Skills - Coding Class for Beginners

A coding class was conducted on Zoom by Akhil Balaji, the son of a YTL employee, for nine local community children over a course of five days from 3rd to 7th January 2022. They were excited to learn about coding as most of them had not learned it in school. Following an introduction to basic knowledge of coding, an introduction to Python and simple fundamentals and commands was conducted. They tried out coding practices using a coding application called Grasshopper and created interactive animations using a free programming language known as Scratch.

Spreading Christmas Cheer

The COVID-19 pandemic shifted the dynamics of the annual Christmas events at 54C. To spread Christmas cheer, about 200 children of YTL employees received Christmas gifts comprising unique 3-in-1 USB connectors, custom-made notebooks, folklore story books written by a local author, bags of stationery, badges and squishy toys.

For the FrogAsia Christmas initiative, FrogAsia's employees distributed gifts such as toys, story books, school bags and stationery sets (colour pencils, paint sets and notebooks) to about 50 children at Leaps Academy.

MyPJ Mathematics Classes

In collaboration with MyPJ, a Petaling Jaya-based community group, Leaps Academy kick-started Mathematics classes on 27th November 2021 for about 40 students from PPR Desa Mentari and PPR Sri Pantai between the ages of seven and 12. The 15 volunteer tutors were students from Heriot-Watt University, UTAR and UM. For the majority of the volunteers, this is their first time tutoring children, particularly in an online setting. The Learn From Home Mathematics lessons allowed them to conduct these classes with ease and clarity.

Financial Literacy Programmes by Melissa Zecha

Melissa Zecha, a volunteer teacher with a Finance and International Business degree from McGill University, kick-started a new programme at Leaps Academy on 14th April 2022 for about 12 refugee children aged 13-16. During the 12-week - once a week financial literacy programme, students learned about everyday financial expenditure, planning and wealth.



Leaps Academy distributed 280 Christmas lunch boxes to two orphanages and eight refugee learning centres

Soft Skills Classes by Harriet Rogan

Harriet Rogan is a volunteer student from Bath University under the Building Bridges Beyond Borders programme. She began conducting online soft skills classes for refugee youth aged 13-18 twice a week starting on 25th January 2022, and introduced a number of soft skills during her classes such as interpersonal skills, communication, critical thinking, problem-solving, conflict resolution, creativity, adaptability, and teamwork.

The online public speaking classes conducted by Harriet Rogan for the local community were very interactive. She explained that the purpose of public speaking was to inform, persuade, commemorate/celebrate, and entertain. The students were taught methods to write informative speeches. Harriet got them to share and reorganise their ideas in their speeches. They learned ways to elaborate further, articulate clearly and justify their views.



A series of activities were held at the JOM Play! Toy Library Ruang Kita Sri Perak for both children and parents. Several play stations set up for children included colouring (above), cupcake decorating and traditional games amongst many others. Parents were also involved in a talk on children's play and learning, and participated in a healthy meal competition (below).



Laptop distribution ceremony by YTL Foundation at SMK La Salle, Petaling Jaya

Community Outreach

Psychological First Aid (PFA) Training in PPR Sri Perak

YTL Foundation established the PFA programme in collaboration with the Humankind and Toy Libraries Malaysia (TLM) at the end of 2021 to support individuals from PPR Sri Perak struggling with mental health, an issue exacerbated by the pandemic. PFA assesses immediate needs and concerns, rather than offering on-site therapy. The aim is that at the end of the one-year project, the residents of PPR Sri Perak will have a community-based PFA team to handle basic issues and offer peer support, with referral systems in place to access professional services when required.

Nutrition and Play Programme

YTL Foundation collaborated with Sentul Raya Sdn Bhd, TLM and International Medical University (IMU) to launch the Ruang KITA programme in early 2020 in PPR Sri Perak. TLM and IMU joined hands to run World Play Day on 11th June 2022 with around 200 children, parents and volunteers coming together for the event. The Ruang KITA Toy Library is the first toy library in KL within a PPR with the aspiration that this will be a model for many more toy libraries in PPRs around KL.

In addition, a digital child developmental assessment was carried out at Ruang KITA for children between three and five years old by TOY EIGHT, a Japanese educational company. The assessment addressed the five domains of development in children from this age bracket, to determine if children have experienced developmental loss in learning as well as delays in their physical, social-emotional, cognitive and linguistic development as a result of the COVID-19 pandemic lockdown measures.

According to Tobey Low, Head of Early Years, the children who were assessed experienced issues with fine motor skills, understanding instructions and a lack of confidence. However, no major issues were displayed. The Toy Library in Ruang KITA serves to facilitate their development, closing the gap through regular and constructive playtime.

Qualcomm works with YTL Foundation to provide always connected laptops to schools in Malaysia

Qualcomm together with YTL Foundation distributed 50 laptops to two schools in Malaysia, SMK La Salle, Petaling Jaya and SMK Air Molek, Melaka. In addition, YTL Foundation provided a 12-month Yes 4G plan with 120 GB data with each laptop so that the students could continue learning from home, even as schools started re-opening and transitioning to hybrid learning in November 2021.

Beyond National Education Conference organised by the Penang Institute and Konrad Adenauer Stiftung

Beyond National Education Conference organised by the Penang Institute and Konrad Adenauer Stiftung brought education stakeholders in Malaysia together to collectively address core questions, troubleshoot challenges, discuss ideas and bring about good change at the local and grassroots levels. This conference featured over 15 speakers from varying backgrounds including Dato' Kathleen Chew, Programme Director of YTL Foundation who spoke about Digital Platforms of Education and the impacts that digital technologies have on several aspects of education.

Acumen Academy Malaysia

Foundry Fellows Gatherings

In March 2022, Foundry Fellows (Acumen Fellows who have completed their fellowship year) self-organised a virtual session to help other members better understand and apply for the prestigious 2022 Hasanah Grant. 2021 Fellows Devasharma Gangadaran, CEO of MySkills Foundation and Dr Tey Su Thye, CEO of Global Peace Foundation shared best practices and tips on how to draft an effective Theory of Change.

In June 2022, Jacqueline Novogtraz, CEO and Founder of Acumen together with two Acumen Southeast Asia partners visited Kuala Lumpur. On 19th June 2022, Foundry Fellows from the 2020 and 2021 cohorts attended a private dinner with Jacqueline. The next day, Jacqueline and the Acumen partners visited MySkills Foundation in Kerling, Perak and Epic Homes in Kampung Gurney, Kuala Kubu Bharu, Selangor.

Foundry Support and Platform

Early this year, Acumen Academy Foundry Global Team relaunched an opportunity for Foundry Fellows to benefit from pro-bono consulting from Bain & Company. Three Fellows: Haslina Abdul Malek from All Board Young Leaders in Miri, Kelvin Tan from Project ID, and Chun Wahoo from GiveHub Asia were successfully matched with Bain & Company consultants and are in the midst of a six months engagement to help them find answers to important strategic questions.

In addition, three Foundry Fellows were matched to the Acumen Knowledge Network. Under the Knowledge Network, Foundry Fellows Michelle Usman (human rights lawyer), Maheswari Jaganathan (National Cancer Research Malaysia), and Dr Teh Su Thye (Global Peace Foundation) will receive peer mentoring from Acumen Nexters, Acumen Inc's cohort-based programme for early investors.

48 Fellows across **7** states

13 million lives impacted by Fellows' leadership

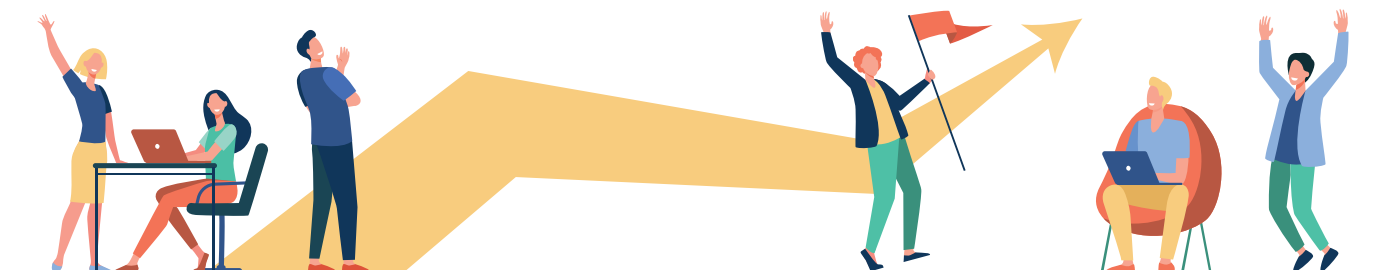
USD100,000 disbursed to Fellows' organisations



Jacqueline Novogtratz (fourth left) and Acumen Partners visited Fellow Devasharma Gangadaran at MySkills Foundation. At-risk youth received vocational training in IT, electrical wiring, farming, baking and caregiving. They also learned important wellness skills like how to save money and practice mindfulness through yoga and gratitude journaling



Jacqueline and the Acumen partners visited Fellow Jayne Kennedy at Epic Homes. Epic Homes have been mobilising local champions to build homes together with marginalised communities, providing stability and support to build better lives for 12 years. They focused on the area of learning and development, using the home building process as a means to restore self-belief, facilitate the power of choice and enable social mobility



Malaysia Collective Impact Initiative (MCII)

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

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

PROGRAMME	TIMELINE	OUTPUT	OUTCOMES
MCO Grocery Aid 2021 Grocery vouchers from Econsave for B40 students' families in schools heavily impacted by Movement Control Order (MCO)	September - November 2021	<ul style="list-style-type: none"> 3,959 beneficiaries 	<ul style="list-style-type: none"> MCII-parent-teacher relationships improved More engagement and trust-building was established with the community Parents were able to focus more on the children's education when food was on the table
MyReaders Literacy programme modified to include parents and siblings as mentors for students using online resources and for monitoring e.g., YouTube, Google Drive, Google Classroom, WhatsApp	2021	<ul style="list-style-type: none"> Seven schools More than 100 students/participants 	<ul style="list-style-type: none"> Teacher-parent engagement and relationships improved All teachers took ownership to ensure the success of the programme Many innovative solutions for solving problems that arose during the programme Teachers were proactive in completing deliverables
Chumbaka The MCII-OSK STEM PROGRAMME is a 3-year programme focusing on activation of STEM-related clubs for MCII Primary and Secondary Schools through capacity-building for teachers and students in schools by equipping them with 21st century tools and skills (technical and soft skills).	2019 - 2021 (extended to 2022 to hold two physical workshops due to MCO)	<ul style="list-style-type: none"> Ten schools 20 teachers 	<ul style="list-style-type: none"> Around 50 student teams were created and guided by teachers for Chumbaka-led competitions including The Kuala Lumpur Engineering Science Fair (KLESF), Junior Innovate and Young Innovators Challenge Teachers plan to conduct their own initiatives in schools based on skills learned
EngagEd Webinars Two EngagEd webinars on Cooperative Learning Structure (CLS) and Assessment for Learning (AfL) with MCII schools	February and March 2021	<ul style="list-style-type: none"> Seven schools Almost 80 teachers 	<ul style="list-style-type: none"> Empowered teachers to be confident in moving up the learning curve and knowledge, especially among the EngagEd alumni Created a safe space for teachers to voice out concerns, challenges and achievements in their journey especially through MCO and home-based teaching and learning (PdPR) - subsequently initiated MCII sharing session
Pemimpin GSL and MYReaders Sharing literacy and leadership tools as well as their importance as part of the MCII Sharing Session	2021 (once in fourth quarter)	<ul style="list-style-type: none"> Nine schools involved More than 80 participants Sharing by PEMIMPIN GSL-MCII alumni 	<ul style="list-style-type: none"> More teachers took ownership of their learning especially among the PEMIMPIN GSL-MCII alumni Empowered teachers to be confident regarding their own learning curve and knowledge More effective collaboration between schools and programme delivery partners
StudentQR Behavioural reward and tracking app focusing on positive change	2021	<ul style="list-style-type: none"> Two schools 	<ul style="list-style-type: none"> Positive behavioural change in students recorded by the teachers, especially during PdPR Allowed more parents to be involved with tracking and monitoring done online i.e. the app Better teacher-parent relationships The programme ran in Sekolah Menengah Kebangsaan Tengku Idris Shah which was recognised by Klang District Education Office and National Registration Department, Selangor
MCII Sharing Sessions Professional Learning Community (PLC) online sharing sessions hosted by teachers on various topics with a cascading knowledge-sharing model	2021 - 2022 (quarterly)	<ul style="list-style-type: none"> More than 16 schools overall An average of 85 participants per session MCII schools as event hosts and mentors, guided by MCII 	<ul style="list-style-type: none"> Better MCII-school relationships and trust-building More teachers took ownership of their own learning Teachers felt empowered to be confident as they progressed up their own learning curve and gained knowledge A safe space for teachers to voice out on any issues and to connect

Pemimpin GSL - Leadership Programme for Schools

PEMIMPIN GSL (“PGSL”) 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 500 schools all over Malaysia, impacting over 200,000 students.

From July 2021 to July 2022, PGSL ran six (6) programmes:



Pintar Pemimpin Leadership Programme for Schools (PPLPS)

The PPLPS programme had 99 underserved schools with 136 school leaders from all over Malaysia attending monthly training and coaching sessions with the PGSL team.



Accelerated School Leaders Initiative (ASLI)

The ASLI programme was launched earlier this year after eight months of research. PGSL has since conducted six face-to-face workshops with 15 leaders from 15 schools.



Leadership Programme for TNB-PINTAR Schools (PTNB)

PTNB aims to address issues faced by leaders in schools through professional development. The programme concluded with the graduation of all participants in August 2022.



Pintar Pemimpin Leadership Programme for Schools (PPLPS)

PGSL concluded the LEAD Cohort One Programme by organising the final Workshop Cycle and the graduation event with 35 leaders from 31 schools.

LEAD Cohort 2 is still ongoing with seven completed Workshop Cycles (WC) with 135 leaders from 125 schools. Each WC includes two workshops and at least one consultation session. All workshops are also available as online modules on PGSL’s Learning Management System, Teachable.



Masterclass Premium Series

Through the Masterclass Premium series, PGSL now hosts a Telegram channel for more than 2,000 teachers, creating a base for recurring teacher participation in the programmes.

All leaders who graduate from any of the aforesaid PGSL programmes are eligible to join the PGSL alumni community. As members of the PGSL alumni community, they have the opportunity to attend PGSL’s webinars and masterclasses featuring education experts nationwide.

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 class and during extracurricular activities.

YTL Foundation and PEMIMPIN GSL Launches Inaugural “Malaysia Teacher Prize” in conjunction with its 25th Anniversary


YTL Foundation’s Commitment Towards Building Better Societies Through Better Education

Celebrating its 25th Anniversary this year, YTL Foundation’s sponsorship of the Malaysia Teacher Prize represents another milestone in YTL Foundation’s ongoing commitment towards education to empower individuals and communities to be catalysts of change.

The Malaysia Teacher Prize, the Malaysian edition of the Varkey Foundation’s renowned Global Teacher Prize was launched on 10th May 2022 by PGSL in partnership with YTL Foundation, with the support of the Ministry of Education Malaysia. This inaugural award celebrates teachers whose exceptional efforts in educating young minds are often unseen and unrecognised.

The award seeks to raise the status of teachers and celebrate the achievement of outstanding teachers in Malaysia. The award is the first of its kind in Malaysia to showcase teachers on a national level with long-term professional development plans and generous prize money for shortlisted teachers.

Aiming to reach 10,000 teachers across Malaysia, the grand prize winner receives RM50,000 whilst the four other finalists receive RM5,000 each. Besides, the Top 10 finalists also receive professional development assistance to help teachers better understand their impacts and potentially scale their work beyond schools.

The announcement of the Top 10 shortlisted teachers was released in August 2022, following which the top five teachers and the grand prize winner were announced during an awards ceremony in October 2022. For more information about the Malaysia Teacher Prize, log on to <https://www.malaysiateacherprize.org> 



Dato’ Kathleen Chew (second left), Programme Director of YTL Foundation, officiated the launch of The Malaysia Teacher Prize at The Majestic Hotel Kuala Lumpur



Dato’ Kathleen and Programme Director at PGSL, Samuel Isaiah (right), was an English language teacher at Sekolah Kebangsaan Runchang, Muadzam Shah, Pahang, Malaysia and he was also the first Malaysian teacher shortlisted in the Top 10 of the Global Teacher Prize back in 2020

Empowering and Celebrating Malaysian Teachers

The Malaysia Teacher Prize draws on present-day inspiration to elevate the status of teachers and attracting greater talent into Malaysia’s teaching profession.

At its very core, the award seeks to recognise the everyday work that teachers put into educating future generations. “We know that teachers can make a difference and now it’s about showing the world the difference that these teachers are making. The award is about celebrating the teachers and improving the occupational prestige that comes with being a teacher,” said Samuel Isaiah, Programme Director of PGSL, who was recently given a special award by the Sultan of Pahang in recognition of his efforts to improve education in the Malaysian state.

Being no stranger to the struggles of being a teacher, Samuel remarked that “teachers need to know that they are highly valued and cherished by society. It is about telling and showing the great work that they have done and giving them the motivation to continue their efforts to make a positive impact on their students and ultimately on society.”

Feature Story - YTL Foundation's Learn From Home Programme

Launched in March 2020, the Learn From Home programme was created in response to the pandemic with a particular focus on low-income families. The programme equipped B40 families with free data and a smartphone so that their children could continue learning from home whilst schools were closed.

Over the past two years, the Learn From Home Initiative, in collaboration with FrogAsia, YTL Communications, Teach for Malaysia, MyReaders, Pelangi, Kindity and CIMB Foundation, has built free online lessons for the entire Malaysian school curriculum. Through the initiative, 800,000 smartphones and SIM cards were distributed, and 1,400 online lessons and 45,000 quiz questions were made available on the Foundation's website and on the Launchpad Mobile App (formerly known as "FrogPlay"). It enabled children to enjoy free access to over 1,400 online lessons - currently available for Bahasa Malaysia, English, Mathematics, Science, Geography, History, Moral Education, Physics, Biology, Chemistry and lessons on the UNSDGs with the aim of covering all core subjects by the end of 2022. The lessons are designed based on the national curriculum from Standard 1 to Form 5. These lessons are accessible on the YTL Foundation website and the Launchpad Mobile App. The latter also offers over 45,000 quiz questions, which makes learning and revision easily accessible to all students via smartphone.

To date, the Learn From Home lessons have been accessed for more than one million times. The lessons were also used for YB Maria Chin's Tuition For A Cause programme in Section 17 Petaling Jaya, Selangor. The committee members of this programme recently carried out an assessment of the learning resources available and decided to continue using the lessons for the programme. YB Maria Chin said, "We found that the Learn From Home learning material is still the best learning material for all the national school students for learning from home."



over **800,000**
smartphones and SIM cards delivered



1,400 online lessons and
45,000 online quiz questions developed



Lessons accessed more than
1,000,000 times



Collaboration with CIMB Foundation and Teach for Malaysia

CIMB Foundation came on board as a content partner to develop more lessons to add to the existing four core subjects. Last year, whilst looking for a solution to help students in low-cost housing communities, they were introduced to the Learn From Home lessons by Teach For Malaysia. They decided to work with YTL Foundation and FrogAsia to fund the development of lessons in additional subjects. CIMB Foundation also engaged Teach for Malaysia to run workshops for parents and students and to introduce them to the Learn From Home lessons so that the community could run tuition sessions for students. Their goal is to reach at least six PPR communities, 60 teachers and 9,600 students by 2023.

The aim is to cover all core subjects by the end of 2023. This collaboration was launched at a ceremony at PPR Hicom in Shah Alam on 12th February 2022.

YTL Foundation's Learn From Home Initiative clinches People's Choice Award at the AVPN Constellations Awards 2022 - The learning content from the award-winning initiative will be made available under a new volunteer tutoring programme, KelasKita

YTL Foundation's Learn From Home programme was awarded the People's Choice Award at the Constellations Awards 2022, by Asian Venture Philanthropy Network (AVPN), Asia's leading social investment network. The nationwide programme was recognised on this global platform as an action-oriented project that addressed the complex shifting challenges of B40 communities during the COVID-19 pandemic.

Awarded only to the best social change investment projects in Asia, this recognition highlights the programme's positive impact on low-income communities by enabling them to have access to education during extended periods of school closures. Winners in other categories included projects by the Bill and Melinda Gates Foundation and the United Nations Development Programme.



KelasKita: An evolution of the Learn From Home initiative

Having built up this rich bank of educational content through Learn From Home, YTL Foundation will launch KelasKita, a programme which allows volunteers to provide tuition (online or on-site) to children in low-income communities most affected by the COVID-19 pandemic using the Learn From Home lessons.

Developed in partnership with Teach for Malaysia and FrogAsia, this programme seeks to help children make up for learning gaps and learning loss experienced as a result of the extensive school closures over the past two years. The KelasKita programme features a step-by-step implementer and volunteer guide, for volunteers to conduct their online classes using the lessons on FrogAsia's virtual learning platform.

Providing Educational Support and Resources

YTL Group strives to nurture future generations by providing them with a range of information, knowledge, skills, financial aids and resources to empower them to contribute to a more sustainable future.



Financial Support for Education

To align with the company's corporate goal to promote talent nurturing within the community, YTL Power Services sponsored RM1,000 for Universiti Putra Malaysia (UPM)'s Engineering Faculty to one outperforming student with potential to join the company.



Online Learning Platforms



In conjunction with World's Youth Skills Day, SIPP-YTL JV organised a knowledge sharing session on Learning to Learn for Work and Life for the student of Universiti Tun Hussien Onn Malaysia (UTHM) to share about the importance of work-life balance and to also advocate well-being during the COVID-19 pandemic.

YTL Construction organised an online sharing session on Post COVID-19: The Future of Malaysia's Rail Industry in partnership with Universiti Kuala Lumpur and Women in Rail Malaysia, where they discussed the status, and development of the rail industry whilst also promoting the industry for a future career to participants. About 300 people participated comprising YTL Construction's employees, Women in Rail Malaysia members and UniKL's students.

In conjunction with the International Day of Women and Girls in Science, SIPP-YTL JV organised an online knowledge sharing session - Girls Do Science in partnership with Study Melbourne Hub KL and Women in Rail Malaysia to recognise the amazing work and involvement of women in the field of STEM. Thirty people including students from Australian Universities, members of Women in Rail Malaysia and employees of YTL Construction attended this programme.



YTL Construction organised an online sharing session in partnership with Malayan Railways Limited (KTMB) during Malaysia Independence Day. The session covered the history of Malaysian rail and how its evolution has contributed to the development of Malaysia's modern rail industry.



Forty students attended the YTL International College of Hotel Management's Awareness of LGBTQ+¹⁷ Campaign, where they learned about the need to eliminate discrimination against the LGBTQ+ community. This awareness campaign was organised online on 29th September 2021. At the end of the campaign, students had a better understanding about human rights and how to eradicate discrimination. Furthermore, by exchanging ideas and concepts with their peers, participants improved their interpersonal communication skills.

YTL Construction organised a monthly Health and Safety briefing for primary and secondary school students along the Gemas-JB Double Track alignment. The engagement was carried out to ensure that students adhered to strict health and safety regulations, as well as to understand the meaning of all road signage near the construction site. The initiative also served as a platform to encourage students to get involved in STEM (Science, Technology, Engineering and Mathematics) and rail education in future. From July 2021-July 2022, 100 school students across ten schools were engaged.

GENeco UK continued to expand development programmes, such as **"Ignite"**, designed for young people within local communities. Throughout the Ignite Outreach Month from October to November 2021, GENeco UK hosted several mock interview events with Bristol Learning City/Bristol Works. They also networked with aspiring young adults from Bristol's inner-city communities at Babbasa's 'We've Got Your Back' event, and took part in the Bristol Schools Climate Conference, where they shared thoughts about career pathways and the range of roles and opportunities in the sustainability sector.

On 10th November 2021, GENeco UK hosted a virtual discovery session to give young people an insight into the renewables industry alongside COP26 (The 2021 United Nations Climate Change Conference).

On 6th January 2022, GENeco UK hosted a virtual discovery session with construction students from South Gloucestershire and Stroud (SGS) College, where they talked about green careers.

¹⁷ The acronym of LGBTQ+ stands for lesbian, gay, bisexual, transgender, queer (or questioning) and others.



Physical Learning Environment

YTL Cement Seminar Series

Since 2021, MCB has held its Masterclass series, an extension of the YTL Cement Seminar Series, for tertiary-level students with the intention of educating and inspiring the nation's engineers and architects of tomorrow. On 5th April 2022, MCB hosted a Masterclass with Taylor's University. A total of 60 architecture students attended the "Introduction to Cement and Concrete" physical session at the School of Architecture, Building, and Design at Taylor's University. Students were given an inside look into how cement and concrete are used in the precast industry and real-world Industrialised Building System (IBS) construction techniques. Alongside the Masterclass, MCB also hosted a competition among students to build miniature IBS precast models to promote the adoption of sustainable building methods.



Students were tasked to make their own IBS models using QuickMix DIY Craft Cement. Five weeks after, students presented their work to a panel of judges who evaluated each entry based on the creativity, workability, and workmanship of their IBS models

On 29th June 2022, MCB continued with the second instalment of the five-session Masterclass with Universiti Teknologi PETRONAS (UTP) where students were introduced to various materials and equipment used in the construction of roads in Malaysia. The session also highlighted the various quality assurance and quality control methods used by engineers as well as several best practices for road construction.

Fico-YTL Technical Workshop

Fico-YTL organised technical workshops on "Green Materials for Sustainable Construction" across three universities commencing March 2022. The workshops were held to share topics on trends of greening construction using environmentally-friendly materials in cement, concrete and construction products with students.

Wessex Water - Education Service

Wessex Water has seven education centres located around the region where schools and community groups can visit for a hands-on learning experience. The COVID-19 pandemic has had a significant impact on the Wessex Water education team's ability to deliver face-to-face engagement, wherein school bookings only re-started in September. Consequently, Wessex Water has hugely expanded its online offerings this year with live virtual sessions and updates to content on the website.

120 schools visited
5,726 children engaged
1,717 adults engaged



Wessex Water Education advisers holding outdoor learning at Wiltshire Wildlife Trust Langford Lakes nature reserve near Salisbury for entire families to take part in hands-on experiments and activities



Wessex Water welcomed Environmental Engineering Students from Aston University to Wessex Water's Water Treatment Centre in Durleigh, Somerset earlier this year. The visit was arranged by the Engineering and Sustainable Delivery team who explained the processes, engineering considerations and environmental factors during the design and build of the newly upgraded water treatment facility

School Trainee Programme with YTL Hotels

Spa Village Resort, Tembok Bali (SVRTB) curated the local community development programme, to educate the local youth population to better prepare them for the job market. SVRTB invited 26 students to work with the resort in an internship programme, where they were trained in all areas of hotel management, communication skills in English and interpersonal skills.

SERVING LOCAL COMMUNITIES

At YTL Group, we strive to assist in building a sustainable and resilient society. As responsible corporate citizens, we understand our part in supporting local communities where we operate. In alignment with the UNSDGs, we assist in building societal resilience to improve the lives and livelihoods of communities, whilst ensuring the natural environment is taken care of. This has been made possible by supporting and facilitating our employees and stakeholders through charitable causes, partnerships and volunteerism.

Our Community Impact Initiatives



Donations and Fundraising

01 YTL Construction sponsored RM10,000 for the Institute for Democracy and Economic Affairs (IDEAS) fundraiser event themed “Malaysia: Moving Forward Together”.

02 Monkey Island Estate hosted the Berkshire Community Foundation’s Together for Women event to raise funds to support disadvantaged women and girls in the local area. The project aims to bring together women to support other females in Berkshire who live with disadvantages or who suffer from issues such as domestic abuse, homelessness, exploitation or modern slavery. The hotel sponsored GBP5,400 worth of beverages, canapes, room hiring costs and reduced menu prices in support of the event.

03 In support of Oz Harvest, a leading food rescue organisation, several items from the Quarantine Room Service Menu in Sydney Harbour Marriott were selected and for any sales from this list, AUD1 was donated to Oz Harvest. Since it launched in September 2021, the hotel has raised AUD2,335 which has supported 4,670 meals to those in need.

04 The Ritz-Carlton, Koh Samui (RCKS) joined other Marriott Hotels in Southern Thailand, gathered for the Life Bag Project. The project is to contribute a bag which includes dried food to relieve hunger in the local community. As a result, RCKS raised USD100 for the project.

05 Associates from Sydney Harbour Marriott donated AUD1,000 worth of toys, books and clothing for the Afghan Children’s Appeal.

06 Spa Village Resort, Tembok Bali (SVRTB) hosted a weekly Balinese dance performance at the hotel’s restaurant to promote Balinese culture to hotel guests and support local young talent. With USD40 per week, this initiative managed to sustain the Balinese dance studio that supports the young aspiring dancers to practice for performances.



07 On 25th June 2022, 15 students from YTL International College of Hotel Management organised the Coolkids Project at Rumah Titian Kaseh (Asrama Putera) to encourage reading and raise awareness of social issues among children. Funds were raised through the sale of homemade cookies for goodies and stationeries. Apart from raising funds, donations of books and toys were also made. On the day of the visit, the students presented a topic around social awareness to the children and engaged with them through role-playing and games.

08 To improve the livelihoods of the local community, Fico-YTL sponsored the construction of five bridges with a total of VND1.3 billion which were completed in 2022, and 2,000 bags of cement to build roads across Chua Thanh District.

09 BUILDS, MCB's Corporate Social Responsibility arm, produced coasters and Christmas ornaments from plastic waste to raise funds for charity. A total of 180 coasters and 56 ornaments were sold with a total of RM3,000 raised. All proceeds from the sale went to Persatuan Seni Jahitan Kreatif Malaysia (PSJKM) to organise a skills development programme to support marginalised communities and help them in generating additional income.

10 In conjunction with Global Recycling Day, RCKS donated 392 used towels repurposed for rescued animals to sleep on.

11 In December 2021, Fico-YTL cooperated with the Department of Labor, Invalids and Social Affairs of Tay Ninh province and the Center for Social Protection of Tay Ninh province to organise the "Sharing the Epidemic Season" programme. The programme resulted in the presentation of 150 gifts with a total value of VND200 million to four nursing homes for the elderly and disadvantaged children.

12 Wessex Water worked with volunteer-run humanitarian aid charity, Hope and Aid Direct to donate vital water supply equipment (water supply bowser trailers and static tanks) to help the people of Ukraine in early 2022.

13 In support of the development of sports and ensuring the local community is taken care of, Fico-YTL signed a commitment with the Department of Sports, Culture and Tourism of Tay Ninh province to sponsor three sports competitions in the area, amounting to VND750 million.





Volunteerism

01 Wessex Water’s Water Force volunteers teamed up with Cotswold Voluntary Wardens working at Chilcombe Bottom Nature Reserve to help maintain and conserve the site. More than 124 hours of work were carried out, removing fallen trees, clearing reeds from ponds and clearing valve huts.

02 With Bristol Avon Rivers Trust, Water Force volunteers helped to remove weeds, add mulch and plant trees in Winford as a conservation effort to the tree population in the region.

03 Wessex Water’s Water Force volunteers joined the Bristol Avon Rivers Trust river cleanup event to help protect river wildlife and local waterways from litter.

04 Water Force volunteers came together and helped at Grow Wilder, an Avon Wildlife Trust project, to plant wildflowers in their gardens.

05 Water Force volunteers also took part in the Great Dorset Beach Cleanup collecting rubbish and harmful litter at Ringstead Bay.

06 In conjunction with World Cleanup Day, employees from SVRTB participated in a cleanup programme organised by the village chief at Tembok Village.

07 In conjunction with Corporate Cleanup Day 2022, Brisbane Marriott Hotel teamed up with Hilton, Westin and W Hotels and participated in the event to cleanup green spaces, urban landscapes, and waterways across Brisbane city.

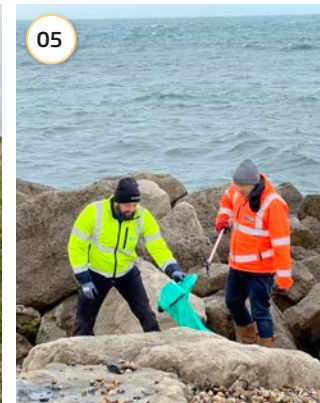
08 YTL Construction’s employees in Segamat under the Gemas-JB project joined a “gotong-royong” programme organised by the local government aimed to make Segamat a clean and healthy district.

09 In conjunction with World Environment Day 2022, BUILDS and the Department of Environment (DOE), Putrajaya collaborated on a park cleanup on 25th June 2022 at Chongkak Park and Resort, Hulu Langat, Selangor. Around 60 volunteers, made up of MCB employees and DOE officers were involved in the cleanup and 200 kg of rubbish and recyclables was collected. BUILDS has also donated six waste bins to Tourism Selangor for public use in the park.

10 More than 15 volunteers from Perak-Hanjoong Simen (PHS), the local community, as well as other government departments and agencies, planted 1,000 trees in the neighbourhood of Padang Rengas. In addition to tree planting, efforts to raise awareness of environmental conservation also included workshops held at PHS where more than 100 individuals participated.

11 A number of our resorts organised beach cleanup activities with the assistance of NGOs.

These activities have helped us to engage with relevant stakeholders such as volunteers including resort guests, students and local communities to spread awareness about marine pollution and the importance of a clean environment for marine life and healthy ecosystems.





Disaster Relief

Flood Relief Aid



In December 2021, Malaysia had one of the worst floods in its history which occurred in several states, with thousands of households impacted. In the central region, BUILDS collaborated with The Lost Food Project to distribute RM102,000 worth of hygiene items and medication to communities most affected to assist flood victims who suffered loss of homes and possessions. Contributions were channelled to 1,500 families in Klang, Sri Muda, and Batu Tiga.



More than 150 people were successfully evacuated by the Pahang Fire Rescue Department on 21st December 2021, after being stranded in Bukit Sagu when their homes were inundated with water following torrential rain. The victims were transported to a temporary relief centre in Bukit Sagu 1 via buses from Pahang Cement (PCSB). PCSB also contributed essential goods such as food, mattresses, and diapers to victims at the relief centre.



A number of employees living in the Klang Valley and Pahang were also badly affected by the floods. To help them, MCB, through BUILDS, extended immediate cash aid worth RM10,200 to 68 employees.

Supported by Express Rail Link (ERL) and ERL Maintenance (E-MAS), a relief effort was organised internally to help colleagues in distress. The relief effort was organised by ERL Sports Club and Human Resource Management to assist in cleaning up employees' houses and surrounding neighbourhoods affected by the floods. The cleanup spanned three days and involved 29 employees engaged in volunteering. Subsequently, a donation drive amongst employees and the company was also set up for distribution to flood victims. A total of 20 employees received flood aid amounting to RM29,000.



COVID-19 Community Aid

Over the past year, the COVID-19 pandemic continued to severely affect communities as many countries grappled with movement restrictions of varying degrees imposed by governments and municipalities. At YTL Group, we continued to dedicate resources to helping those in need to overcome one of the most critical challenges by providing continued access to local relief aid.



RM461 million

contributed to COVID-19 support since 2020



YTL Construction donated four laptops for COVID-19 Low-Risk Quarantine and Treatment Centres (PKRC) at Olive B, Hospital Permai. The laptops were used by patients to communicate with their family members during quarantine and for hospital administration purposes.

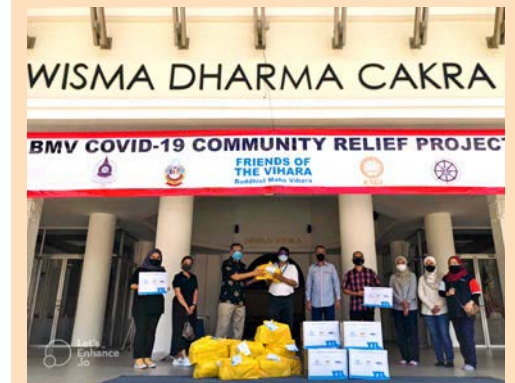
To stay connected with less fortunate people during the COVID-19 pandemic whilst instilling creativity, arts and culture amongst participants, YTL Construction initiated a series of art classes monthly since July 2021. To date, the programme has engaged more than 300 senior citizens and orphans from seven centres in the Klang Valley and Johor.



YTL Construction organised the "Love Local Series" in partnership with Women in Rail Malaysia, a series of online talks aimed at supporting local female-owned small and medium-sized businesses during the COVID-19 pandemic. A total of seven episodes of the series ran from the beginning of November 2021 to April 2022, and 14 local brands were featured.



YTL Construction initiated the Santun Komuniti YTL - Food for the Needy campaign in July 2021, providing RM12,500 worth of food baskets with essential grocery items to 250 low-income families living in Kuala Lumpur and Selangor.



ERL's food basket programme provided direct food aid to 200 underprivileged students from SMK Dengkil in Selangor from B40 households to alleviate the challenges faced by the underprivileged communities. This programme was supported by 149 employees from ERL and E-MAS, who collected total donations of RM12,790.



In support of the National COVID-19 Immunisation Programme (PICK) to benefit frontline employees in the transport sector yet to receive their first vaccine dose, an Industry Vaccination Centre (PPVIN) was set up at KL Sentral Station for the Vaccination of Economic Frontliners in the transport sector. A total of 40 KTMB and ERL employees worked as volunteers. The session held benefitted 1,451 employees of KTMB including its subsidiaries as well as 390 employees of ERL and E-MAS.



In September 2021, Fico-YTL organised a photo contest "Fueling Vietnam's fire - united against the epidemic" to spread positivity amidst the COVID-19 pandemic. The contest garnered more than 300 entries with a variety of themes, colours and a strong spirit of optimism.



In December 2021, Fico-YTL in collaboration with the Representative Board of Tay Ninh Holy See Cao Dai Temple in Ho Chi Minh City distributed more than 200 gift bags to vulnerable households affected by the COVID-19 pandemic.



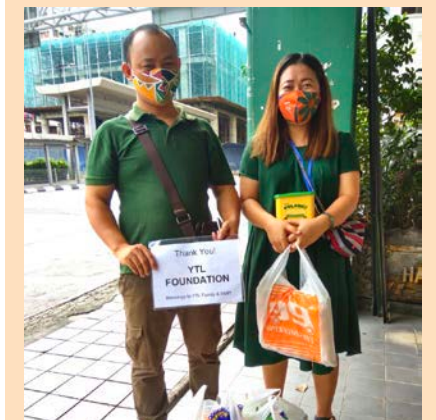
In support of the nation's COVID-19 prevention and control, Fico-YTL supported more than VND1 billion worth of medical equipment for the Tay Ninh province in August 2021.



Sydney Harbour Marriott Hotel held a bake sale to raise funds for Fiji and Samoa associates affected by the COVID-19 pandemic. Around 40 associates participated in the event, and the sale raised AUD291 for Fiji and Samoa Marriott Hotel associates.



Run To Give, a fun run was held over a week in Sydney to raise funds for fellow Marriott Associates in Fiji and Samoa affected by the COVID-19 pandemic. Seven associates from Sydney Harbour Marriott Hotel participated in the run which raised AUD325 for Fiji and Samoa Marriott Hotel associates.



Through various food aid programmes for B40 communities coordinated by YTL Foundation, 3,912 beneficiaries received assistance totalling RM133,000.

Festive Celebration

Christmas 2021



Wessex Water’s employees volunteered to help Diverse Abilities and the Dorothy House with the **Christmas Tree collection** where contributions from each collection is donated to help the charity’s operations to support local communities.



RCKS granted Christmas wishes to **50 students** across local public elementary schools, special needs schools and churches, with total donations of **USD1,600**.



Wessex Water donated essentials and goodies to local food banks to support those in need during Christmas. **Boxes of essentials and goodies** were delivered to The Trussell Trust food banks in Keynsham, Bridgwater, Taunton, Bristol North West and Bath. There were also donations to Storehouse Food Bank Trowbridge and Lord’s Larder Yeovil.



Wessex Water’s Water Force Volunteers helped to pack toys and food boxes for The Salvation Army United Kingdom and Ireland Territory Christmas Appeal to help lift the spirits of families and children in need.

In celebration of Christmas, SIPP-YTL JV donated **RM8,000** to **30 elderly people** at Miriam Home for the aged. Subsequently, they also donated **250 Christmas packs** worth **RM3,750** to children at the Young Men’s Christian Association Kuala Lumpur (YMCA KL).



Chinese New Year 2022

During the Lunar New Year, SIPP-YTL JV distributed **51 hampers** worth **RM5,500** to external stakeholders involved in the Gemas-JB Electrified Project (GJBEDTP).

MCB held a hamper distribution initiative for senior citizens during the Lunar New Year. A total of **130 senior citizens** and underprivileged families benefitted.

Hari Raya Aidilfitri 2022



For the second consecutive year, SIPP-YTL JV organised the Santun Ramadan, an initiative 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. They visited a total of **three women’s shelters**, with more than **100 women, babies, children and guardians** engaged.



SIPP-YTL JV hosted a Raya Open House with external stakeholders and members of the media to celebrate Raya. The event was held in Kluang’s main office and The Majestic Hotel KL over two separate days and was attended by around **750 employees and external stakeholders**.

In celebration of Hari Raya Aidilfitri, SIPP-YTL JV distributed 143 hampers worth **RM15,570** to external stakeholders involved in the Gemas-JB Electrified Project (GJBEDTP).

MCB donated a total of **RM28,700** to the Muslim communities of Padang Rengas for the holy month of Ramadhan.

Geneco SG - Powering Positive Change in the Community

YTL PowerSeraya believes in reaching out to the community at large, and 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.



Partner

National Parks Board (NParks)/Garden City Fund

Description

Contributed 50 trees, as part of Geneco SG’s commitment to plant 250 trees over 5 years, under NParks’ #OneMillionTrees Movement, towards the Singapore Green Plan 2030.

Initiative

Aligning with the Singapore Green Plan 2030, Geneco SG has been supporting NParks’ #OneMillionTrees movement through Garden City Fund’s Plant-A-Tree Programme.

They pledged 250 trees over five years, starting in 2021 with the second batch of 50 trees planted in Punggol Park (2022) with bank partners, Maybank, OCBC and UOB.

Impact



Planted the second batch of **50 trees** on Earth Day 22nd April 2022, out of **250 trees** over 5 years.



Partner

National Parks Board (NParks)/Garden City Fund

Description

Encouraged Singaporeans to step away from their usual activities, to appreciate green spaces in Singapore and donate to the Garden City Fund by NParks.

Initiative

As part of Geneco SG’s Chinese New Year campaign in January 2022, #ChangeBringsProsperity, Geneco SG distributed 688 sets of red packets (eight pieces/set) to customers who successfully registered their interest.

Printed on 100% recycled paper and specially designed with four native flora species meticulously selected together with NParks, the messages on the red packets encouraged recipients to explore Singapore’s green spaces where the featured flora can be found.

Through this initiative, they aimed to cultivate an appreciation for nature’s beauty, and in turn, inspire customers to #PowerTheChange and preserve these precious plants and spaces for future generations by going green.

Impact



Gave out **688** sets of normal **red packets** with a total of **5,504** red packets with an inspiring green message to Geneco SG customers.



Partner

Cultivate Central

Description

Encouraged customers to embark on an eco-friendly lifestyle starting with a simple micro-green activity.

Initiative

In Geneco SG's #JollyGreen festive campaign, Geneco SG collaborated with its ChangeMakers SG partner, Cultivate Central, to give away 500 micro-green kits to customers who successfully registered their interest via an email blast in November and December.

Impact



Provided **micro-green kits** to **500** Geneco SG customers.



Partner

CRU, REFASH, IUIGA, Wisma Atria Shopping Centre, Tay Paper Recycling

Description

Rallied Singaporeans to drop their used and excess red packets in recycling bins.

Initiative

As a follow-up to the #ChangeBringsProsperity campaign, Geneco SG partnered with CRU, REFASH, IUIGA, Wisma Atria and Tay Paper Recycling and provided 26 recycling bins conveniently located island-wide for the public to drop off their used and excess red packets.

Impact



Collected **1,050 kg** worth of used red packets to be recycled into other paper products by Tay Paper Recycling.



Partner

REFASH

Description

Supported the Bring Your Own (BYO) Singapore movement by contributing Geneco SG reusable tote bags to REFASH at their retail stores during Plastic Free July.

Initiative

During Plastic Free July 2021 in tandem with the BYO Singapore movement, Geneco SG launched the initiative with ChangeMakers SG partner, REFASH, that gave complimentary reusable Geneco SG tote bags to REFASH customers when they purchased preloved clothing items at REFASH stores. This initiative aimed to reduce the distribution of plastic bags and encourage customers to bring their own reusable bags for future purchases at all retail outlets.

Impact



Contributed **1,000 tote bags** to REFASH.

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. From 2021, the Foundation will provide at least GBP500,000 of funding every year to support community projects, debt advice and charities dealing with those experiencing poverty as a result of poor mental and physical health, hunger, housing or unemployment. Wessex Water will also continue to support local environmental projects, championing the ambition to rebuild communities with new green infrastructure.



Donation to Local Community Foundations

GBP499,138

granted in FY2022, helping an estimated

227,000 people



Wessex Water Guardians

Wessex Water partnered with Somerset Wildlife Trust, Dorset Wildlife Trust and Wiltshire Wildlife Trust to fund the recruitment and training of local volunteers known as Water Guardians. Water Guardians are the additional eyes and ears on the ground, playing an integral role in protecting the health of their local rivers. Whilst monitoring pollution to improve water quality, volunteers also help by litter-picking, recording wildlife or organising local engagement events. The project garnered positive participation from local community, with 152 volunteers trained, across the three regions in FY2022.



Refill Not Landfill

Wessex Water's water refill campaign 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. By the end of FY2022, Wessex Water had installed 22 permanent refilling points in towns across Wiltshire, Dorset, Somerset and Bath. These have multiple benefits, from keeping people hydrated for free to reducing single use plastic. The refill points helped in diverting around 60,000 single use plastic bottles in the previous year.



Well-being and Recreation

Throughout the lockdown, and with the use of additional health and safety measures, Wessex Water kept its green spaces, picnic places and paths open - providing access to much-needed and much-loved outdoor amenities. The number of visitors increased, and fisheries also witnessed a swell in the number of visitors once restrictions were lifted. The numbers peaked in the late spring and went back to normal over the summer.

Wessex Water has completed development projects for community areas at Clatworthy and Sutton Bingham to boost the appeal, accessibility and customer satisfaction with the amenities, and at the same time support biodiversity, and foster a better understanding of the reservoir supplies.

Community and Environmental Funding

Wessex Water's community and environmental funding provided immediate and essential support for a range of projects. In 2021, about 144 local groups benefitted from the two funds, in partnership with the Somerset, Wiltshire, Dorset and Quartet Community Foundations.



Schools are buzzing to keep bees in Somerset:

Supports a beekeeping project at Manor Farm in Stratton-on-the-Fosse. The funding helps to purchase junior bee suits so that schools can interact with bees and learn how to care for them, helping to give children a much richer experience. They also hope to buy some additional educational resources for pupils to take away with them.



Creating a cleaner Dorset:

Supports clean oceans and coastlines across Dorset. Based in Poole, Oceans to Earth was set up to inspire the community to reduce waste and look after the beautiful coastline and surrounding areas by providing them with necessary education and resources. Wessex Water's funding helps to buy litter picking equipment for the local community to borrow, enabling them to host their community litter picks.



Youth-led boxing sessions in Bristol:

Supports the community in Hartcliffe to run their boxing club. The grant was used to help purchase new boxing equipment and cover the cost of running weekly sessions. The club has been successful with around 200 people taking part in the sessions, which were predominantly run by local young people.



Activity days for young carers in Dorset:

Supports MYTIME Young Carers, a charity based in Dorset which provides young carers with the support, friendship and opportunities that every child deserves. The fund was used to hold a series of activities for young carers. The grant created the opportunity for local children to socialise, make friends and spend time away from their roles as young carers.

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
- Building responsible supply chains and procurement processes
- Advocating responsible stewardship of resources, products and services
- Investing in sustainable solutions and innovations
- Providing a seamless experience to meet customers' needs sustainably



ALIGNED WITH



Embracing the Marketplace

[GRI 2-6, 2-16, 418-1]

As the world gradually recovers from the COVID-19 pandemic, business as usual is no longer an option. In this stage of recovery, YTL Group’s top priority has been to prioritise action in enhancing business value today and building strategic resilience for tomorrow. We continue to rethink and reinvent our business whilst being part of the solution to protect the health and safety of our employees, partners and customers in close collaboration with local authorities, addressing challenges such as digital disruption, and ensuring sustainable supply chains across our operations. We have been able to adapt quickly to the post-COVID-19 world and continue to harness opportunities by reflecting on our values, thus succeeding in the marketplaces as some degree of certainty and stability returns.

MANAGEMENT APPROACH

At YTL Group, we are committed to upholding 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.

In today’s rapidly changing world, we strive to adapt our businesses to align with global trends in order to deliver outstanding customer satisfaction through a systematic customer-centric approach and retain a competitive edge. As such, we continue to innovate and enhance our products and services to minimise environmental impacts throughout the entire product life cycle, whilst upholding the highest ethical business standards across our supply chains and not only ensuring compliance with all relevant laws, policies and regulations, but often going beyond them.



RISK MANAGEMENT, ETHICS AND COMPLIANCE

YTL Group continues to monitor the business landscape, legislative and regulatory requirements to proactively manage potential future risks. Our robust governance structure, frameworks and policies help 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 ensures we remain compliant with all applicable laws and regulatory requirements.

As part of YTL Group’s effort to enhance transparency and instil a culture of risk management, various initiatives were implemented and undertaken proactively at group level and/or at individual business level during the year under review. Our corporate policies and guidelines are made available for employees and the public on our intranet and corporate website. To ensure compliance with these policies, employees receive trainings through an e-learning platform, either during onboarding or regular training.

During the year under review, there were no material non-compliance incidents involving fraud, bribery or money laundering offences. There were also no significant incidents of non-compliance with any relevant environmental and socio-economic laws or regulations in locations where we operate.

Whistleblowing Procedures

Following the implementation of our Code of Conduct and Business Ethics (the Code) and commitment to the United Nations Global Compact (UNGC) Ten Principles, The Code also provides channels (i.e., letters, emails, in person or whistleblowing forms) for employees to raise genuine concerns, including the reporting of unlawful, unethical or questionable behaviour, in confidence and without risk of reprisal.

All whistleblowing reports are treated with utmost confidentiality and will only be known to persons on a need-to-know basis for investigation purposes. To ensure that all reports are investigated in a fair and reasonable manner, the whistleblower is encouraged to disclose sufficient details of the conduct or incident reported.

Our overseas business units adhere to their own whistleblower policies to facilitate employees and external parties to disclose any improper conduct and ensure compliance with applicable laws and the company’s policies and guidelines, where they operate.

Human Rights

YTL Group is committed to a robust code of conduct and ethical integrity in all the places where we operate. In support of the UNGC principles, we uphold all fundamental human rights for our employees and all stakeholders, and ensure there is no child or forced labour as well as any form of discrimination in any of our business dealings.

Anti-bribery and Corruption

In 2020, a new Anti-Bribery and Corruption (ABC) policy was issued to ensure that our employees and others who work with us, including suppliers and contractors, understand their responsibilities in terms of compliance with YTL Group’s zero tolerance for bribery and corruption. A comprehensive implementation plan has been established to communicate and disseminate the ABC Policy throughout YTL Group’s Malaysia-based employees through online training modules and other communication methods. During the reporting year, 92% of employees within YTL Group in Malaysia have completed the ABC training.

[Code of Conduct and Business Ethics](#) ↗

[Anti-Bribery and Corruption](#) ↗

[Global Privacy Policy](#) ↗

Compliance with the ABC Policy continues to be monitored closely, both on an ongoing basis and in conjunction with the annual assessment of the YTL Group’s corruption risks. The annual risk assessment is carried out to identify the corruption risks YTL Group is exposed to and the appropriateness of the mitigation measures established to minimise exposure to these risks.

Our overseas business units maintain their own policies and procedures to manage anti-bribery and corruption matters tailored to comply with requirements, practices and standards, where they operate.

Cybersecurity and Data Protection

The security and resilience of our digital systems and protection of data are of critical importance to our business. We have in place ISO 27001 Information Security Management System to systematically manage the company's information security risk, implement controls, monitor and review processes to continually improve and strengthen our IT security systems. Approximately 75% of our key business units have obtained ISO 27001 certification.

As remote working becomes increasingly normalised since the beginning of the COVID-19 pandemic, one of the major issues we need to address is the evolving cybersecurity risk. To further secure the company's first line of defense in preventing significant security risk which includes ransomware, phishing scams, spyware, etc., YTL Group conducted the first three modules of a six-part cybersecurity training programme for our employees in Malaysia during the year under review. Meanwhile in the UK, a cybersecurity cultural awareness and training campaign was carried out and completed in FY2022, aimed at bolstering the protection of customer data and operational resilience to cybersecurity risks.

On top of providing clear channels to allow our employees to report any cyber issues to our Cybersecurity Taskforce, we have adopted an additional layer of security to the employees' online accounts by using identity management tools such as multi-factor authentication (MFA) to prevent hackers from accessing online accounts. New standards introduced this year included Guidelines on Data Security and Protection and the Bring Your Own Device Policy. In FY2022, there were no cases of cybersecurity breaches reported.

With the updated Global Privacy Policy, YTL Group remains dedicated to providing the highest standard of data security and privacy to safeguard the personal data and privacy of our customers, employees and other stakeholders. All personal data is managed in accordance with all relevant data protection regulations in countries where we operate, including the Personal Data Protection Act 2010 of Malaysia, the Personal Data Protection Act in Singapore, and the UK General Data Protection Regulation. In FY2022, there were no recorded cases of substantiated complaints received concerning breaches of customer privacy, identified leaks, thefts, or losses of customer data.



SUSTAINABLE SUPPLY CHAINS

Due to the diversity of our business, YTL Group has an extensive number of suppliers, business partners and service providers across the globe. We fully recognise the importance of managing responsible and sustainable supply chains across all our businesses through the integration of sustainability elements into our supply chain management processes, starting from the selection to registration process, risk assessment, operational control as well as economic, social and environmental risk assessment. As such, we place great emphasis on ensuring that all our suppliers and business partners conduct their businesses in an ethical and responsible manner to minimise potential risks as well as to reduce any environmental and social impacts as we seek to achieve long-term value creation.

[Code of Conduct and Business Ethics](#) ↗

[Anti-Bribery and Corruption](#) ↗

[Global Privacy Policy](#) ↗

[YTL Group Corporate Statement on Commitment to Ethical Purchasing](#) ↗

Promoting Responsible and Ethical Supply Chains

To ensure greater transparency and fairness in our procurement processes, we have in place procedures and guidelines to prevent bribery and corruption that apply to our employees and suppliers. This is crucial to maintain healthy returns for our stakeholders and to create a sustainable pool of local suppliers.

1. Qualification/Pre-Qualification

- The pre-qualification/qualification exercise aims to ensure that suppliers have the required capability to supply the required goods and services in a sustainable and reliable manner.
- Screening based on ESG criteria – reputation, track record, delivery, quality, environment, health and safety, certifications, etc.

3. Performance Evaluation

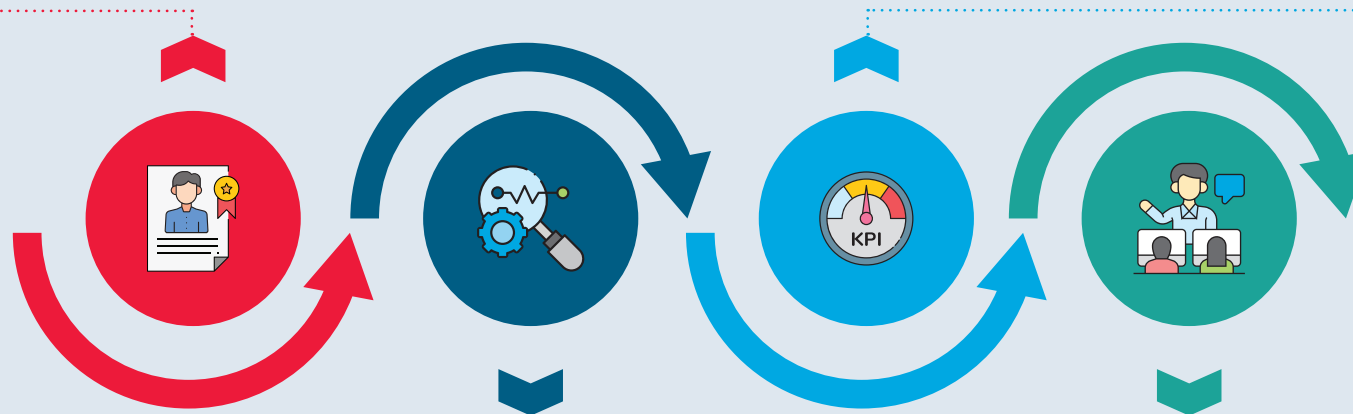
- All suppliers are regularly assessed and monitored to synergise opportunities for improvement through partnerships under effective supply chain risk controls.
- Any non-compliance results in a warning notice which may lead to penalties and/or termination of contract(s).

2. Selection

- Selected vendors are expected to sign and abide by the Supplier Code of Conduct and Responsible Procurement Guidelines and policies.

4. Communication and Training

- We work closely with suppliers and business partners to maintain high standards of conduct through face-to-face briefings, virtual meetings, regular email broadcasts, etc.
- We conduct various capacity building training programmes, on the topics of anti-bribery and corruption, human rights, health and safety, environmental management and product briefings.



Sourcing Locally and Supporting the Local Economy

Our multinational businesses provide us with the opportunity to contribute to local economies in different countries where we operate. Although we do not have a local procurement policy, we are committed to sourcing raw materials locally whenever possible to support local suppliers which creates employment opportunities, stimulates domestic economic growth and reduces emissions associated with transportation.

At MCB, the company is committed to ensure sustainable work practices for all in their operations and supply chain. Suppliers and contractors are required to sign an ethics declaration that their employees and subcontractors are employed on their own free will, and without any form of exploitation or coercion whatsoever. Any supplier or contractor implicated in human rights violations will be expected to take appropriate remedial actions, and may have their contracts re-evaluated or terminated, depending on circumstances. MCB has implemented this at the cement business and are in the process of implementing the same at their concrete and aggregates businesses. MCB is reviewing the risks in their supply chain and will implement improvement with suppliers and other stakeholders.

At YTL PowerSeraya, suppliers with significant contract values of SGD100,000 and above (constituting 5.7% of the total value of goods and services measured by goods/services receipts value) are obliged to declare their environmental management systems/practices under the company's current procurement practices in FY2022. In FY2022, YTL PowerSeraya purchased close to SGD61.5 million in non-oil-related goods and services. Whilst the company does not have a policy for selecting locally based suppliers, close to 95% of its non-oil-related goods and services purchased by YTL PowerSeraya and its subsidiaries are from local suppliers.

Being a member of Achilles UVDB (Utilities Vendor Database) Steering Group and Utilities Against Slavery (formerly known as Utilities Modern Slavery Working Group), Wessex Water aims to deliver value for money through relationships with their suppliers based on shared values and ensuring procurement activities are undertaken ethically and free of conflict of interest. Wessex Water's supplier base is predominantly UK-based. All suppliers are vetted by standard procurement processes that include a variety of checks and reviews designed to comply with all applicable laws and regulations, including the Modern Slavery Act. Wessex Water conducts audits of certain suppliers against the information they have provided in the questionnaire.

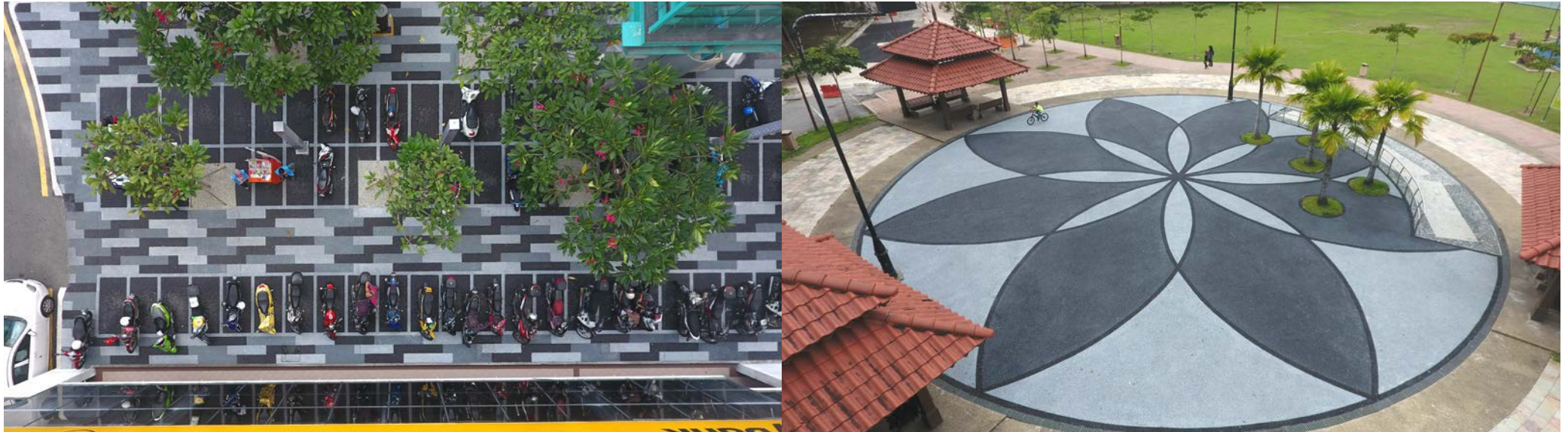
RESPONSIBLE PRODUCTS AND SERVICES

YTL Group is committed to delivering responsible products and services whilst minimising any negative safety, health and environmental impacts over entire product life cycles. In response to rapid changes in industries around the world, we constantly enhance our products and services according to customers' expectations and promote growth in our core business with the use of leading-edge 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. Through the combination of YTL Group's strategic sustainable investments and operations, with the concept of contributing to society, we meet the needs of the environment, communities and stakeholders in building shared value. Around 75% of our key business units are certified with ISO 9001 Quality Management Systems and are in compliance with applicable regulatory requirements.



ECOCem is produced with lower CO₂ emissions and contains repurposed materials, our range of low carbon cement to help Malaysia to build sustainably

Malayan Cement (MCB) - Innovating Greener Construction Material and Solutions



AquaBuild concrete pavement offers durable, smooth and clean aesthetic appeal, as shown in the above projects completed by MCB at Medan Tuanku, Kuala Lumpur (left) and Taman Tasik Keramat, Kuala Lumpur (right)

MCB recognises the importance and benefits of sustainable development. As the market leader, MCB wants to contribute to sustainable construction by developing and supplying environmentally responsible products. This is not limited to just building durability.

At its Construction Development Lab, MCB works closely with customers to adapt and tailor innovative solutions for their construction needs. The range of low carbon cement, ECOcem, contains at least 25% recovered material and is made with 20-50% lower CO₂ emissions compared to Ordinary Portland Cement. In this range, MCB has various products that are green label certified such as Singapore Green Label certified Castle and SIRIM Eco-Label certified Mascrete LH.

Meanwhile, the ECOConcrete offers additional environmental benefits in addition to a reduction in embodied carbon. MCB's technical team assists customers to formulate concrete mixtures that replace up to 70% of cementitious materials with recovered materials, and up to a 100% replacement of natural sand. Unlike other manufactured sand, ECOSand is produced differently to achieve superior quality whilst contributing to environmental protection.

In a tropical country like Malaysia, stormwater management is an important aspect of any new development. MCB has developed AquaBuild, a fast-draining concrete pavement solution. Its high permeability allows rapid water removal from surface. AquaBuild, which comes in many colours, provides stormwater management solutions whilst helping to meet the aesthetic needs of various pavement designs.

On top of providing sustainable products and solutions, MCB supports the transition to sustainable construction through capacity building. They started the YTL Cement Seminar Series in 2019 to provide a platform for experts and industry practitioners to discuss and share insights. The YTL Cement Seminar Series focuses on four key areas:

- Architectural series
- Masterclass series, in collaboration with universities
- Cement and Concrete series
- ESG (environmental, social and governance) and Waste Management series

To date, MCB has organised 44 seminars attended by 4,800 participants.

YTL Land & Development (YTL L&D) - Creating Livable Sustainable Cities

Wins Big on the World Stage

In June 2022, The Fennel by YTL L&D emerged as the World Gold Winner at the FIABCI²³ World Prix d'Excellence Awards 2022 in the Residential (High Rise) Category. FIABCI World Prix d'Excellence Awards recognise projects that best embody excellence in all real estate disciplines involved in their creation, and which epitomise the FIABCI ideal of providing society with the optimal solution to its property needs. In March 2022, The Fennel won the Residential (High Rise) Category of the Malaysia Property Award 2021 by FIABCI-Malaysia.

As the newest architectural icon for Sentul East, The Fennel's four iconic zigzagging towers blend seamlessly into Sentul East's revitalised surroundings. Incorporating a biophilic design into the architecture was critical to The Fennel's unique living and leisure ecosystem. Landscaped areas in the outdoors were designed as a dialogue of spaces for residents to meet and connect with nature. Almost 40% of the site area is dedicated to open spaces comprising verdant greens enhanced further by some 1,200 trees to provide a welcome respite from the city's frenetic pace.



The Fennel features an iconic design with sustainable elements to create an immersive living experience

Tiffin At the Yard @ Sentul Depot

There has always been a strong interest and excitement in Sentul, a century-old railway town with its finest railway engineering workshops and colonial-era buildings. With a rich history dating back to 1905, Sentul Depot was a natural choice for Tiffin At The Yard which opened in November 2021, making it the first food and beverage concept brought to life in one of the oldest heritage buildings in Malaysia.

A true foodies' haven, Tiffin At The Yard is the first outlet in a series of exciting ventures envisioned to infuse new life and vibrance into the rustic environment of Sentul Depot as a new destination and centre of cosmopolitan culture. This concept ties in with YTL L&D's vision to repurpose Sentul Depot and enhance its unique role in serving the rapidly evolving Sentul community as a place that facilitates people coming together and where connected spaces promote community interaction and an experience that is reminiscent of Sentul's industrial origins.

With the successful transformation of its historical warehouses and workshops into areas of new energy and lifestyle opportunity, Sentul Depot has become a symbol and catalyst for regenerating old neighbourhoods through transformation.



The rich historical landscape of Sentul Depot makes for the perfect setting for Tiffin At The Yard

²³ FIABCI, the International Real Estate Federation, is a business networking organisation for all real estate professionals worldwide.

YTL Communications (YTL Comms) - Technology Advancement in Connectivity


YTL Comms, through Yes, is one of the telecommunications pioneers to spearhead a more connected future with the launch of 5G services in Malaysia. With the aspiration to be a provider of 5G for all, Yes leverages on future-first technology, coupled with real-world applications to ensure more Malaysians have access to Yes 5G's network and 5G-enabled devices. In conjunction with the launch of 5G in Malaysia, Yes launched a series of campaigns, offering unlimited 5G for free when customers signed up with their mobile plans. Yes FT5G Prepaid Discover SIM Packs are also offered for free to customers with compatible phones to encourage widespread 5G adoption in Malaysia. Users with 5G-compatible devices are able to enjoy 20x faster speeds. If they are outside of the 5G coverage area, they will still be able to enjoy 4G LTE (long-term evolution) data.

The company also partnered with global technology giants including Samsung, OPPO, Vivo, Xiaomi, HTC, Intel, Microsoft, and Zoom to bring world-class innovations to Malaysians. Currently, the 5G network coverage includes selected areas of Putrajaya, Cyberjaya and Kuala Lumpur, with plans to rapidly expand to cover 80% of the country's population nationwide by the end of 2024.

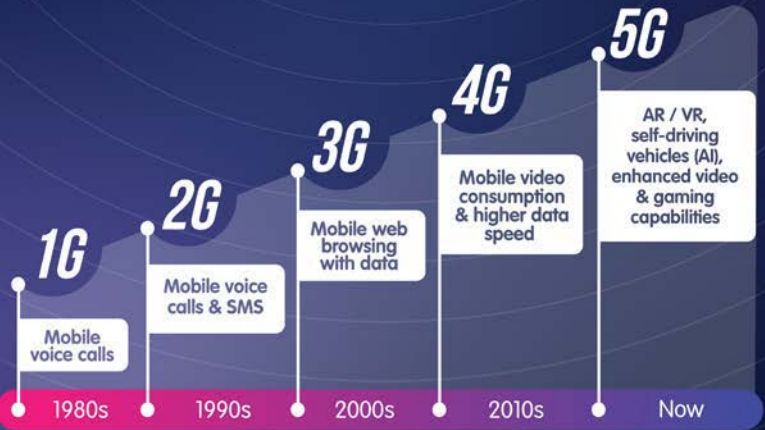
Yes opened the first-ever Yes 5G Playground at Lot 10 from 3rd to 31st March 2022, allowing Malaysians from all walks of life to learn, discover and explore 5G. Visitors gained exclusive access to discover the latest 5G Smartphones, experience new things in virtual reality, #BattleInStyle with FREE FIRE gamers, whilst exploring the most picture-worthy spot in the Golden Triangle of Kuala Lumpur.



Visitors taking part in the 5G experience at the First Yes 5G playground in Kuala Lumpur



THE EVOLUTION OF 5G



The diagram shows a timeline of mobile network generations: 1G (1980s) with mobile voice calls; 2G (1990s) with mobile voice calls & SMS; 3G (2000s) with mobile web browsing with data; 4G (2010s) with mobile video consumption & higher data speed; and 5G (Now) with AR / VR, self-driving vehicles (AI), enhanced video & gaming capabilities.

Yes 5G SIM pack deliver better customer experience with:

- Higher speed data
- Massive network capacity
- Ultra-low latency
- More uniform user experience
- More reliable coverage



An artist's impression of the YTL Green Data Center Park in Johor

YTL Green Data Center Park in Johor, Malaysia

To drive the expansion of our green footprint, YTL Power International (YTLPI), through its subsidiary YTL Data Center Holdings Pte Ltd, committed to develop a 500 MW data center campus in Johor, the first integrated data center park in Malaysia to be powered by solar energy. The data center park will offer diversity in power and connectivity on a large industrial site in the state, of which 275 acres will be dedicated to the green data center development which is expected to be operational by the first quarter of 2024.

The development of the YTL Green Data Center Park epitomises YTL's expansion into the digital infrastructure sector by combining our expertise in renewable energy, property development, telecommunications and data centers. This project will be the flagship of our integrated data center vision to serve our customers in the wider Singapore region, as well as a catalyst for our regional expansion in Asia.

In addition, higher energy efficient solutions will be incorporated in the expansion and upgrade of the Group's Data Center facility in Sentul, Kuala Lumpur to meet Uptime Tier-III standards, offering customers a strategically located site in the central Malaysia region with close proximity to key internet exchange hubs.

In an effort to revolutionise the way Malaysians transact digitally and with the use of a more secure environment, YTL Digital Capital teamed up with Sea Ltd to form a joint venture and have been awarded a digital banking license by the Central Bank of Malaysia, Bank Negara in April 2022. Through this digital banking solution, we will continue to contribute to nation-building and encourage greater financial inclusion, allowing greater participation of the community in various sectors of the economy. We also believe that there is a pool of underserved businesses that do not qualify for credit facilities due to various reasons such as inconsistent income generation, lack of credit history and quality collateral, amongst others. We believe that small and medium-sized enterprises (SMEs) are expected to be key beneficiaries of digital banking as they form the backbone of the Malaysian economy representing over 97% of overall business establishments whilst contributing approximately 38% of Malaysia's gross domestic product (GDP). Hence, with the digital banking solution, we can extend financial services and facilities to underserved groups.

Wessex Water Marketplace

Launched in April 2019, the Wessex Water Marketplace is an online platform <https://marketplace.wessexwater.co.uk/> that enables them to share their data and pose specific challenges for the market to answer. The idea is to enable the best, innovative ideas to come through, whether they are from within the company or from outside.

To date, Wessex Water has conducted 16 challenges through the marketplace, covering activities across the business – from reducing foaming at some of their water recycling centres, to improving their water quality customer contacts.

This year, Wessex Water has continued to roll out the Stormharvester sewer monitoring software which emerged from their ‘intelligent sewers challenge’. This software allows them to monitor network performance in real-time and alert operational colleagues to potential blockages, so they can react before an incident takes place. Wessex Water currently has 600 monitors on the system, with plans to add a further 700 by the summer of 2023.

Wessex Water has also continued trialling a solution suggested during their “ion exchange brine challenge” that should help them optimise performance of the current plant and reduce the waste streams produced. They will update the marketplace later in the year with a progress report.

The company ran a new challenge this year to find an alternative to plastic media for some of their treatment processes. This did not result in any formal submissions, suggesting the whole area needs further exploration. They are looking at data and research options to improve their understanding.



Intelligent sewers, constructed wetlands and a collaborative Marketplace are some of the ways Wessex Water is improving service. More information on how the company is utilising new technology and data can be found in the [latest innovation report](#)

Customer Satisfaction

Customer satisfaction plays an important role towards achieving genuine business success. Exceeding customer expectations by measuring and improving customer satisfaction, and taking care of customer health and safety, helps to maintain long-term relationships with customers and attracts new customers in competitive business environments. We regularly engage with our customers, soliciting and reviewing their feedback on our 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.

Delivering Excellence Customer Experience

YTL Comms

YTL Comms continues to deliver commendable Net Promoter Scores (NPS) because of its closed loop feedback culture and the digital empowerment of their customers. Going forward, YTL Comms aims to continue to provide a seamless customer experience, and with it enabling them to grow customer value as they utilise more products with the company and deliver exciting omnichannel experiences and drive digital care adoption to differentiate themselves as a leading brand.

Express Rail Link (ERL)

ERL launched its new KLIA Ekspres app, EkspreSmiles loyalty programme and RM1 Joyride Campaign in November 2021 to drive awareness and engage the public to use the new app.

- The campaign was targeted at existing app users, potential new customers, incentive/reward seekers, loyalty programme lovers and frequent travelers who use the service more often.
- The programme has successfully attracted a large number of people virtually and physically with over 80,000 impressions, 59,000 accounts opened, 5,871 reactions received and over 11,000 ad engagements.





The QuickMix DIY team set up a booth at Pusat Kreatif Kanak-Kanak Tuanku Bainun for QuickMix DIY Craft Cement Product Demonstration

MCB

MCB continuously educates customers and provides an overview of the benefits of its DIY (Do-It-Yourself) range which offers a first-hand experience of its products. In conjunction with the grand launch of the Malaysia Handmade Soap and Aroma Association, MCB conducted product demonstrations on QuickMix DIY Craft Cement for 100 crafters who attended the event. The session allowed crafters to get familiar with QuickMix DIY Craft Cement and how they can use it to make a variety of items, including coasters, pots and trays.

YTL PowerSeraya

Our merchant multi-utilities business, YTL PowerSeraya launched Power Eco Add-on – Singapore’s first and only customisable green add-on for an electricity plan, on 9th August, in conjunction with Singapore’s 56th National Day.

Power Eco Add-on is Geneco SG’s strategic approach towards its goal of easing and encouraging Singaporeans to adopt a greener lifestyle, and the innovative add-on was conceptualised with five key considerations – Flexibility, Affordability, Impact on the environment, Simplicity and Authenticity. The Power Eco Add-on will continue to drive the brand’s momentum as one of the key enablers of sustainability in Singapore. Customers are empowered to go green their way from as low as SGD1 per month by choosing the level of green contributions at 25/50/75/100% when they sign up or renew with Geneco SG’s electricity plan.

Wessex Water

Wessex Water takes pride in their customer experience track record, and once again in 2021, they delivered water sector leading performance.

Wessex Water came out on top amongst all the water and sewerage companies in Ofwat’s customer experience ranking, C-MeX. Of their customers, 92% were satisfied with their service, and 87% gave them a five-star rating on Trustpilot. 76% of their customers rated their service as good or very good value for money. This is consistent with the industry average but below Wessex Water’s target of 79%. The negative press coverage of the sector is likely to have affected the survey outcome.

This year, Wessex Water again received the Customer Service Excellence award and retained the Service Mark with distinction from the Institute of Customer Service, as one of only 19 companies in the country to hold this accreditation. In their strategic direction statement, they have set themselves the challenge of being a top ten company in the UK Customer Satisfaction Index.



**GO GREEN.
YOUR WAY.**

Only with Power Eco Add-on



Ensuring bills are affordable is always a priority for Wessex Water. Over 16,000 customers receive discounts of up to 90% through its Assist tariff, and more than 22,000 low-income pensioners receive around GBP60 off their bills. Wessex Water once again retained the British Standard for Inclusive Service Provision and the Louder than Words charter mark

Membership of Associations

ASSOCIATION	REPRESENTATION
Malaysian Business Council	Tan Sri (Sir) Francis Yeoh, Founder Member
The Capital Markets Advisory Council	
The Asia Society	Tan Sri (Sir) Francis Yeoh, Global Council Member
The Nature Conservancy's Asia Pacific Council	Tan Sri (Sir) Francis Yeoh, Emeritus Advisor
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 Dutch Business Council	YTL Corporation, Member
Malaysian Employers Federation	
British Malaysian Chamber of Commerce	
VGB Power Tech E.V	
Paris Pledge for Action	YTL Corporation, Signatory
Global Cement and Concrete Association	YTL Cement, Member
Cement and Concrete Association of Malaysia	
National Ready-Mix Concrete Association of Malaysia	
Malaysia Green Building Council	
Federation of Malaysian Manufacturers	
Manufacturers and Solution Providers	YTL Cement, Signatory
Waste Management Association of Malaysia	Geo Alam Environmental, Member
Construction Industry Development Board Malaysia	Green Enable Technologies & YTL Construction, Member
Master Builders Association Malaysia	YTL Construction, Member
Global AirRail Alliance (GARA)	Express Rail Link, Member
Malaysian-German Chamber of Commerce and Industry	YTL Power Services, Member

ASSOCIATION	REPRESENTATION
Global Compact Network Malaysia	YTL-SV Carbon, Member
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
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	
Aldersgate Group	
Future Water Association	
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	
Society for Incentive Travel Excellence (SITE) - ANZ	
Brisbane Economic Development Agency	Brisbane Marriott Hotel, Member
Queensland Hotels Association	

Certifications

Business	ISO 9001	ISO 14001	ISO 45001	ISO 50001	ISO 27001	MS ISO/IEC 17025	ISO 22000	ISO 14024
Associate Pan Malaysia Cement Sdn Bhd	✓	✓	✓			✓		
Buildcon Concrete Sdn Bhd	✓	✓	✓					
Construction Development Laboratory						✓		
C.I. Readymix Sdn Bhd	✓							
ERL Maintenance Support Sdn Bhd	✓	✓						
Express Rail Link Sdn Bhd	✓							
Holcim Malaysia Sdn Bhd	✓	✓	✓			✓		✓
Kedah Cement Sdn Bhd	✓	✓	✓			✓		✓
Lafarge Concrete (Malaysia) Sdn Bhd	✓							
Pahang Cement Sdn Bhd	✓	✓	✓	✓		✓		✓
Perak-Hanjoong Simen Sdn Bhd	✓	✓	✓	✓		✓		✓
PHS Trading Sdn Bhd	✓	✓	✓					
Slag Cement Sdn Bhd	✓	✓	✓	✓		✓		✓
Slag Cement (Southern) Sdn Bhd	✓	✓	✓	✓				✓
The Majestic Hotel Kuala Lumpur							✓	
Wessex Water Services Limited	✓	✓	✓		✓	✓		
YTL Communications Sdn Bhd					✓			
YTL Construction Sdn Bhd	✓	✓	✓					
YTL Construction (S) Pte Ltd		✓	✓					
YTL Land Sdn Bhd	✓							
YTL PowerSeraya Pte Limited	✓	✓	✓		✓			
YTL Power Services Sdn Bhd	✓	✓	✓		✓	✓		

CERTIFICATIONS

Name of Certification	Certified Business Units/Projects/Products	Description of Certification	Year of Award	Validity
Green Building Index - Gold certified	Menara YTL	Malaysia's first comprehensive rating system for evaluating the environmental design and performance of Malaysian buildings based on six main criteria of Energy Efficiency, Indoor Environment Quality, Sustainable Site Planning and Management, Materials and Resources, Water Efficiency, and Innovation.	2022	2025
Eco Office	YTL PowerSeraya	An internationally recognised accreditation system that encourages organisations to adopt a Low Carbon Lifestyle, advocates a green mindset of using One Less, and promotes the practice of Responsible Consumption.	November 2021	November 2023
Construction Quality Assessment System (CONQUAS)	3 Orchard By-The-Park by YTL Construction (S)	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 that meet the basic standards of hygiene and health and safety for their products and services in accordance with nationwide measures to prevent the spread of COVID-19.	July 2020	Nil
Amazing Thailand Safety and Health Administration Plus (SHA+)		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 employees vaccinated against COVID-19.	June 2021	Nil
TakeCare Certification	The Ritz-Carlton, Koh Samui	Recognises hotels for creating work environments that support the holistic well-being of the associates, helping them create opportunity, build community and find purpose.	July 2005	Nil

GRI Content Index

Statement of use

YTL Group has reported the information cited in this GRI content index for the period from 1st July 2021 to 30th June 2022 with reference to the GRI Standards.

GRI used

GRI 1: Foundation 2021

GRI Standard	Disclosure Number	Disclosure Title	Page
GRI 2: General Disclosures 2021	2-1	Organisational details	11
	2-2	Entities included in the organisation's sustainability reporting	2
	2-3	Reporting period, frequency and contact point	2
	2-4	Restatements of information Restatement of data reported in YTL Group SR2021 (page 40). It was mentioned that YTL PowerSeraya's overall efficiency of the entire power station should be a marginal decrease instead of marginal improvement.	119
	2-5	External assurance	No external assurance was made
	2-6	Activities, value chain and other business relationships	Annual Report, 10, 108-109
	2-7	Employees	64
	2-8	Workers who are not employees	64
	2-9	Governance structure and composition	15
	2-10	Nomination and selection of the highest governance body	Annual Report
	2-11	Chair of the highest governance body	Annual Report
	2-12	Role of the highest governance body in overseeing the management of impacts	Annual Report

GRI Standard	Disclosure Number	Disclosure Title	Page
	2-13	Delegation of responsibility for managing impacts	Annual Report
	2-14	Role of the highest governance body in sustainability reporting	15
	2-15	Conflicts of interest	Annual Report
	2-16	Communication of critical concerns	10, 106
	2-17	Collective knowledge of the highest governance body	15
	2-18	Evaluation of the performance of the highest governance body	Annual Report
	2-19	Remuneration policies	Annual Report
	2-20	Process to determine remuneration	Annual Report
	2-21	Annual total compensation ratio	Annual Report
	2-22	Statement on sustainable development strategy	3-10
	2-23	Policy commitments	106
	2-24	Embedding policy commitments	106
	2-25	Processes to remediate negative impacts	106
	2-26	Mechanisms for seeking advice and raising concerns	106
	2-27	Compliance with laws and regulations	22, 106
	2-28	Membership associations	116
	2-29	Approach to stakeholder engagement	16

GRI Standard	Disclosure Number	Disclosure Title	Page
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	17
	3-2	List of material topics	17
ECONOMIC			
GRI 3: Material Topics 2021	3-3	Management of material topics	68-69
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Annual Report
	201-3	Defined benefit plan obligations and other retirement plans	69
GRI 3: Material Topics 2021	3-3	Management of material topics	63
GRI 202: Market Presence 2016	202-2	Proportion of senior management hired from the local community	64
GOVERNANCE			
GRI 3: Material Topics 2021	3-3	Management of material topics	105-107
GRI 205: Anti Corruption 2016	205-1	Operations assessed for risks related to corruption	106-107
	205-2	Communication and training about anti-corruption policies and procedures	106-107
	205-3	Confirmed incidents of corruption and actions taken	106-107
ENVIRONMENTAL			
GRI 3: Material Topics 2021	3-3	Management of material topics	38
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	38
	302-4	Reduction of energy consumption	41-42

GRI Standard	Disclosure Number	Disclosure Title	Page
GRI 3: Material Topics 2021	3-3	Management of material topics	49
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	49
	303-2	Management of water discharge related impacts	52-53
	303-3	Water withdrawal	50
	303-4	Water discharge	50
	303-5	Water consumption	50
GRI 3: Material Topics 2021	3-3	Management of material topics	24
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside	24-29
	304-2	Significant impacts of activities, products and services on biodiversity	24-29
	304-3	Habitats protected or restored	24-29
GRI 3: Material Topics 2021	3-3	Management of material topics	30
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	32
	305-2	Energy indirect (Scope 2) GHG emissions	32
	305-5	Reduction of GHG emission	35-37
GRI 3: Material Topics 2021	3-3	Management of material topics	44
GRI 306: Waste 2020	306-2	Management of significant waste-related impacts	44, 46-48
	306-3	Waste generated	45
	306-4	Waste diverted from disposal	45
	306-5	Waste diverted to disposal	45

GRI Standard	Disclosure Number	Disclosure Title	Page
SOCIAL			
GRI 3: Material Topics 2021	3-3	Management of material topics	63
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	64
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employee	69-70
	401-3	Parental leave	70
GRI 3: Material Topics 2021	3-3	Management of material topics	121
GRI 402: Labour/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	121
		1 - 3 months to be fulfilled, subject to the employee's job grade and operational requirements	
GRI 3: Material Topics 2021	3-3	Management of material topics	55-56
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	55-62
	403-2	Hazard identification, risk assessment, and incident investigation	55-62
	403-3	Occupational health services	55-62
	403-4	Worker participation, consultation, and communication on occupational health and safety	55-62
	403-5	Worker training on occupational health and safety	55-62
	403-6	Promotion of worker health	55-62
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	55-62
	403-9	Work-related injuries	57

GRI Standard	Disclosure Number	Disclosure Title	Page
GRI 3: Material Topics 2021	3-3	Management of material topics	71
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	71
	404-2	Programmes for upgrading employee skills and transition assistance programmes	71-73
	404-3	Percentage of employees receiving regular performance and career development reviews	68
GRI 3: Material Topics 2021	3-3	Management of material topics	63
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	64
GRI 3: Material Topics 2021	3-3	Management of material topics	63
GRI 408: Child Labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	65
GRI 3: Material Topics 2021	3-3	Management of material topics	63
GRI 409: Forced or Compulsory Labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	65
GRI 3: Material Topics 2021	3-3	Management of material topics	79-103
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	79-103
	413-2	Operations with significant actual and potential negative impacts on local communities	79-103
GRI 3: Material Topics 2021	3-3	Management of material topics	107
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	10, 107

Ten Principles of the UN Global Compact

UNGC Principle	Description	Page
HUMAN RIGHTS		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	12, 65
Principle 2	Make sure that they are not complicit in human rights abuses	12, 65
LABOUR		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	12, 65
Principle 4	The elimination of all forms of forced and compulsory labour	12, 65, 108
Principle 5	The effective abolition of child labour	12, 65, 108
Principle 6	The elimination of discrimination in respect of employment and occupation	12, 65, 108
ENVIRONMENT		
Principle 7	Businesses should support a precautionary approach to environmental challenges	12, 18, 22-23
Principle 8	Undertake initiatives to promote greater environmental responsibility	12, 18, 22-23
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	12, 18, 22-23
ANTI-CORRUPTION		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	12, 106

Be Part of The Solution

Growing Need for Climate Action

Since the beginning of the Industrial Revolution, atmospheric carbon dioxide (CO₂) has amplified at a rate at least ten times faster than at any other time during the last 800,000 years.

Understanding greenhouse gas (GHG) sources and emissions is essential for avoidance, reduction, capture, utilisation, and storage of GHGs. Measuring GHG emissions is the first step to effectively managing them.

There are direct benefits for organisations by measuring and reporting as they will benefit from:



Lower energy and resource costs



A better understanding of exposure to the risks of climate change

Demonstration of leadership which will help strengthen their genuine green credentials in an increasingly environmentally conscious marketplace



Brand and reputation enhancement



Building resilient and sustainable supply chains



How a Carbon Consultant Can Assist

Carbon consultants understand the impacts of climate change and propose solutions to mitigate them. They offer a wide array of carbon-related advisory services and strategic solutions for organisations and businesses to help them achieve low-carbon targets and reach climate ambitions. They provide support and advice on transitioning to a low-carbon economy.



How Carbon Credits can Support Organisations

Corporations are looking to do their part in fighting climate change, with many organisations committing to carbon-neutral and net-zero targets.

Carbon credits can be an important tool in this process and support organisations in their decarbonisation journey, particularly for emissions that are hard to abate, areas where there are technological gaps and where companies need time to implement suitable measures.

Carbon credits represent the avoidance or removal of one tonne of CO₂ or an equivalent amount of other GHGs. They can play a critical role in a holistic climate mitigation strategy by allowing companies to address their carbon footprint while investing in high-quality, certified emission reduction projects.



Attributes of High-Quality Carbon Credits:

ADDITIONAL • VERIFIABLE • PERMANENT • AVOID LEAKAGE • MEASURABLE • NO DOUBLE ACCOUNTING • REAL • CAUSE NO NET HARM

Some Benefits of Carbon Avoidance Projects

- Economic growth and job creation
- Access to clean energy
- Community Engagement
- Improved Public Health
- Energy Access
- Technology Transfer
- Educational Opportunities



Some Benefits of Carbon Removal Projects

- Improved air quality
- Biodiversity
- Soil Protection
- Improved Water Quality
- Livelihood Development
- Ecosystem Restoration
- Diversifying Local Community Finances

Impacts Beyond Carbon:



Content contributed by:





YTL CORPORATION BERHAD

198201012898 (92647-H)

33rd Floor, Menara YTL
205 Jalan Bukit Bintang
55100 Kuala Lumpur,
Malaysia

Tel • 603 2038 0888

Fax • 603 2038 0388

www.ytl.com
www.ytl.com/sustainability
www.ytlcommunity.com