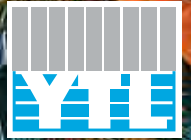


**YTL GROUP**  
Building The Right Thing



# MAKING A GOOD FUTURE HAPPEN

The Journey Continues...

Sustainability Report 2020



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**YTL GROUP**  
Building The Right Thing



**MAKING A GOOD FUTURE HAPPEN**  
The Journey Continues...

reflects our vision for what YTL Group sustainability initiatives aim to achieve internally and externally across the four pillars of YTL Group Sustainability Framework -

**Environment, People, Community and Marketplace**

# About This Report

[GRI 102-1, 102-45, 102-46, 102-50, 102-51, 102-52, 102-53, 102-54]

We are pleased to present YTL Group's Sustainability Report for 2020. This is our 14<sup>th</sup> annual sustainability report, providing an overview of our approach, performance and achievements to create long-term economic, environmental and social (EES) values for our stakeholders. We progressively evaluate and make necessary improvements in our approach to sustainability in order to achieve our goals. We endeavour to report issues that are material to YTL Group and our stakeholders, where we create the most value and align with United Nations Sustainable Development Goals (UNSDGs).

This report and our previous reports are available online via PDF and can be downloaded from YTL Group's corporate website at [www.ytl.com](http://www.ytl.com).

Some of our subsidiaries and associated companies have also produced their own reports, available on their official websites listed below, which provide more information about their sustainability policies, practices, performance, risks and opportunities.

PT YTL Jawa Timur - [www.jawapower.co.id](http://www.jawapower.co.id)

YTL PowerSeraya Pte Limited<sup>1</sup> - [www.ytlpowerseraya.com.sg](http://www.ytlpowerseraya.com.sg)

Starhill Global REIT<sup>2</sup> - [www.starhillglobalreit.com](http://www.starhillglobalreit.com)

Wessex Water Limited<sup>3</sup> - [www.wessexwater.co.uk](http://www.wessexwater.co.uk)

## Coverage

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

## Reference and Guidelines

This report has been prepared in accordance with the Global Reporting Initiative Standards (GRI) - Core option and the Bursa Malaysia Securities Berhad (Bursa Malaysia) Main Market Listing Requirements relating to the Sustainability Statement in Annual Reports.

## Reporting Period

This report covers YTL Group's performance from 1 July 2019 to 30 June 2020 (FY2020), unless otherwise stated.

## Capitals

Our value creation is fundamentally dependant on the forms of capital available to us (our inputs), how we utilise them (our value-added activities) as well as our impacts and the value we produce (our outputs) to the stakeholders. In this report, the capitals are categorised as Natural Capital, Human Capital, Social and Relationship Capital and Financial Capital.

## Assurance

We have not sought external assurance for this report and will consider it in future.

## Feedback

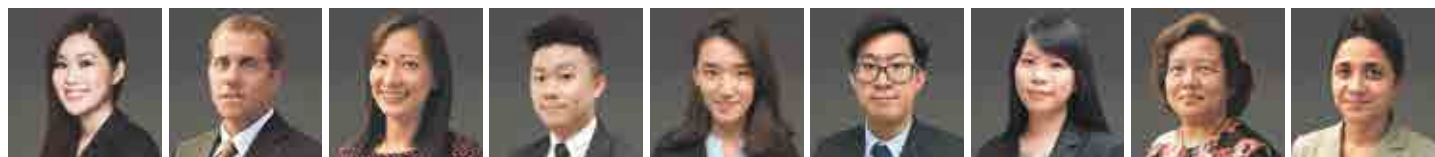
We welcome your comments, thoughts, and remarks, which can be directed to:

YTL Group Sustainability Division

YTL Corporation Berhad

Email: [sustainability@ytl.com.my](mailto:sustainability@ytl.com.my)

## YTL Group Sustainability Team



**Ruth Yeoh**  
Head of Group Sustainability and Director of Investments

**Ralph Dixon**  
Director of Environmental Investments. CEO, YTL-SV Carbon

**Nico Aw**  
Senior Manager

**Issac Liew**  
Manager

**Elaine Tan**  
Executive

**Chua Wai Min**  
Executive

**Rachel Wong**  
Executive

**Zaiton Hashim**  
Office Manager

**Pooja Bansal**  
Principal Consultant, YTL-SV Carbon

<sup>1</sup> YTL PowerSeraya Pte Limited's retail brand, Geneco will be denoted as "Geneco SG" throughout this report

<sup>2</sup> YTL Corp owns an effective interest of 36.74% in Starhill Global Real Estate Investment Trust (SGREIT). YTL Starhill Global REIT Management Limited (YSGRM), the manager of SGREIT, is a wholly-owned subsidiary of YTL Corp

<sup>3</sup> Wessex Water Limited's subsidiary, GENeco Limited will be denoted as "GENeco UK" throughout this report

# Executive Chairman’s Letter to Stakeholders

[GRI 102-14]

**TAN SRI DATO’ (DR) FRANCIS  
YE OH SOCK PING**

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

*Executive Chairman*  
YTL Corporation Berhad



**Cash and in-kind donated  
for COVID-19 relief  
~RM126 million**



Cash donations



Mobile data, SIM cards  
and phones



Chromebooks



Food aid and  
essential items



Rental assistance



Face masks, personal  
protective equipment  
and ventilators

**THE PANDEMIC**

Virologists, epidemiologists, and ecologists have warned for too long of the dangers of coronaviruses again jumping the species bridge from animals to humans. Pandemics and other high-impact events, such as earthquakes, volcanic eruptions, and massive solar flares are a fact of life. It is an abdication of our collective responsibility and a betrayal of our children’s future to move forward in the absence of preparation.

The pandemic has been a double-edged sword for the environment, on one hand temporarily reducing air borne pollution and improving air quality, but at the same time, resulting in reduced recycling activities with masks and gloves washing up on beaches across the world. The trickle-down impact of the pandemic has yet to be seen in full and we need to prepare for further economic and social shocks as the devastation continues to ravage countries across the globe.

YTL Group’s combined donations and relief in cash and in-kind globally amounted to RM126 million, including contributions from YTL Foundation which provided free bandwidth and hardware to those hardest hit by the pandemic. YTL Foundation launched the Learn from Home Initiative with FrogAsia and YES 4G, and they facilitated this further by providing free mobile data and SIM cards to students in government schools in Malaysia, and free mobile devices to students from B40 families. We also donated RM1 million to the Government’s COVID-19 Fund in addition to donating mobile phones, Chromebooks and essential items to frontline health workers at Hospital Sungai Buloh.

YTL PowerSeraya supported partners by providing energy rebates through its energy retail arm Geneco SG. They have provided assistance to their community engagement partner, Comcrop who own and operate the largest rooftop urban farm in the city state.



## Executive Chairman's Letter to Stakeholders



Tan Sri Dato' (Dr) Francis Yeoh presenting a cheque to Prime Minister Tan Sri Muhyiddin Yassin for the Malaysian Government's COVID-19 Fund



Around one million samples of water are tested annually by Wessex Water's scientists who have recently been working with the UK Environment Agency laboratories to detect the presence of COVID-19 RNA



Comcrop's rooftop farm in Woodlands, supported during the pandemic by Geneco SG



An employee of YTL PowerSeraya working throughout the Circuit Breaker period in Singapore

Express Rail Link (ERL) and YTL Construction were also busy distributing reusable face masks, helping taxi drivers, and donating funds to needy families. YTL Power International also contributed RM500,000 to The Edge COVID-19 Equipment Fund.

To help tenants through the business disruption of the COVID-19 pandemic, total rental rebates of SGD32.2 million were provided to eligible tenants in Starhill Global REIT's portfolio.

In the wake of the pandemic, most of us are reassessing our relationship with the natural environment and looking at the true measure of profit and growth. Despite the sharply reduced numbers in some of our hospitality and retail properties, we continued in earnest working towards our goal to eliminate single use plastics from our operations globally by 2025 through our SNAP (Say No to All Plastic) campaign. Since 2018 we have managed to save 1.92 million plastic bottles, and 252,000 plastic straws.

We also continued to move forward with other carbon mitigation initiatives across our energy-related business units. Our greenhouse gas emissions in these businesses are down 4% from 2015 levels. We also increased our use of waste as alternative fuels with energy use down 7%, and waste generated falling 23% over the same period.

During the COVID-19 pandemic, we ensured the full functioning of our various businesses providing essential services including wastewater treatment, water supply, rail services, cement, communications, and power generation in Malaysia, Singapore, Indonesia and the United Kingdom (UK).

Wessex Water was one of the few utility companies called upon by the UK Government in the national Government-led 'wastewater surveillance' project which is part of an advance warning system to detect new outbreaks of coronavirus. Samples are taken at a small number of water recycling centres, and these are then analysed by the UK Environment Agency laboratories to detect the presence of COVID-19 RNA.

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## Executive Chairman's Letter to Stakeholders

### PROTECTION OF THE ENVIRONMENT

Methane leaks from oil and gas fields are dangerous and they are akin to oil spills in the sky, and once again the melting of Siberian and other Arctic permafrost, which cover around 25% of the land mass of the northern hemisphere has dominated climate news this summer. NASA scientists have reported that peat fires may be continuing to smoulder underground during the harsh Arctic winters, otherwise known as "zombie fires", ready to start up again in the spring. So far in 2020, Arctic fires have released 244 million tonnes of carbon dioxide (CO<sub>2</sub>) into the atmosphere, against 182 million tonnes in 2019, more than the total emissions released by Malaysia in a full year. Melting permafrost releases methane if it is not flared, but when it burns it releases dangerous substances such as carbon monoxide (CO), nitrogen oxides (NO<sub>x</sub>), volatile organic compounds and solid aerosol particles. It is commonly understood that methane has a global warming potential around 28 times that of CO<sub>2</sub>, but what is less known is that it is 80 times more potent than CO<sub>2</sub> over its first two decades in the atmosphere.

YTL Group has taken methane mitigation seriously, and specifically in GENeco UK, a subsidiary of Wessex Water. The UK business unit has been converting both human waste and food waste into biomethane for energy, heating, transportation, and fertiliser for the past eleven years.

Wessex Water treats waste from over three million households, and collects around 48,000 tonnes of food waste (⅔ solids and ⅓ liquids), with 11,150,081 m<sup>3</sup> of biomethane injected into the UK grid by Wessex Water, saving around 22,640 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). Wessex Water also achieved additional emission reductions of 1,729 tonnes of CO<sub>2</sub>e from the export of power from their biogas combined heat and power units. In addition, around 6,000 tonnes of digestate with 28% of dry solids were produced, with almost 35% being used as fertiliser in nearby farms, reducing the use of nitrates and other harmful chemicals.

Our transportation arm, Express Rail Link which operates the KLIA Ekspres from the city to the airport, continues to take between four and five million cars off the road from KL Sentral to KLIA yearly, and has reduced around 140,000 tonnes of CO<sub>2</sub>e since 2014, equivalent to the emissions generated by around 10,000 Malaysian households annually.

Following the success of the waste heat recovery (WHR) unit in YTL Cement's Dama Plant in China, YTL Cement extended the WHR initiative to their plant in Perak-Hanjoong Simen, the first in Malaysia, saving a significant amount of energy and energy-related emissions.



Human waste and food waste collected and processed at GENeco UK's anaerobic digestion facility in Avonmouth, Bristol, UK



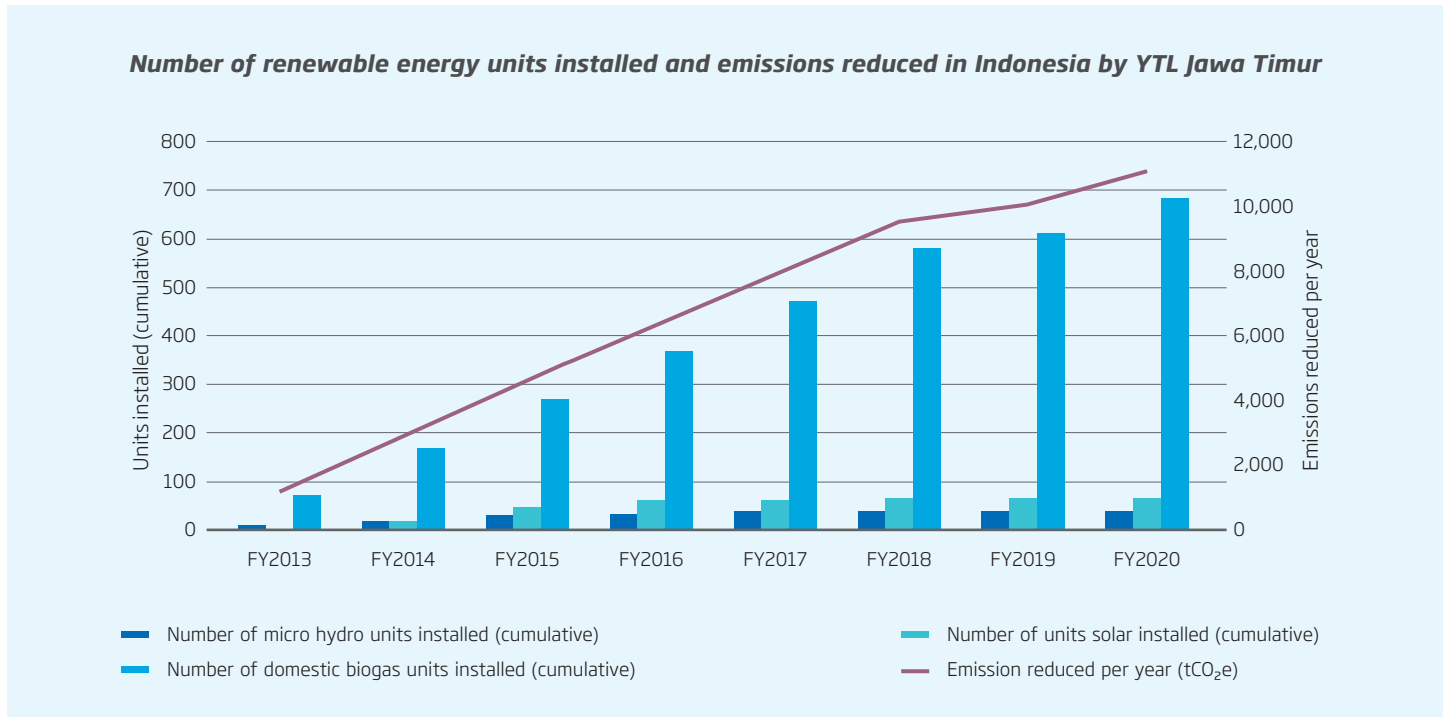
GENeco UK's Bio-Bee vehicles both collect commercial food waste and run on biomethane from the same waste



Express Rail Link achieved a commendable milestone hitting their 100 millionth passenger



## Executive Chairman's Letter to Stakeholders



### ELEVATION OF ENERGY POVERTY AND COMMUNITIES

In the last decade, global energy poverty has fallen from almost 1.5 billion people in 2009 to less than 1 billion in 2018. However, the Sustainable Development Goal target of universal access by 2030 will unlikely be met, with an estimated 500 million still predicted to lack access to energy by 2030.

The falling cost of solar and other renewable energy sources has helped the development of mini-grids for off-grid communities and had a positive impact on the health of communities and the environment by reducing the use of kerosene and diesel as fuel for cooking and energy respectively.

YTL Group, since 2012 has continued to extend the reach of the rural renewable energy programme in Indonesia and East Malaysia, with 817 units of biogas (680), micro hydro (39) and solar (98) positively impacting the lives of more than 7,000 people, and reducing emissions exceeding 53,000 tonnes of CO<sub>2</sub>e.

Through YTL Foundation and other business units, we have helped over 75,000 children in learning and education. YTL Group as a whole has spent RM16.5 million on local community investments benefitting over 112,000 people in need and those supported by charities.



## Executive Chairman's Letter to Stakeholders

### BIODIVERSITY AND CONSERVATION

As with previous letters to stakeholders that I have penned, global biodiversity loss has consistently been a serious concern for YTL Group. However, as it intensifies with a sixth major extinction event resulting from human activity and climate change looming, the onus is on humans to try and prevent as many of them as possible. The loss of species can be stopped if there is a genuine will to do so. However, it requires collective action on a grand scale considering the extent and seriousness of the issue. We all need to act to support conservation and prevent extinctions.

YTL Cement and Malayan Cement Berhad have continued to invest in conservation and biodiversity initiatives. These include preserving endemic species of flora and fauna in the limestone reserve of Gunung Kanthan and other karst outcrops. The emphasis in production of manufactured sand, and the use of waste in alternative fuels, aggregates, and the generation of energy all support conservation efforts in our cement business.

In Wessex Water's region, we have focused on funding biodiversity conservation in waterways and in the surrounding air with an emphasis on beavers, birds, and other wildlife native to the areas.

Likewise, in and around the Paiton power plant area operated by YTL Jawa Timur, the health of marine ecosystems near the power plant outlet cooling canal and along the coast are monitored and reefs have been rehabilitated. We have planted 112,300 mangroves, 58,910 sea pines and 5,431 other mixed tree species. To promote healthy marine ecosystems near the plant, 1,968 reef blocks have been laid on the reef using mainly fly ash and bottom ash (FABA) waste from the power plant itself mixed with cement.

For over ten years, YTL Hotels has been supporting the rehabilitation of coral reefs, turtle rescue and turtle egg hatching sites with a cumulative 55,548 eggs saved from human consumption and 40,600 hatchlings released into the wild. YTL Hotels has also supported Save Wild Tigers since 2014 and continues to help raise funds for anti-poaching activities, advocacy and awareness. The most recent of many events supported by YTL Hotels was a photographic exhibition in the Raffles Hotel, Singapore in late 2019, with a selection of the original photo exhibits from the Royal Albert Hall London exhibition from the previous year, featuring almost 100 images of tigers in the wild by over 30 of the world's leading professional wildlife photographers. This follows a major fundraising event in the past - the Save Wild Tigers Gala Dinner hosted by The Majestic Hotel Kuala Lumpur in 2014 which raised over RM1.7 million to fight poaching of wild tigers in Malaysia.



An endemic species, the Kanthan Trapdoor Spider in Gunung Kanthan has been preserved



Images of Wessex Water's Biodiversity Action Plan (BAP) Partners Programme activities and animal sightings



Mangroves planted at Randutatah Conservation Area improve local biodiversity and rehabilitate the natural environment



An adult turtle spotted on the beach at YTL Hotels' Tanjung Jara Resort near the Visitor's Hut and the turtle hatchery



## Executive Chairman's Letter to Stakeholders



*Charopa lafargei, a tiny but important endemic species of snail measuring just 2-3mm in diameter found in Gunung Kanthan has also been preserved*



*YTL Jawa Timur's paving block production programme using FABA waste*



*Annual Reef Check surveys are conducted by Reef Check Malaysia's team to assess the health of the coral reefs and monitor the success rates of nubbins on the reef blocks*

### CONCLUSION

Apart from disease, we face three main existential threats which need to be dealt with collectively - climate change, inequality, and the use of natural resources. Whilst climate change may not be impacting all of us directly now, we need to thoroughly assess risks and prepare for change. For example, banks in the United States have already started evaluating mortgage applications based on climate change risks as data shows an extraordinary rise in coastal flooding, and the risks are intensifying. As such, YTL Group has been advocating and carrying out climate change action and mitigation measures for the last 30 years by building and progressing sustainably since our humble beginnings in 1955.

Our ability to impact climate change in the short term is limited as greenhouse gas emissions do not cause a sudden rise in global temperatures and neither does cutting them result in instantaneous cooling. However, air borne particulates, and NO<sub>x</sub> levels are critical, and we now know that air quality has a strong bearing on premature death, and immune response to infection by viruses. Similarly, air pollution and preterm birth are well linked, and it is not only industrial and transportation linked air pollution, but also from particles in wildfires and gas flaring.

The COVID-19 pandemic has also given rise to significant soul searching both in business and at home, and the issues of integrity and purpose in business have risen to the fore. As testament to our improving levels of disclosure and reporting, YTL Corporation Berhad has been part of the FTSE4Good Bursa Malaysia Index every year since 2017. We have prioritised ethical business with 100% of our employees in Malaysia completing the Anti-Bribery and Corruption training course, reflecting our commitment to zero tolerance for bribery and corruption. We have also dug into our conscience and the definition of our purpose which is echoed in the words of prominent Greek statesmen, Pericles (circa 450 BC), who said that "what you leave behind is not what is engraved in stone monuments, but what is woven into the lives of others". May God continue to guide us on our journey to Making a Good Future Happen.



*Pericles (l. 495-429 BCE) - prominent Greek statesman, orator, and general during the Golden Age of Athens*

### TAN SRI DATO' (DR) FRANCIS YEOH SOCK PING

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

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SOCIAL AND RELATIONSHIP CAPITAL

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# About YTL Group

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

YTL Group is an integrated infrastructure developer with extensive operations in countries including Malaysia, the United Kingdom, Singapore, Indonesia, Australia, Japan, Jordan and China. The core businesses of YTL Group comprise utilities, construction, cement manufacturing and trading, property investment and development, hotel operations, information technology and e-commerce related business as well as management services and others.

## Corporate Facts at A Glance



More than **13,000 employees globally**



Operating in more than **10 countries across 3 continents**

Constituent of



**FTSE4Good**  
**Bursa Malaysia Index**  
since 2017



Serving more than **15 million customers**

## Membership in Associations

### Member

1. Malaysian Dutch Business Council
2. Malaysian Employers Federation
3. Malaysian-German Chamber of Commerce and Industry
4. Global Compact Network Singapore
5. Sustainable Energy Association of Singapore
6. World Cement Association
7. VGB PowerTech e.V.
8. British Water

### Signatory

9. Paris Pledge for Action
10. United Nations Global Compact

## SUSTAINABILITY PERFORMANCE 2020



### NATURAL CAPITAL



Change in CO<sub>2</sub> emissions 2015-2020<sup>a,b,d</sup>  
**↓ 4%**



Change in energy consumption 2015-2020<sup>a,b,c,d</sup>  
**↓ 7%**



Change in waste generation 2015-2020<sup>a,b,c</sup>  
**↓ 23%**



Change in water recycled 2015-2020<sup>a,b</sup>  
**↑ 38%**



Elimination of single use plastic **1 million** pieces

Note: <sup>a</sup> YTL Jawa Timur <sup>b</sup> YTL PowerSeraya <sup>c</sup> Starhill Global REIT <sup>d</sup> WessexWater



### HUMAN CAPITAL



**32%**  
Females in leadership role



**Zero**  
incidents on discrimination, and forced or child labour



**100%**  
of employees in Malaysia completed the ABC Policy training



**Zero**  
fatalities



### SOCIAL AND RELATIONSHIP CAPITAL



Cash and in-kind donated for COVID-19 relief **~RM126 million**



Engaged over **75,000** children in learning and education



Local community investments **~RM16.5 million**



Employee volunteer hours **3,530**



Benefiting more than **112,000** people in need, groups and charities



### FINANCIAL CAPITAL



Revenue **RM19.2 billion**  
**↑ 6%**  
versus FY2019



**Zero**  
tolerance for bribery and corruption



**RM17.8 billion**  
combined market capitalisation (as at 30 June 2020)



**92%**  
of total procurement spent on local vendors



## About YTL Group

### AWARDS AND ACCOLADES



YTL Land & Development's 3 Orchard By-The-Park on Orchard Boulevard, Singapore **won six awards** at **The EdgeProp Singapore Excellence Awards 2019** for the following categories -Design Excellence Award (Developer and Architect), People's Choice Award, Top Boutique Development Award, Top Development Award and Top Luxury Development Award. These awards set out to recognise the best property players and developments in Singapore

Express Rail Link (ERL) won "Partnership of the Year" award at the prestigious **Global AirRail Awards 2019** in Vienna, Austria for its efforts in expanding its sales platform and customer base worldwide. This is their **11<sup>th</sup> time winning** a Global AirRail Award since its inception in 2011. ERL was also previously named AirRail Link of the Year in 2012, 2014, 2015 and 2016



Wessex Water was a recipient of South West Area Innovation Awards 2020 and clinched **second place** in the **2020 National Innovation Awards** from the UK Institute of Water for its innovation '3D LiDAR Modelling of Tunnels in Semi-turbulent Flow'. This is their **fifth time winning** the Innovation Awards since 2013



YTL Communications was awarded the Connectivity - Telecommunications trophy at the inaugural **Malaysia Technology Excellence Awards 2019** for their effort to build the first large-scale Terragraph trial network in Asia



YTL PowerSeraya attained **bizSAFE Level Star**, the highest level under the bizSAFE programme administered by the Singapore Workplace Safety and Health (WSH) Council for its WSH achievements



Asia Pacific Best of the Breeds REITs AWARDS™

Starhill Global REIT won the **Silver award** in the category for retail REITs in Singapore during **The Asia Pacific Best of the Breeds REITs Awards™ 2019** which recognises companies and managers with the highest standards and performance in the Asia Pacific REITs sector



Wessex Water's Engineering and Sustainable Delivery Department has received the **Commended Sector Award** at the **RoSPA Health and Safety Awards 2020** for its proactive health and safety management systems, company culture and overall performance. This is the **fourth time in five years winning** the Industry Sector Award



YTL Jawa Timur was awarded **PROPER Green Rating** by Ministry of Environment and Forestry (Indonesia) in January 2020 for their outstanding performance in energy efficiency, environment management system, air emissions, hazardous and non-hazardous waste management, water usage efficiency and water pollution reduction, biodiversity and CSR. This is their **14<sup>th</sup> time winning** since 2006, including two gold ratings for the years 2013 and 2016

# Our Approach to Sustainability

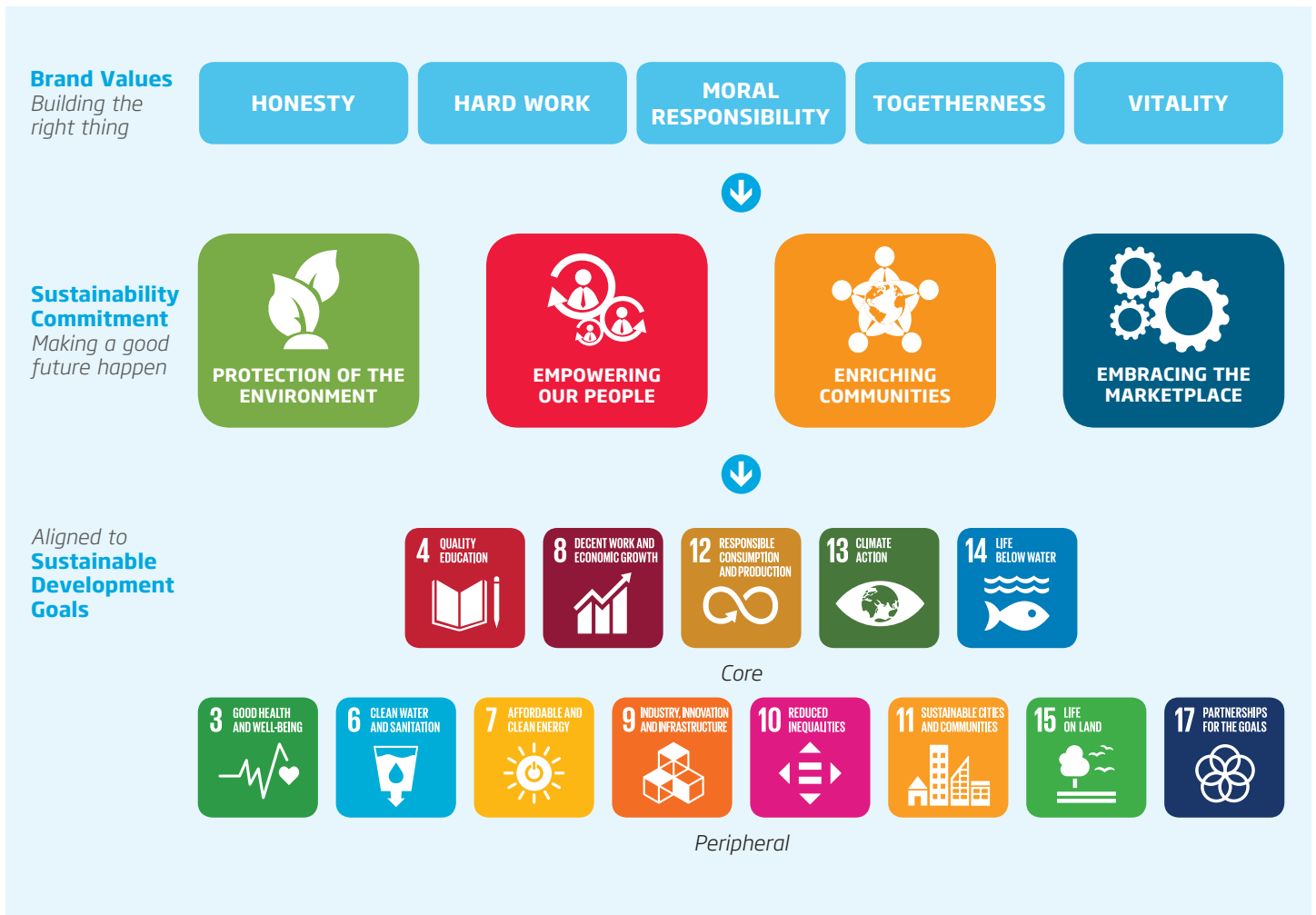
[GRI 102-11, 102-16, 102-18, 102-40, 102-42, 102-43, 102-44, 102-47, 102-49]

## MAKING A GOOD FUTURE HAPPEN

Our commitment to sustainability is embedded in all aspects of our business in line with our strategy and four main pillars of 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 reinforce 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 aligned with the United Nations Sustainable Development Goals (SDGs), YTL Group Corporate Statements (Human Rights and Ethics, Environment, Health and Safety, and Commitment to Ethical Purchasing), Code of Conduct and Business Ethics (The Code), as well as Anti-Bribery and Corruption Policy (ABC Policy)<sup>4</sup>. There was a change to our selection of the 17 SDGs, and we have now divided these into core and peripheral. This year, we made adjustments to align with our Group-wide initiatives to the SDGs to eliminate any overlap.

### YTL Group Sustainability Framework



<sup>4</sup> Please view our Corporate Statements at [www.ytl.com/sustainability/corporatestatement.asp](http://www.ytl.com/sustainability/corporatestatement.asp), the Code and ABC Policy at [www.ytl.com/governance.asp](http://www.ytl.com/governance.asp)



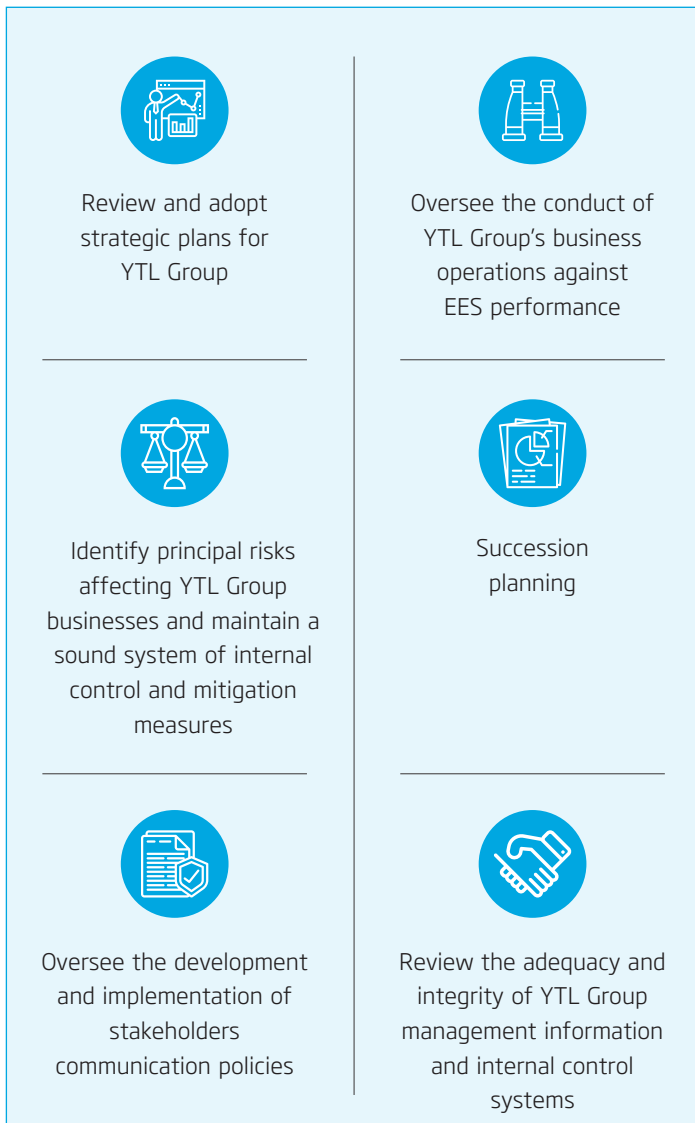
## Our Approach to Sustainability

### SUSTAINABILITY GOVERNANCE

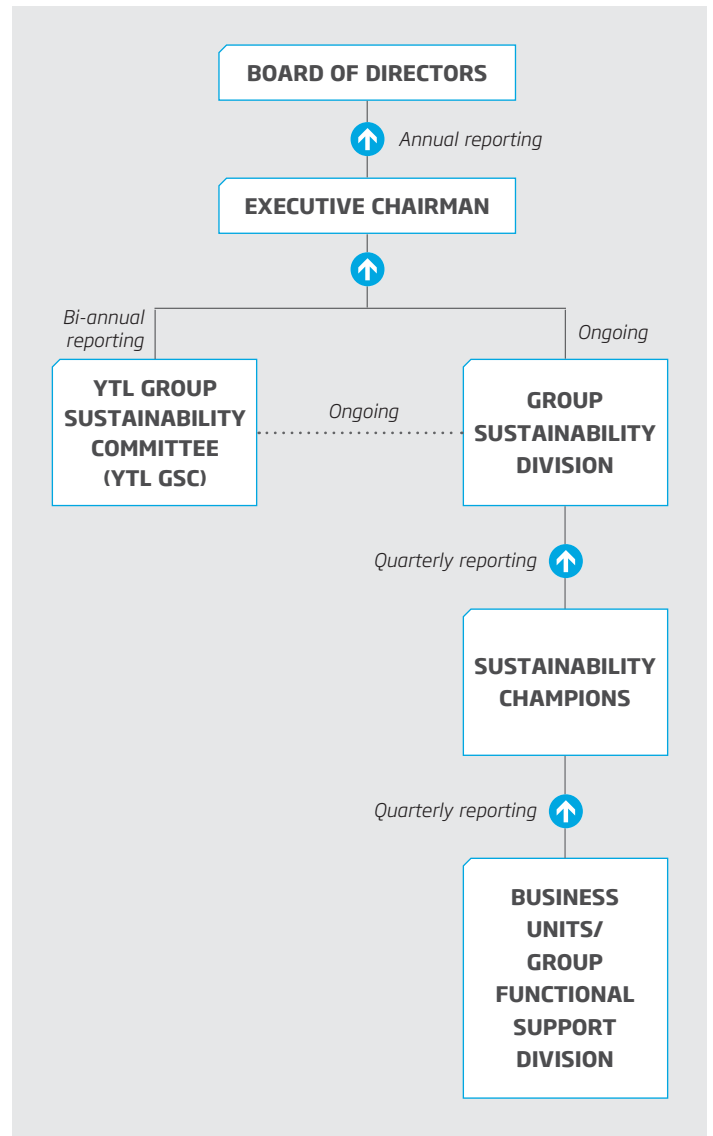
Good governance begins with integrity and ethics at the paramount of an organisation, namely the Board of Directors (the Board). We are committed to achieve our business objectives to deliver sustainable value to stakeholders. As such, we have established a set of well-defined policies and processes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

To further our sustainability agenda in an inclusive and integrated manner, our formal set of guidelines - the Sustainability Framework - lays down a strong foundation for our current and future roadmap to achieve our sustainability objectives in a holistic manner. It also directs our sustainability practices towards the achievement of our triple bottom line objectives. YTL Group Sustainability Committee (YTL GSC) chaired by the Executive Chairman, Tan Sri Dato' (Dr) Francis Yeoh Sock Ping, for the implementation and monitoring of our sustainability agenda. YTL Group Sustainability Division is spearheaded by the Head of Group Sustainability and assisted by business units and group functional support divisions worldwide. An overview of the sustainability governance structure has been listed below. We regularly engage with our stakeholders to understand their perception of economic, environmental and social (EES) aspects related to our business.

#### YTL Group Corporate Governance Principles



#### YTL Group Sustainability Governance Structure



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HUMAN CAPITAL












SOCIAL AND RELATIONSHIP CAPITAL

FINANCIAL CAPITAL

# Our Approach to Sustainability

## STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a mechanism through which we identify potential sustainability challenges, risks and opportunities. Each stakeholder group was engaged through different communication channels fit for each group in order to elicit feedback which management evaluates and actively responds to in a balanced and respectful manner. The stakeholder engagement process focuses on identification and prioritisation of material issues and the periodic review of actions taken to deal with concerns. The following table covers a list of key stakeholder groups, various methods of engagement, matters discussed, and how we respond.

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



## Our Approach to Sustainability

### MATERIALITY

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

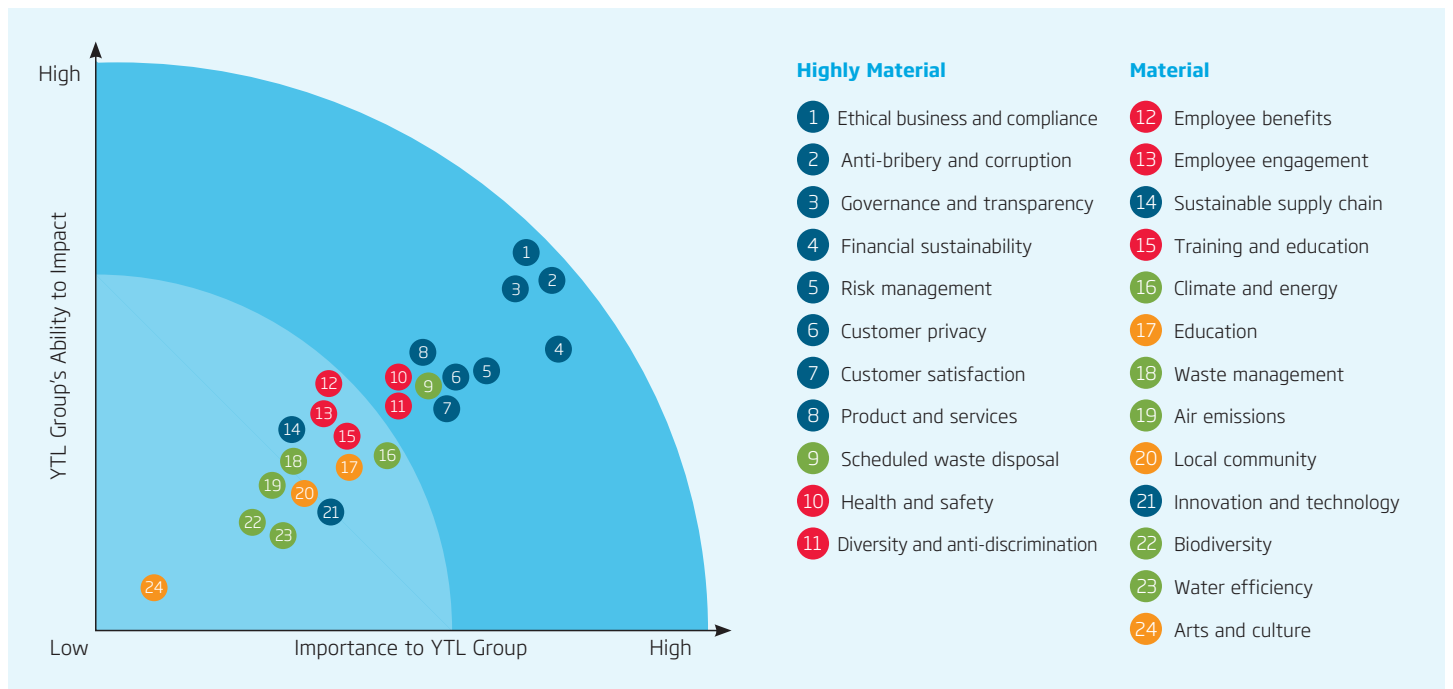
To ensure the continued relevance of our material issues, we conduct a formal materiality assessment biennially. Following our last review in 2017, we conducted a new materiality review this year. With guidance provided by an independent third-party consultant, the sustainability team works with YTL GSC and relevant business units to identify and review potential ESG issues, based on the previous findings, internal policies, stakeholder expectations, peer benchmarking, media research and regulatory frameworks.

A six-point Likert scale was used and respondents were asked to rank priorities based on the actual and potential impacts of issues affecting business continuity and development. The final list of material issues is reviewed and approved by the Board. Based on the assessment, the materiality matrix generated a total of 24 material sustainability matters, of which eleven were ranked as highly material.

#### Materiality Assessment Process



#### YTL Group Materiality Matrix



# PROTECTION OF THE ENVIRONMENT



## **Our Commitment**

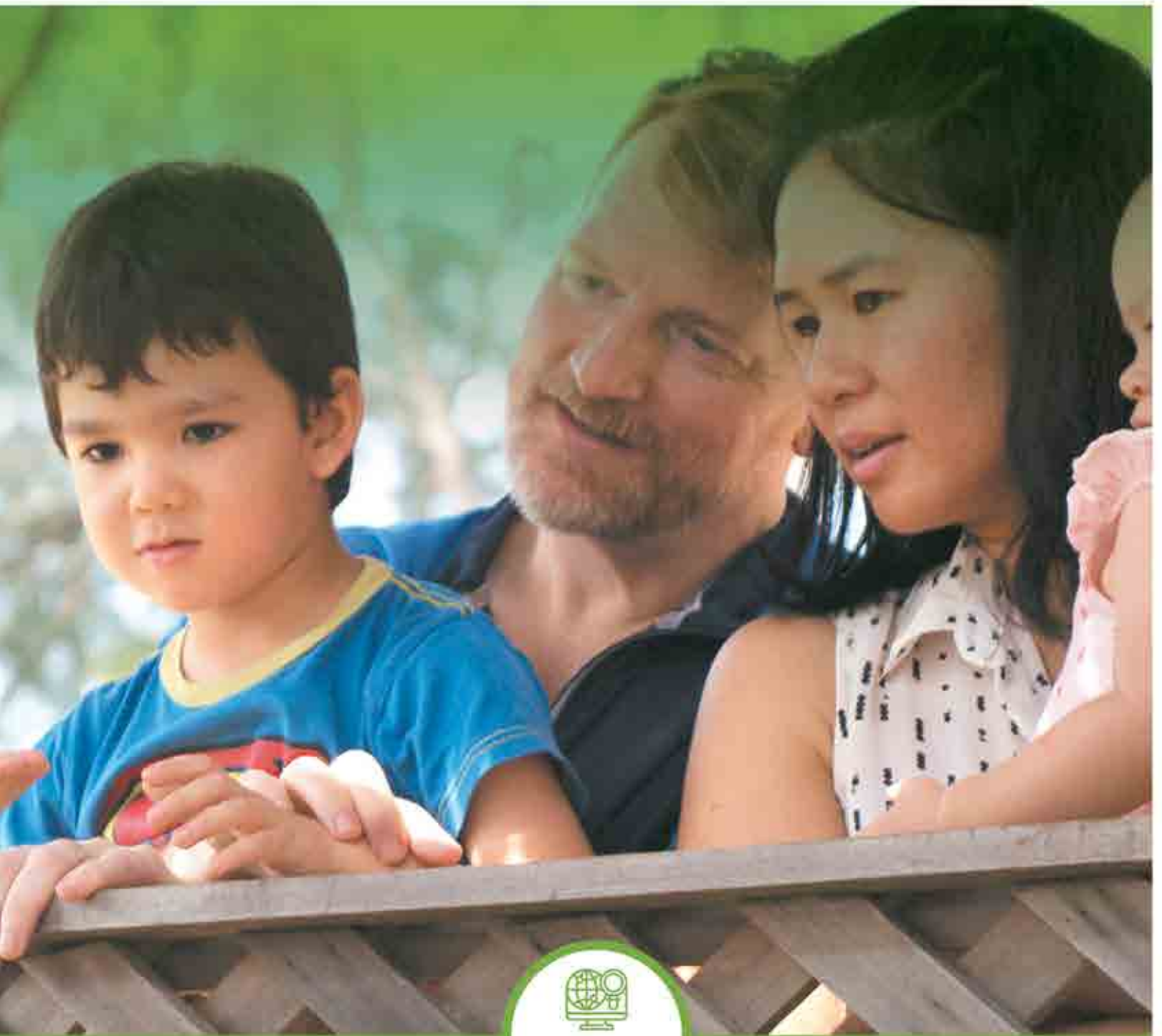
Integrating responsible and sustainable environmental strategies into our core business decisions to protect and enrich the natural environment for future generations



## **Our Approach**

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





Aligned To

**6** CLEAN WATER AND SANITATION

**7** AFFORDABLE AND CLEAN ENERGY

**12** RESPONSIBLE CONSUMPTION AND PRODUCTION

**13** CLIMATE ACTION

**14** LIFE BELOW WATER

**15** LIFE ON LAND

**17** PARTNERSHIPS FOR THE GOALS

# Protection of the Environment

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

As a responsible conglomerate, we place a strong focus on sustainable development and our role as a steward of nature where we operate. Protection of the environment is engrained in our culture and value system through commitments spelled out in our Corporate Statement on Environment, and Code of Conduct and Business Ethics - Responsible Corporate Citizen. Both are made available and easily accessible on our corporate website<sup>5</sup>.

Adopting the United Nations Global Compact (UNGC) principles of environment, we are committed to the highest environmental standards to improve our environmental performance and to minimise environmental impacts of our operations. Many of these are directly measurable and represent the environmental footprint of YTL Group. As such, we have put in place environmental policy and strategy, whilst reduction targets are set by respective business units, with particular focus on biodiversity conservation, climate change and energy, as well as waste and water management.

Our collective efforts in environmental conservation have resulted in a growing portfolio of green investments, environmental technologies, greenhouse gas (GHG) emission reduction measures, resource efficiency and biodiversity conservation programmes across YTL Group. We strive to be one of the driving forces in environmental protection through engaging with experts and sharing of best practices with our stakeholders.



Wessex Water's river restoration work has built on the wealth of nature and biodiversity in the region

## PERFORMANCE HIGHLIGHTS



### Biodiversity

- **13,262** turtle eggs saved from **140** nests in Tanjong Jara Resort (TJR)
- **5,923** coral nubbins/colonies transplanted in Gaya Island Resort Marine Centre (GIRMC), Pangkor Laut Resort (PLR) and YTL Jawa Timur (YTLJT) along with **1,815** fly ash and bottom ash (FABA) blocks deployed in YTLJT, and **153** cement blocks used in GIRMC.



### Environmental Compliance

- **100%** compliance with the local water discharge quality and air emission standards
- **Zero** chemical and oil spills



### Climate Change

- **↓ 4%** reduction in CO<sub>2</sub> emissions<sup>a,b,d</sup>
- **176,641** trees planted across YTL Group with **185,550** kg carbon dioxide (CO<sub>2</sub>) sequestered



### Energy Efficiency and Renewable Energy

- **↓ 4%** fall in energy consumptions<sup>a,b,c,d</sup>
- **1381 kWp** solar photovoltaic panels installed



### Waste Management and Resource Efficiency

- **↓ 8%** fall in waste generation<sup>a,b,c</sup>
- **1,011,072** pieces of single use plastic eliminated



### Water Stewardship

- **↓ 2%** reduction in water consumption<sup>a,b,c</sup>
- **↑ 6%** increase in recycled water<sup>a,b</sup>

**Note:** <sup>a</sup> YTL Jawa Timur <sup>b</sup> YTL PowerSeraya <sup>c</sup> Starhill Global REIT <sup>d</sup> Wessex Water

<sup>5</sup> Please view our Corporate Statements at [www.ytl.com/sustainability/corporatestatement.asp](http://www.ytl.com/sustainability/corporatestatement.asp) and Code of Conduct and Business Ethics at [www.ytl.com/governance.asp](http://www.ytl.com/governance.asp)



# Protection of the Environment

## BIODIVERSITY



### OUR GOAL:

To conserve biodiversity on land and below water

The conservation of biodiversity is a concern for all humankind, and as we contend with the impacts of the COVID-19 pandemic, the threat to biodiversity loss and extinction has not receded. The number of species at risk of extinction continues to rise as mankind encroaches on the natural environment, depletes vital habitats and destroys ecosystems. As we seek to rebuild from the global pandemic, YTL Group has embarked on various initiatives in preserving and conserving terrestrial and marine ecosystems, in line with SDG 14 - *Life Below Water*, SDG 15 - *Life On Land* and SDG 17 - *Partnerships For The Goals*.

### Biodiversity Screening and Monitoring

Biodiversity screening is a necessity in the initial stage of construction and operational activities for YTL Group, in order to address the scarcity of finite resources and potential biodiversity loss to meet regulatory compliance requirements. Through assessment, species inventory or baseline information can be determined prior to project planning. Subsequently, monitoring work can take place in the later phase of the project activities, which involves continuous scrutinisation in tracking anticipated impacts caused by the operations or activities, followed by proper improvements to minimise associated risks.



### Indonesia

#### Preserving Biodiversity in Close Proximity to the Power Plant

- YTLJT is equipped with an online system to monitor and ensure all water from the power station falls within local standards prior to discharge
- Monthly on-site water sampling and testing by appointed third-party environmental authority and independent laboratory
- Perform quarterly marine biota and coral reef surveys

#### Outcome:

- 100% regulatory compliance achieved, seeing marine life such as plankton, fish and coral reefs flourishing over the past 19 years of operations



### United Kingdom

#### Investigating, Assessing and Executing Wildlife and Conservation:

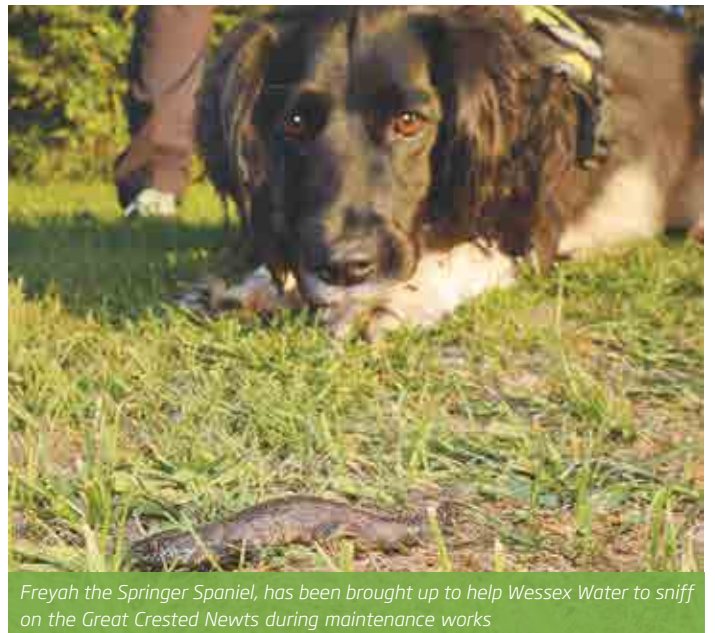
- Wessex Water's potential impact on the environment, wildlife, archaeology and geology as well as the presence of any protected or rare species
- Sniffer dog used to support terrestrial great crested newt surveys

#### Outcome:

- 93% Site of Special Scientific Interest (SSSI) designated landholdings in favourable or recovering status
- 100% of the eligible landholdings assessed for biodiversity value by 2020, covering 2,160 hectares of eligible land



Regular monitoring and surveys are performed at Randutatah Conservation Area



Freyah the Springer Spaniel, has been brought up to help Wessex Water to sniff on the Great Crested Newts during maintenance works

## Protection of the Environment

### Restoration and Protection of Life On Land and Below Water

Life on Earth is highly complex and interdependent. The ecological services provided by all living organisms inhabiting land and water supply both tangible resources (food, pest control, water purification, etc.) and intangible benefits (tourism and aesthetic value) to communities. We have long supported conservation efforts through non-governmental organisations (NGOs) in meeting our aim to safeguard and restore life on land and below water against numerous threats. Through partnerships, we can address issues that we may not have the expertise, skills or resources to manage on our own.

### Conservation of Life On Land and Below Water - Initiatives across YTL Group

#### Tree Trimmings for Elephants

##### *The Surin Phuket (TSP)*

- Tree branches from the gardens were fed to the elephants twice a month

#### Kanthan Biodiversity Initiatives

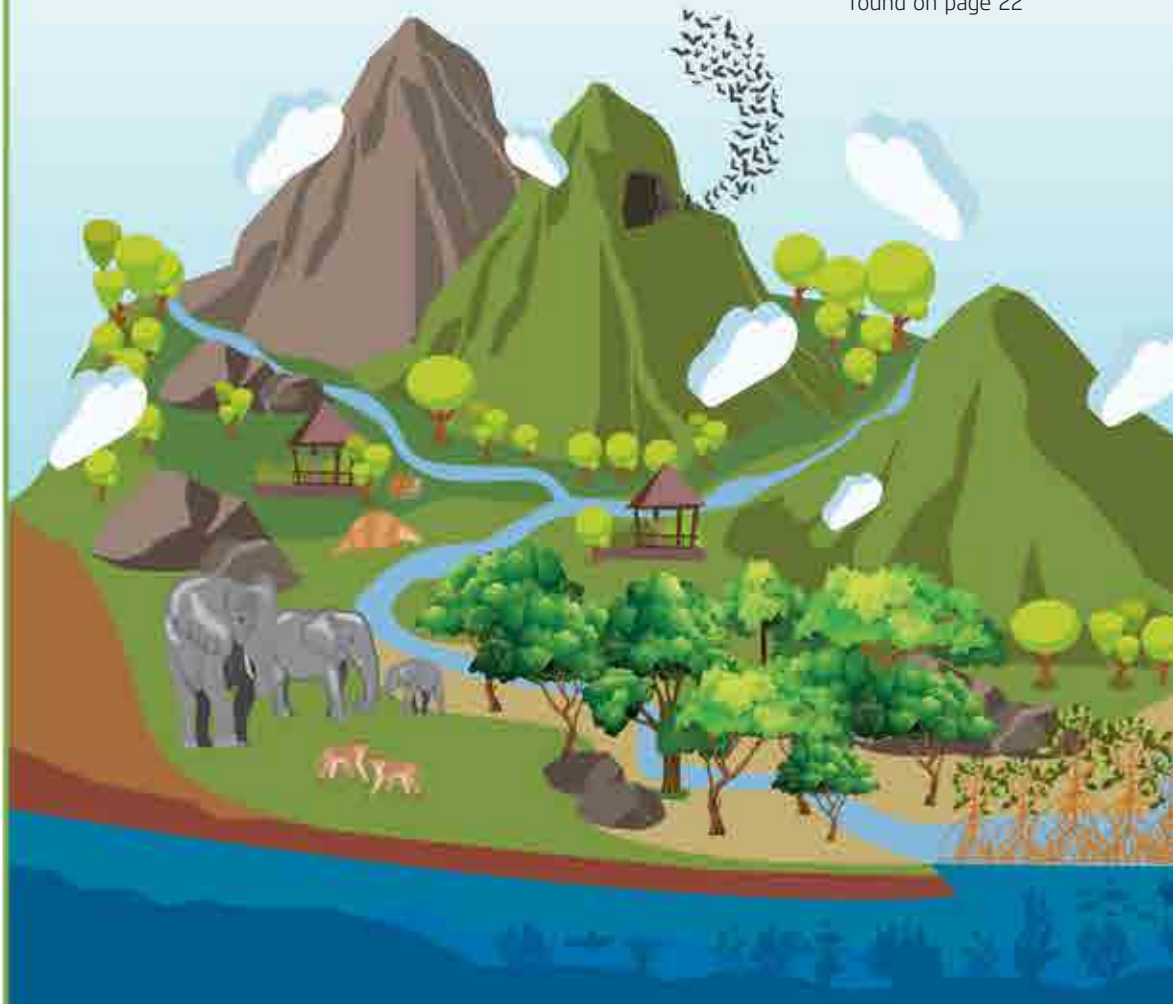
##### *Associated Pan Malaysia Cement (APMC)*

- Kanthan Hill or Gunung Kanthan is host to various endangered species
- Five initiatives were specially curated to protect the rare flora and fauna species. More details can be found on page 20

#### Biodiversity Action Plan (BAP) Partners Programme

##### *Wessex Water*

- GBP350,000 invested for four key nature conservation projects over the last five years. More details can be found on page 22



#### Coral Reef Restoration

##### *Gaya Island Resort Marine Centre (GIRMC)*

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

##### *Pangkor Laut Resort (PLR) X Reef Check Malaysia*

- At Mentagor Island: 734 coral colonies transplanted with 67.3% survival rate
- At PLR Jetty: 39 colonies transplanted with 43.9% survival rate

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

- 3,415 coral nubbins deployed with 1,815 paving blocks, recorded average survival rate of 82.7%



## Protection of the Environment

### Safeguard Landed Species

#### Gaya Island Resort Wildlife Centre (GIRWC)

- Identified ten new flora and 446 fauna species in and around GIR
- Rescue work carried out to treat wildlife before release them back to their natural habitat:
  - Sunda pangolin
  - Water monitor lizard
  - Long tailed macaque
  - Reticulated python

### Preserve Our National Bird - Hornbill

#### Pangkor Laut Resort (PLR)

- Two unique hornbill species: The Great Hornbill (*Buceros bicornis*) and Oriental Pied Hornbill (*Anthracoceros albirostris*)
- Several wooden nesting boxes made from recycled wood, contributed to the success in breeding four juvenile hornbills

### Eyes on Flying Foxes

#### Pangkor Laut Resort (PLR) X RIMBA

- Partnership in Special Pteropus Project in:
  - Study of flying fox species to secure long-term protection
  - Quarterly data collection to obtain their population
  - Provide safe roosting site
  - Spread awareness on flying fox conservation

### YTL Jawa Timur (YTLJT) Greenery Programme

#### Randutatah Mangrove and Sea Pines Conservation Area

- 175,042 trees planted, stretching along 55 km of coastline

#### Bermi Eco Park

- 1,599 trees planted in an area of five hectares, improving diversity of the natural environment near Bermi Village. More details can be found on page 24

### Enriching the Mangrove Forest

#### Gaya Island Resort (GIR)

- 3,000 mangrove saplings sowed and flourished into shrubs, with 75% success rate
- In January 2020, additional 500 seedlings propagated, covering an approximate area of 20,000 square feet (ft<sup>2</sup>)

### Saving Turtles

#### Gaya Island Resort Marine Centre (GIRMC)

- 19 turtles rescued, nine released and two injured turtles under rehabilitation by GIRMC

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

- 13,262 eggs saved from 140 nests
- 9,762 hatchlings released with 74% success rate

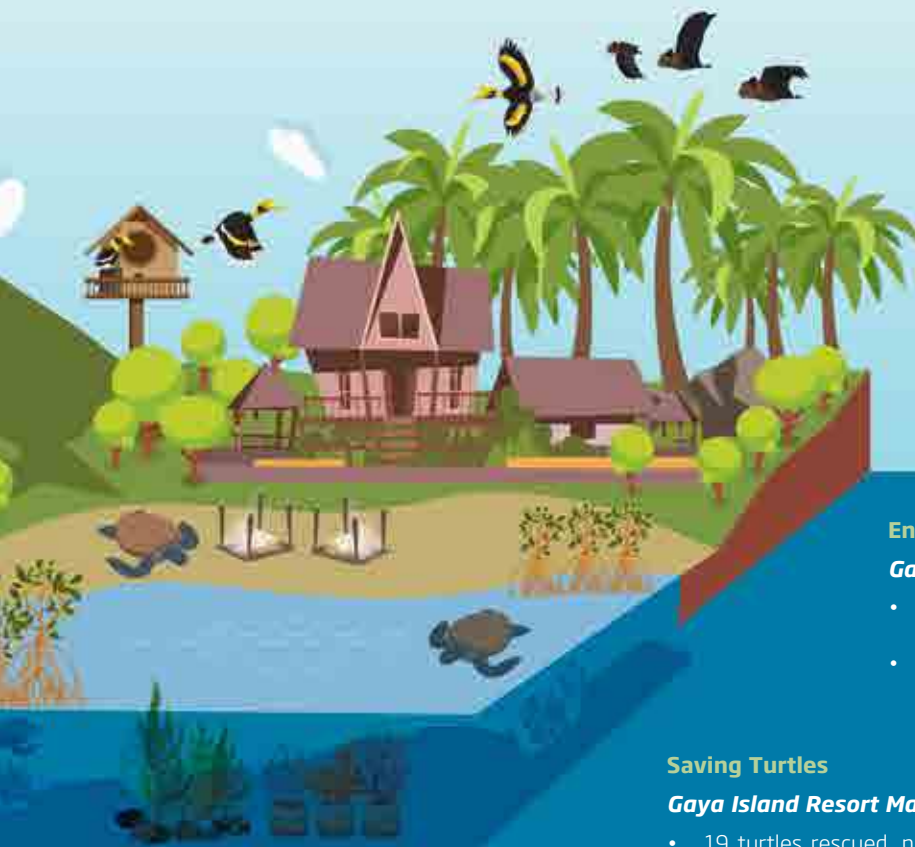
#### Spa Village Resort Tembok Bali

- Rescued turtle hatchlings that were not capable of swimming in strong waves at the beach

### Reviving Seagrass Habitat

#### Gaya Island Resort (GIR)

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



## Protection of the Environment

### Associated Pan Malaysia Cement (APMC) - Kanthan Biodiversity Initiatives



#### Malaysia

As a leader in the Malaysian cement industry, YTL Cement continues to play its role in the conservation of biodiversity by developing rehabilitation plans at the APMC Kanthan Quarry site, Chemor, Perak in order to foster long-term wildlife habitat creation as well as the conservation of endangered species as their ultimate goal.

Area D where the famous Kanthan Cave is situated, located next to the APMC Kanthan Quarry has been declared as a part of Kinta Valley Geopark, a National Geopark in October 2018, hosting various endangered species of flora and fauna. Currently, there are five ongoing biodiversity projects, each specially curated to protect and conserve a significant species listed on the International Union for Conservation of Nature (IUCN) Red List and Malaysia Red List.



**Plant Recce and Translocation Project**

With guidance from Tropical Rainforest Conservation and Research Centre (TRCRC), APMC has built an in-house plant nursery.

**Outcome**

- Up to 10,000 saplings can be accommodated in the nursery
- Currently, 14 species of Kanthan endemic species have been nurtured
- Most of the locally endangered species were collected during the plant and seed recce and germinated in the nursery to be replanted at designated rehabilitation sites



**Land Snail Translocation Project**

The Elephant snail, *Pollicaria elephas* is known to have the largest living population in the northern part of Kanthan Hills. Extensive microclimate and snail diet analysis have been carried out.

**Outcome**

- To survey and select suitable living conditions that mimic the original microhabitat conditions of this rare endemic species to ensure their long-term survival following the translocation



**Liphistius kanthan (Trapdoor Spider) Population Study**

*Liphistius kanthan* is currently listed by IUCN as a critically endangered species inhabiting Kanthan Cave. New research will be carried out to study the population of this rare cave dweller.

**Expected outcome**

- Identification of the spider species through DNA analysis
- To ensure the sustenance of the spider population



**Jasa Megah Rehabilitation Project**

A four-acre pilot plot was set up for rehabilitation. Palm oil waste was used to create humus and to store water for reclamation work at Jasa Megah. Pioneer and fast-growing trees were planted to repair the soil condition of the heavily disturbed area.

**Outcome**

- Trees successfully planted using humus created from palm oil waste
- The reclamation activities attract wild animals to inhabit



**Bat Diversity and Cave Structure Study**

Understanding the important role bats play in controlling agricultural pests and pollinating crops, bat diversity and cave structure study was scheduled to be performed. However, the study has yet to commence due to the COVID-19 pandemic. IUCN has also recommended the suspension of all fieldwork that involves interaction with bats.

**Outcome**

- Characterisation of cave structure and determination of ideal roosting sites favoured by different bat species
- Identification of the species of bats inhabiting the cave
- Sustained biotic and abiotic parameters that contribute to the cave's health

## Protection of the Environment



### Conservation through Collaboration

In line with its commitment to SDG 17 – *Partnerships For The Goals*, APMC has been collaborating with a number of organisations for their environmental conservation journey in order to strengthen the means of implementation in environmental protection and sustainable development through knowledge sharing, capacity building and transfer of environmentally sound technologies.



APMC X University Malaya, Institute of Biological Science

#### Impact

- Helped develop the foundation of Kanthan's biodiversity inventory for flora and fauna through a series of comprehensive biodiversity surveys in 2014
- Identified more than 384 species of flora and fauna with 22 species listed on IUCN Red List and 99 listed on Malaysia Red List



APMC X University Malaysia Sabah X RIMBA

#### Phase 1 Study Impact

- 122 land snail species identified from 13 limestone outcrops throughout the Kinta Valley region

#### Phase 2 Study Impact

- Transported 16 individual land snails from Area A to Area D for translocation study and eleven juveniles into two plots in the nursery for growth monitoring study



APMC X FRIM Flora Survey

#### Impact

Helped identify the species of plants and discovered several plant species such as:

- *Vatica kanthanensis*
- *Meiogyne kanthanensis*
- *Gymnostachyum kanthanense*



APMC X TRCRC

#### Impact

- Shared technical knowledge in constructing an in-house nursery which started operating in May 2018
- Assisted the Kanthan Plant's employees during seed and wildling collection
- Contributed to developing the daily nursery works SOPs



## Protection of the Environment

### Wessex Water - Biodiversity Action Plan (BAP) Partners Programme



#### United Kingdom

Wessex Water is currently in the sixth phase of its Biodiversity Action Plan (BAP) Partners Programme, which provides funding to projects carried out by wildlife organisations. Running since 1998, the programme has achieved some notable conservation successes, made an innovative and valuable contribution to safeguarding natural resources and biological diversity and has helped to contribute to the company's goal of conserving and enhancing wildlife in the region.

Wessex Water's BAP Partners Programme has supported four key projects across the region over the last five years, investing GBP350,000 in on-the-ground nature conservation delivery.



#### Dorset Wild Rivers - Dorset Wildlife Trust

**Impact:**

Delivered 18 km of river restoration, created 135 hectares of habitat along watercourses and, for every GBP1 provided by Wessex Water, a further GBP5.80 has been matched (excluding in-kind or volunteer contributions) from other funding sources

#### South Wiltshire Farmland Conservation - Cranborne Chase Area of Outstanding Natural Beauty

**Impact:**

Supported four farm clusters involving 91 farms covering 33,649 hectares to work more effectively to create landscape-scale conservation of soil, water and biodiversity

#### Wessex Chalk Streams Project - Wiltshire Wildlife Trust

**Impact:**

Delivered 25.4 km of river restoration, with a total value of GBP880,000 (including volunteer time) invested in the Hampshire Avon, providing a ratio of 1:8.8 to Wessex Water contributions

#### North Somerset Levels and Moors Grazing Marsh - Avon Wildlife Trust

**Impact:**

Restored 21 km of ditch network; provided grants to 28 farmers; installed 1,700 m of fencing, four drinking bays, one cattle corral and six scrapes to conserve rare wetland habitats in North Somerset.

Wessex Water also offers individual small grants between GBP2,500 and GBP5,000 for standalone projects applied for and awarded every six months, designed specifically for short-term and smaller scale practical projects which address catchment, ecosystems, as well as science and research issues. The recent projects funded in 2019 included:

Date	Project Funded
Spring 2019	Devil's Brook Multi Benefit Project - Farming and Wildlife and Dorset Wild Rivers
Autumn 2019	Curlew Call Project - Wiltshire and Swindon Biological Records Centre Gordano Bats Project - Avon Wildlife Trust

# Protection of the Environment

## DORSET WILD RIVERS WORK COMPLETED 2015-2020



Dorset Wild Rivers is a partnership project led by Dorset Wildlife Trust and Farming and Wildlife Advisory Group South West with funding from Wessex Water. Through their combined expertise in river restoration and land management, and collaborating with other stakeholders, the project takes an integrated approach to catchment management. The project aims to deliver multiple benefits including biodiversity enhancements, improved water quality, flood storage and resource protection.

### WHERE HAVE WE WORKED?

**25+** sub-catchments worked on including:

- Frome, Bere Stream, Piddle, Corfe, Win, Hooke, Devil's Brook & Winterbourne (Poole Harbour Catchment)
- Lydden, Caundle Brook, Upper Stour, Loders, Key Brook & Allin (Stour Catchment)
- Asker, Bitt, Simme & Chis (West Dorset & Coastal Streams)

### WORKING WITH FARMERS

- Over 11% of Dorset's farmland is now covered by the project
- 72 farm management plans written
- 56 pond assessments
- 125m silt barriers erected
- 975m<sup>2</sup> mowing to improve farm yards
- 6 junction pumps installed
- 2290m fencing erected

### BENEFITS TO WILDLIFE

Our work on rivers and wetlands has benefited a number of priority species:-

otter, water vole, bats, Atlantic salmon, brown trout, river lamprey, great crested newt, white clawed crayfish, pillwort



### RESTORING AND CREATING WILDLIFE HABITAT

- 135ha habitat created, including riparian buffer strips and flower-rich grassland
- 14 ponds restored
- 18km river restored/improved
- 1926m hedge work

### ENGAGING WITH COMMUNITIES

- 60 River Champions trained and engaged
- 100+ Walks, talks & events
- 20 Priority monitoring training days
- 981 'Volunteer days'
- 60+ partners involved - parishes and councils, other conservation organisations, specialist interest groups, government agencies, universities, angling clubs

£... For every £1 funded by Wessex Water an additional £5.8 was spent by securing additional income



Dorset Wildlife Trust: 01305 264620  
Email: [info@dorsetwildlifetrust.org.uk](mailto:info@dorsetwildlifetrust.org.uk)

### Catchment Partnerships

Since 2018, the Bristol Avon Catchment Partnership has been involved in the development of five landscape-scale, strategic projects such as River Frome Reconnected. This has enabled partnerships working with a wider range of organisations to align priorities to improve the water environment, in particular working more effectively with the five unitary authorities that are spread across the catchment area.

A further six projects have been supported via the Bristol Avon Catchment Partnership Fund during FY2020. These have focused on project development, feasibility work and education/engagement, including:

- developing a landscape vision for the North Somerset Levels and Moors
- feasibility work on a fish passage on the Bristol Frome river
- engaging with stakeholders on the By Brook subcatchment to develop a joint action plan.

During FY2020, the Dorset Catchment Partnership worked with a broad range of partners to deliver improvements in the Poole Harbour, Stour, and West Dorset Rivers and Coastal Stream catchments. This involved bringing in additional funding from a range of sources to deliver more than 40 projects to improve biodiversity, water quality and nutrient management, as well as addressing barriers to fish passage and physical modifications in the river channel, and inspiring positive behaviour change among water users. More than 20 partners are involved, engaging around 2,500 people, including more than 500 landowners and farmers.

OVERVIEW

NATURAL CAPITAL

HUMAN CAPITAL

SOCIAL AND RELATIONSHIP CAPITAL

FINANCIAL CAPITAL

## Protection of the Environment

### YTL Jawa Timur (YTLJT) - Greenery Programme



#### Indonesia

Coastal habitats are facing increasing pressure as pollution and climate change activities intensify. With the vision to preserve and improve ecosystems of the coastal areas at Probolinggo, East Java, YTLJT has engaged with various stakeholders in 2013 to carry out the Randutatah Mangrove and Sea Pines Planting Programme. To date, YTLJT has planted over 175,042 trees of various species, creating a beautiful mangrove forest stretching along part of the 55 km coastline.

In collaboration with Bermi Village Enterprises (Bumdes Bermi), YTLJT also contributed to conserving and improving the natural environment near Bermi Village through tree planting and various conservation activities. A total of 1,599 trees were planted in Bermi Eco Park, Probolinggo, utilising an area of five hectares. More information can be found in the "**Community**" section on page 79.

#### Types of trees planted

##### Randutatah Mangrove and Sea Pines Conservation Area

- **112,300** mangroves (*Sonneratia alba*, *Rhizophora mucronata*, *Avicennia marina*, *Rhizophora tylosa*)
- **58,910** sea pines (*Casuarina equisetifolia*)
- **2,200** bamboo trees
- **1,100** Gayam trees (Tahitian Chestnut)
- **400** Seeded Breadfruit (*Kluwih*)
- **132** fruit trees (Durian, jackfruit and *petai*/stink bean)

##### Bermi Eco Park

- **1,334** flowering trees
- **265** shade trees

The increase in the number of trees planted has successfully formed a greener ecosystem and driven the proliferation of biodiversity in the area, which are clearly portrayed in the rise of the Biodiversity Shannon-Weiner Index over the years from 0.6 to 2.43 for flora and 2.71 to 2.84 for birds.



Randutatah Conservation Area has been covered with greenery, mostly made up of mangroves and sea pines



A number of conservation activities were conducted at Bermi Eco Park to improve the natural environment



YTLJT created a nursery for mangroves and sea pines



## Protection of the Environment

### ENVIRONMENTAL MANAGEMENT AND COMPLIANCE

Most of our key business units are certified under ISO 14001 Environmental Management Systems. YTL Cement and YTLJT attained ISO 50001 Energy Management Systems certification, whilst YTL PowerSeraya, YTL Starhill Global REIT Management (YSGRM), the Manager of Starhill Global REIT (SGREIT), as well as YTL Starhill Global Property Management were awarded the Project Eco-Office certification for their green initiatives and practices.

To facilitate and ensure effective implementation of environmental management, training and awareness programmes are planned and conducted for employees. Topics include health, safety and environment (HSE) policies and operating procedures, environmental emergency preparedness and response, energy saving, waste recycling and water use.

There were no records of chemical or oil spill, nor were there significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations that were administered by Malaysian or overseas authorities to YTL Group in FY2020.

### ATMOSPHERIC EMISSIONS

As part of regulatory compliance, we actively manage the air emissions from our power and cement operations. We have also implemented pollution abatement technologies to ensure a high level of compliance. In FY2020, all our plants continued to achieve 100% compliance with local air emission standards.

#### Air Emissions

Emissions Parameters	Unit	Target	FY2018	FY2019	FY2020
Sulphur dioxide (SO <sub>2</sub> )		0.36	0.14	0.14	0.25
Nitrogen oxides (NO <sub>x</sub> )	(tonnes/GWh)	1.21	0.77	0.78	0.80
Particulates		0.16	0.05	0.09	0.09
Carbon Monoxide		-	0.08	0.10	0.15

#### YTL Jawa Timur

- NO<sub>x</sub>, particulates and carbon monoxide emissions increased in FY2020 due to the deterioration of coal's quality. Decrease in Gross Caloric Value (GCV) of coal increases the quality of total coal burnt to achieve the same amount of electricity generation, whilst the increase in coal burnt results in the increase of NO<sub>x</sub>.
- Despite the slight increase in SO<sub>2</sub>, NO<sub>x</sub> and carbon monoxide emissions, the results are still within the stipulated target.

Emissions Parameters	Unit	Target	FY2018	FY2019	FY2020
Sulphur dioxide (SO <sub>2</sub> )	kg/MWh	-	7.3E-6	4.50E-9	2.46E-9
Nitrogen oxides (NO <sub>x</sub> )		400	-	29 - 36	25 - 45
Particulates	mg/Nm <sup>3</sup>	50	-	< 1	0 - 2
Carbon Monoxide		250	-	1 - 5	0 - 3

#### YTL PowerSeraya

- The results of SO<sub>2</sub>, NO<sub>x</sub> and particulates are in compliance with the emission standards stipulated by Singapore's National Environment Agency (NEA) Code of Practice on Pollution Control.
- No data available on NO<sub>x</sub>, particulates and carbon monoxide for 2018.

## Protection of the Environment

### CLIMATE CHANGE



**OUR GOAL:**

To reduce greenhouse gas (GHG) emissions to mitigate the impacts on the climate

Earth’s climate is now changing faster than at any point in the history of modern civilisation, bringing a range of risks to the long-term sustainability of businesses and communities. According to a special report by the UN Intergovernmental Panel on Climate Change (IPCC), limiting global warming to 1.5°C would require rapid and unprecedented changes to all aspects of society and the global net human-caused emissions of carbon dioxide (CO<sub>2</sub>) would need to fall by about 45% by 2030 from 2010 levels, reaching ‘net zero’ around 2050.

In line with YTL Group’s commitment to SDG 13 - *Climate Action*, we believe in continuous improvement and are committed to constantly addressing the risks of climate change. This is a crucial period in low carbon transition and presents good opportunities to place ourselves at the leading edge to try and avert this tipping point. Our climate change and business strategy focuses on reducing emissions, enhancing energy efficiency and adopting renewable energy technologies towards a low carbon economy.



GHG Reduction	Energy Efficiency	Renewable Energy
<p>Work closely with our in-house consulting company YTL-SV Carbon (YTL-SVC) on measurement, reduction and offsetting GHG emissions for a low carbon economy</p> <p>Explore and promote nature-based solutions (including reforestation, protection and restoration of natural ecosystems)</p>	<p>Reduce energy consumption and improve efficiency</p> <p>Integration of best energy management strategies into daily operations</p> <p>Adoption of ISO 50001 Energy Management Systems and Building Management System</p> <p>Explore and source energy efficient technologies with partners</p>	<p>Increase renewable energy use</p> <p>Expand our renewable energy portfolio and adoption to all business units</p> <p>Explore leading edge renewable energy technologies as viable alternatives with partners</p>

# Protection of the Environment

## GHG Emissions Data

### YTL Jawa Timur (YTLJT)

YTLJT's initiatives for long-term reductions:

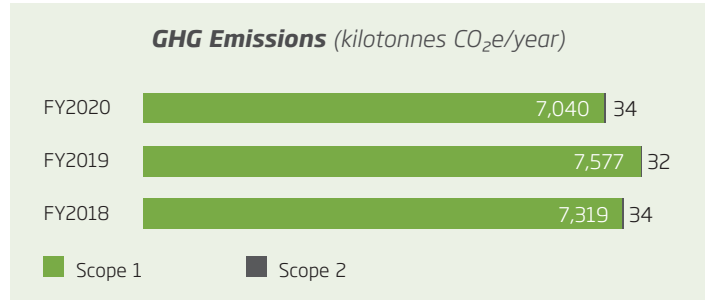
- Improvements in plant energy efficiency.
- Use of biodiesel for all its heavy-weight equipment.
- Replacement of diesel used in boiler with biodiesel.

YTLJT's GHG emission intensity remained the same as the previous year at 0.87 tCO<sub>2</sub>e/MWh.



Achieved **38.8%** thermal efficiency, which remained unchanged from its first commercial operation in 2001.

↓ **6%** (compared to 2015)

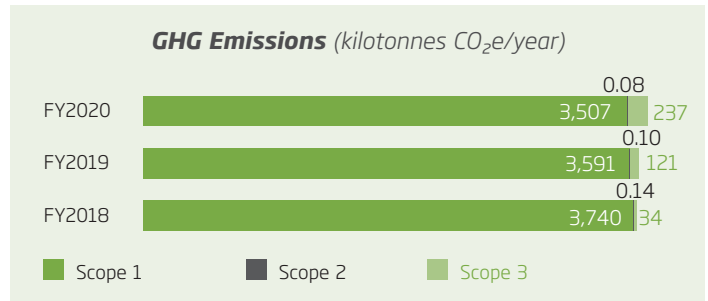


### YTL PowerSeraya

YTL PowerSeraya continues to improve plant efficiency by:

- Maintaining the efficiency levels of the power plant units close to design limits through periodic preventive maintenance of the power plant units.
- Seeking ways to continually improve the efficiency of existing power plants.

↓ **0.4%** (compared to 2015)



### Wessex Water

Wessex Water continues to reduce their carbon footprint through:

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

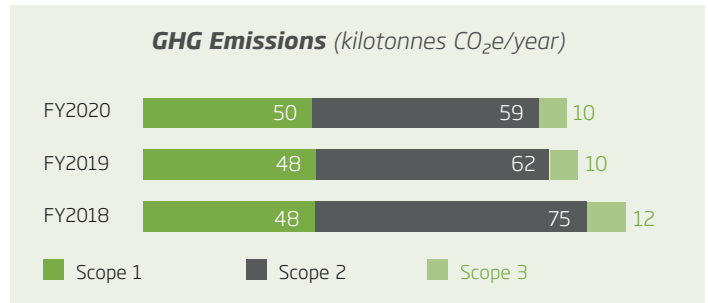
Wessex Water recorded lower emission intensity of 0.18 tCO<sub>2</sub>e/MI (tonnes of carbon dioxide equivalent per megalitre) for treated water and 0.14 tCO<sub>2</sub>e/MI for sewage water, as compared to FY2019.



Target **119 ktCO<sub>2</sub>e**

Net GHG emissions in FY2020 **117 ktCO<sub>2</sub>e**

↓ **3%** (compared to 2015)



**Note:**

Wessex Water regulatory year runs from 1 April 2019 to 31 March 2020



## Protection of the Environment

### Climate Adaptation

Climate change has resulted in a wide range of impacts across every region of the globe and within many sectors of the economy that are expected to grow in the coming decades. Many countries are realising that it may be time to start adapting to a warmer world.

Understanding the need and urgency for climate adaptation, YTL Group strives to go beyond being mitigation centric by creating awareness, knowledge sharing, empowering communities to adapt to climate change, through various nature-based solutions and community-based adaptation plans and initiatives across business units, such as protecting and restoring natural ecosystems, water conservation, mangrove planting and conservation, coral reef rehabilitation, flood alleviation and green infrastructure enhancement. More details can be found in the "**Biodiversity**" and "**Community**" sections of this report.

### Nature-based Solutions (NbS) and Community-based Adaptation Initiatives across YTL Group

#### Tree Planting



YTL Group takes advantage of biodiversity and ecosystem services to adapt to climate change, which includes tree planting at several locations where we operate.



#### YTL Corporation (YTL Corp)

- 100 trees planted at Sentul Park under 2014 Lay Yong Grove Tree Planting.
- 100 trees planted and additional 400 trees to be planted at Sentul Park under 2018 Tree Planting Programme.

#### Gaya Island Resort (GIR)

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

#### YTL Cement

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



#### YTL Jawa Timur (YTLJT)



Through YTLJT Greenery Programme at Randutatah Mangrove and Sea Pines Conservation Area and Bermi Eco Park, 176,641 trees have been planted which have sequestered 185,550 kg of CO<sub>2</sub> to date.



#### Wessex Water



Save a Tree, Plant a Tree by Phil Bakerian, Wessex Water has partnered with Woodland Trust in tree planting to offset paper billing. Through this programme, Wessex Water Force volunteers also help to plant trees in an effort to restore the riverside habitat in Wilsford, Wiltshire.



# Protection of the Environment



## Partnership through The RESCCUE Project



### Wessex Water

- Wessex Water is one of the partners in the EU-funded RESCCUE project, which aims to provide a framework for city resilience to climate change.
- Focusing on the effects of sea level rise, more extreme rainfall conditions and the cascading impacts of flooding on other city functions such as transportation, power supply and waste management.
- A Resilience Action Plan is being developed for Bristol and assessment of future flood prevention infrastructure is well advanced.

## Go Lo-CO<sub>2</sub> Programme



### Express Rail Link (ERL)



- Raising public awareness on reducing carbon emissions through public rail transport.
- Reduced a total of 140,291 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) from 2015 to 2020, equivalent to four million cars taken off the road from KL Sentral to KLIA every year.

## Water Conservation



### YTL Jawa Timur (YTLJT)



- Initiated a programme for a nearby village to assist them to adapt to more extreme weather events that herald inconsistent clean water supply. More details can be found on page 79.

## Coral Reef Restoration



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



- Coral reefs provide a buffer against waves, storms and floods, which help to prevent erosion and property damage. YTL Group is committed to coral reef restoration initiatives at several locations. More details can be found on page 18.

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# Protection of the Environment

## ENERGY EFFICIENCY AND RENEWABLE ENERGY

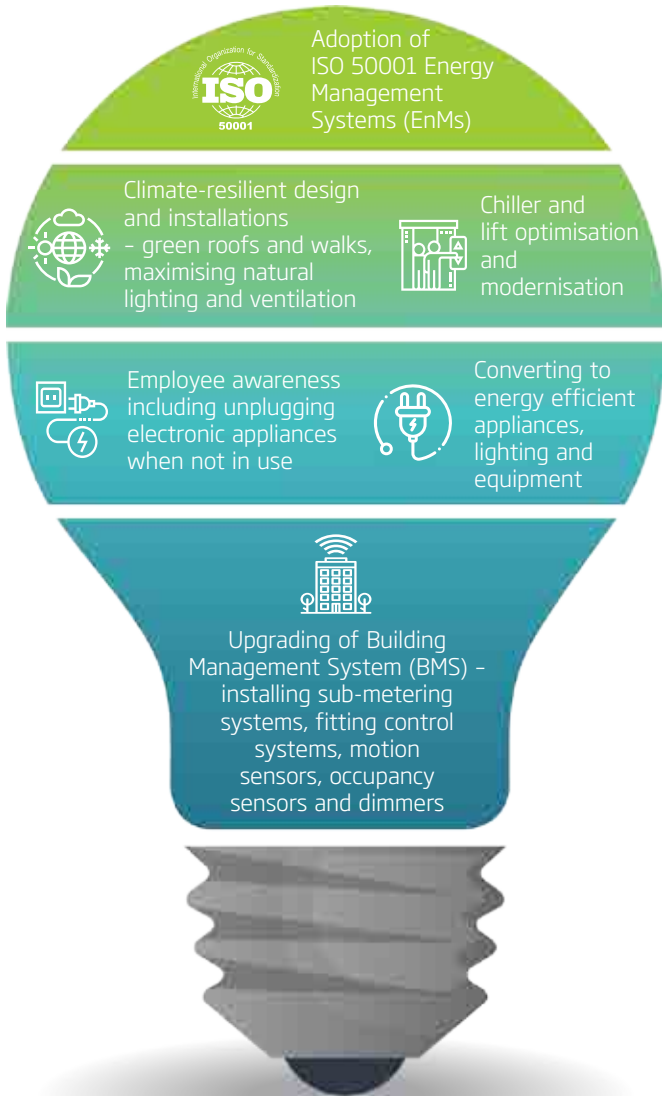


**OUR GOAL:**

To promote energy efficiency and the development of renewable energy

In order to propel the growth of the renewable energy sector in accordance with Malaysia’s target of a 20% increase in its total energy generation mix by 2025, YTL Group has been exploring opportunities to improve energy efficiency and expand the renewable energy portfolio and use. Once tested successful, these best practices are then expanded progressively across YTL Group.

### Energy Reduction and Management



### Energy Consumption

↓ 6% (compared to 2015)

#### YTL Jawa Timur (GWh)



↓ 21% (compared to 2015)

#### YTL PowerSeraya (GWh)



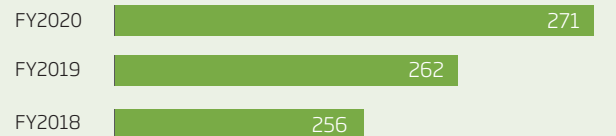
↓ 26% (compared to 2017)

#### SGREIT (GWh)



↑ 12% (compared to 2015)

#### Wessex Water (GWh)



**Note:**

Wessex Water’s regulatory year runs from 1 April 2019 to 31 March 2020. Wessex Water’s energy consumption increased due to increased standards for water treatment and weather conditions as wet winters increase the load on sewage pumping stations, resulting in more electricity used.



# Protection of the Environment

## YTL Group's Energy Conservation Measures



### Malaysia

#### ERL Maintenance Support (E-MAS)

Energy Saving Programme:

- Unplug all electronics and electrical appliances daily in order to eliminate phantom power load.

#### YTL Cement



Implemented ISO 50001 EnMS

- Installation of roller presses and repositioning of damper for cement mill fan for energy saving.

#### YTL Hotels, YTL Land & Development Properties, E-MAS, SGREIT - Lot 10 and The Starhill

- Replaced conventional metal halide with high efficiency LED lighting.



### Indonesia

#### YTL Jawa Timur



Implemented ISO 50001 EnMS since 2012



**6.30 MWh**  
energy saved



**19,144.36**  
tonnes coal saved



**83,025 tonnes**  
of CO<sub>2</sub> saved

Energy Saving Programme - Optimisation of machineries for reduction of primary energy consumption

- Replacement of Unit 50 feeder motors to variable speed drive (VSD) motors.
- Upgrading Unit 5 boiler by adding heat exchanger pipe of primary SH and RH platen.
- Optimisation of circulating water bypass valve opening.



### Singapore

#### YTL PowerSeraya

- Periodic preventive maintenance of power plant units.
- Seeks ways to continually improve the efficiency of existing power plant.

#### SGREIT - Wisma Atria

Wisma Atria's initiatives in commitment to their 15% reduction in energy consumption:

- System and equipment upgrade including higher efficiency motor and pumps, LED lights and motion sensors, modernisation of lifts.
- Ongoing overhaul of chiller systems at Wisma Atria, which have reached the end of their lifespan.
- Submit energy report to Singapore's Building and Construction Authority through Building Energy Submission System (BESS).



### United Kingdom

#### Wessex Water

Energy Saving Activities:

- On-site audit programme.
- Fitting control system on equipment.
- Energy bonus to engage employees to reduce energy consumption.
- Automatic meter reading equipment for accurate energy use data.



### Australia

#### Melbourne Marriott Hotel

- Make a Green Choice - Guests have the option to have Marriott Bonvoy points credited to their account instead of daily housekeeping services, whilst reducing environmental impacts.
- Upgraded chiller system.
- New web-based open protocol Niagara BMS system to optimise energy management.

#### Brisbane Marriott Hotel

Energy Saving Initiatives includes upgrade of equipment such as:

- Thermal curtains;
- LED lights;
- Electric shutter door;
- Ice machine and free-standing freezer.

#### Sydney Harbour Marriott Hotel

Energy Saving Initiatives includes:

- Upgrade of chiller water plant system with Chiller Plant Optimiser (CPO).
- Technical study on gas-related emission reductions.

#### Target:

- 70% reduction of GHG emissions and net zero emissions by 2050.

#### SGREIT - Myer Centre Adelaide

- Upgrading of BMS.
- Awarded 5.0 star ratings in NABERS Energy Base Building for overall energy performance.

#### SGREIT - David Jones, Perth

- Energy efficient chiller installed.



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## Protection of the Environment

### ACCELERATING RENEWABLE ENERGY INTEGRATION

In support of the transition to a low carbon economy, YTL Group has incorporated green technologies in their business strategy and planning with the adoption of renewable technologies with innovative energy efficiency in areas where we operate.



#### Solar Power



YTL PowerSeraya recently completed the solar photovoltaic (PV) panel installation at its Jurong Island Power Plant.

##### Outcome

- 1.28 GWh of solar energy was generated in FY2020 where the energy generated was used to provide green energy options to YTL PowerSeraya's customers.



YTLJT has embarked on a series of solar PV installations, projected to reduce grid electricity consumption by 20%.

##### Outcome

- 111 kWp solar PV installed.
- 420,326 kWh energy generated since installation.
- 372.9 tCO<sub>2</sub>e reduced.



Wessex Water has successfully integrated solar generation at two of its larger sites.

##### Outcome

- 250 kWp solar PV array on the roof of Bath Operations Centre at Claverton Down.
- 50 kWp solar PV at Yeovil treatment facility in Sutton Bingham Water Treatment Work (WTW).
- Contributed towards the 26% of renewable energy use.



#### Waste Heat Recovery (WHR)



YTL Cement first started residual heat recovery through WHR unit in Zhejiang Hangzhou Dama Cement Plant in 2011 with 9 MW capacity.

##### Outcome

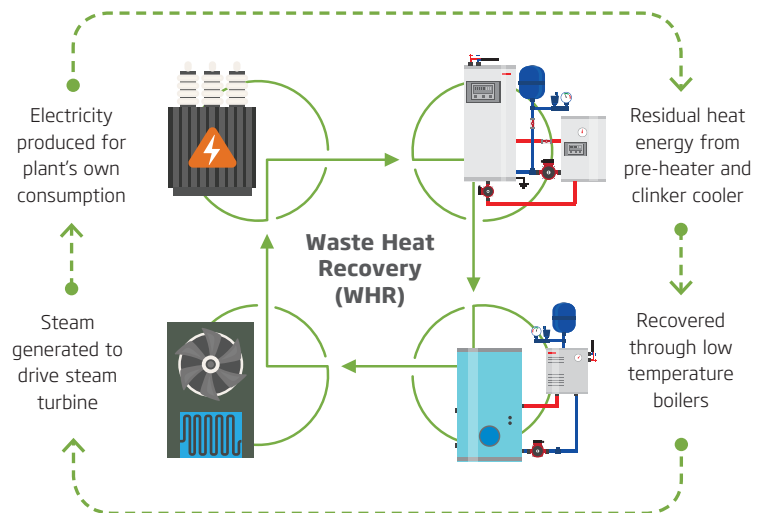
- 22,522 MWh electricity generated in FY2020.
- Estimated reduction of 14,603 tCO<sub>2</sub>e.



In 2015, YTL Cement extended the residual heat recovery to their plant in Perak-Hanjoong Simen (PHS) with 10 MW capacity.

##### Outcome

- 48,527 MWh electricity generated in FY2020.
- Estimated reduction of 28,388 tCO<sub>2</sub>e.
- Invested RM70 million in the WHR unit in 2015.



## Protection of the Environment



### Electric Vehicle (EV) Adoption



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

**Outcome**

- 0.55 tCO<sub>2</sub>e avoided by EVs in FY2020, covering 335.6 km on a monthly basis<sup>6</sup>.



YTLJT continued their renewable energy initiatives through the use of five units of Viar Q1 electric motorcycle, in which one unit was used at Summitmas Building in Jakarta and four units at Paiton II Power Plant and Operator Housing Complex (OHC).

**Outcome**

- 0.098 tCO<sub>2</sub>e avoided by using electric motorcycles.



The large-scale trials of EVs started by GENeco UK in 2019 continue to move towards eliminating diesel and petrol vehicles from its fleet.

**Outcome**

- GENeco UK's 'grey fleet' is becoming more green as employees look to move towards renewable energy and new technologies.
- More than 50 tCO<sub>2</sub>e of emissions savings per year, equivalent to taking 24 cars off the road.



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

**Outcome**

- Five units of EV Carparks have been set up at Lot 10, Malaysia and Wisma Atria, Singapore.



As an advocate for pollution reduction, YTLJT is cooperating with Summitmas Building Management and PLN Disjaya in establishing EV charging stations.

**Outcome**

- One unit of General Electric Filling Stations (SPLU) has been established at the Summitmas parking lot.



### Micro Hydro



Wessex Water has hydro units installed at three locations.

**Outcome**

- Three operational hydro schemes installed;
  - Maundown WTW: 320 kW.
  - Ashford WTW: 15 kW.
  - Hawkridge (Spaxton) Reservoir: 5.5 kW.



YTLJT's micro hydro installation under the Alternate Energy Development (AED) Programme has benefitted local communities at Probolinggo and Situbondo regencies.

**Outcome**

- 39 units installed.
- Supplying up to 5,214,782 kWh electricity since the first unit was installed in 2012.

<sup>6</sup> Estimated monthly mileage is based on January to August 2020 mileage figures

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# Protection of the Environment



## Biogas and Biomethane



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

**Outcome**

- More than 40% fuel cost saving equivalent to CO<sub>2</sub> reduction of over 80% compared to a diesel vehicle.



Running on a closed-loop system, GENeco UK is supplying green gas derived from sewage sludge to local homes. GENeco UK also generates gas resulting from the treatment of food waste collected by the expanding fleet of Bio-Bees that are also powered by biomethane.

**Outcome**

- 100% carbon neutral gas.
- 100% renewable electricity.
- Reduced sulphur, CO<sub>2</sub> and pollutant emissions compared to conventional petrol and diesel.

Under the AED Programme, YTLJT constructed 680 biogas domes, supplying cooking gas and fuel for lighting for local communities.

**Outcome**

- Generated 1,176,710 m<sup>3</sup> methane gas.
- 2,808 villagers benefitted.



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. In FY2019, the Trowbridge Gas to Grid plant was installed, allowing the injection of biogas into the UK gas grid.

**Outcome**

- 954,143 m<sup>3</sup> biomethane fed into the grid at Trowbridge plant in FY2020.
- 1,930 tCO<sub>2</sub>e saved through displacing natural gas.



## Green Power for Customers

**GET IT GREEN**

Zero carbon footprint for one year

**GET SUNNY**

100% clean energy for 18 months

Geneco SG expanded their green venture through offering green energy packages to their customers. Based on the chosen plan, RECs or carbon credits are retired on behalf of customers to claim Renewable Energy usage or use of carbon neutral electricity respectively.

**Outcome**

- Geneco SG was among the top three Open Electricity Market (OEM) electricity retailers by market share in Singapore as of March 2020<sup>7</sup>.
- Sold an estimated 325 MWh of renewable electricity to customers in FY2020.



GENeco UK exports biomethane to the local gas grid, and has formed partnerships with Bulb Energy and Ovo Energy to provide renewable energy to local communities.

**Outcome**

- Up to 1,900 m<sup>3</sup>/hr of enriched methane produced by cleaning and upgrading methane-rich biogas from anaerobic digestion of sewage sludge.



GENeco UK partnered with Unilever for the supply of certified biomethane originating from anaerobic digesters at the Bristol Sewage Treatment Works.

**Outcome**

- Projected to supply 10,000 MWh biomethane to over five of Unilever's sites in the UK and Ireland.

<sup>7</sup> Source: Energy Market Authority, Singapore

## Protection of the Environment

### YTL Jawa Timur - Alternative Energy Development (AED) Programme in Probolinggo and Situbondo, Indonesia



Indonesia

With the aim to reduce the dependence of local communities on non-renewable and hazardous energy sources, YTLJT developed the AED Programme. Since the launch of the AED Programme in 2012, the lives of the local communities in the Probolinggo and Situbondo regencies have been positively impacted.



**5,258,735 kWh** of electricity generated



**1,176,710 m<sup>3</sup>** of biogas generated



**7,063** villagers from 1,460 households benefitted



**53,603 tonnes** of CO<sub>2</sub> reduced



Local communities celebrating the installation of a micro hydro unit at their village

Project	Cumulative units installed up to 2019	Installed capacity (kW/number of cows/Wp <sup>1</sup> )	Total electricity (kWh)/methane generated (m <sup>3</sup> ) cumulative since installation	Equivalent CO <sub>2</sub> reduction (tonnes/year)
Micro hydro	39	95.3 kW	5,214,782 kWh	4,637
Domestic biogas	680	1,360 cows	1,176,710 m <sup>3</sup>	48,928
Solar energy	65	8,710 Wp	43,952 kWh	39

**Note:**

1. Wp stands for watt peak, the peak output power achieved by a solar module under full solar radiation.
2. No additional micro hydro and solar street lighting systems were built this year, as the company focuses on maintenance of the existing units.
3. 35 units of domestic biogas were planned for construction in FY2020; however, it was suspended due to the COVID-19 pandemic and the construction re-commenced in early July 2020.



Construction of dome-shaped digesters engineered to generate biogas from the digestion of cow manure



Monitoring of the performance of a micro hydro unit by the YTLJT team



Street lighting was replaced with solar cells at the OHC entrance

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## Protection of the Environment

### WASTE MANAGEMENT AND RESOURCE EFFICIENCY



**OUR GOAL:**

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

Landfilling is currently the ultimate waste disposal method that can deal with many types of materials, and most of the waste and potentially recyclable materials including paper, plastic, aluminium and glass ends up in landfill sites. In addition, an increasing volume of electrical and electronic devices (e-waste) from private households is disposed of in open landfills every year. Waste management has become an extremely critical issue to be solved.

At YTL Group, we place a strong focus on the importance of resource efficiency at all our business units. All resource use is carefully planned, efficiently utilised and processed to optimise output levels. We also continuously look for ways to reduce unnecessary consumption and waste, ultimately aiming for zero waste to landfill and towards a circular economy through various initiatives such as YTL Group's Say No to All Plastic (SNAP) campaign, recycling, composting, co-processing, waste to energy (WTE) as well as responsible disposal. Great emphasis is placed on how hazardous waste generated is handled, stored and disposed of in a manner that adheres to best practices and meets local regulatory requirements.

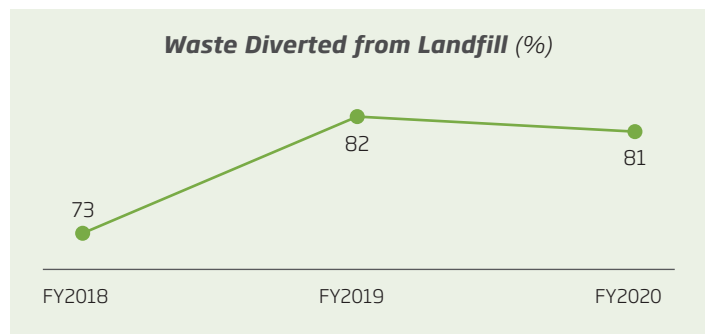
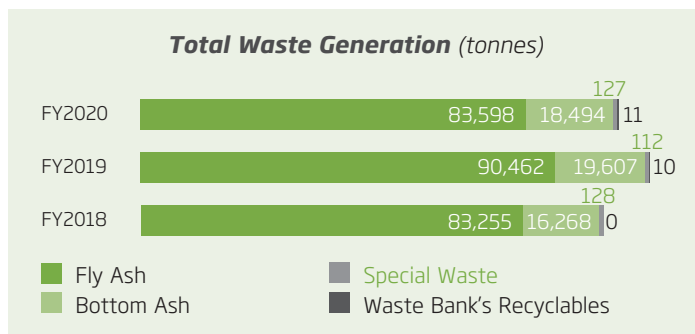


Consumers encouraged to go green by recycling Tetra Pak cartons and old clothes

### Waste Generation Data

#### YTL Jawa Timur

↓ 16% (compared to 2015)



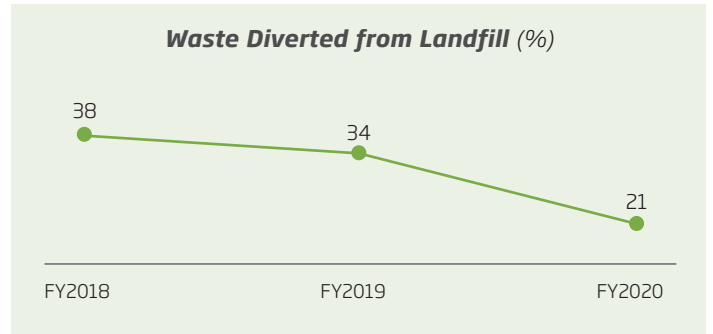
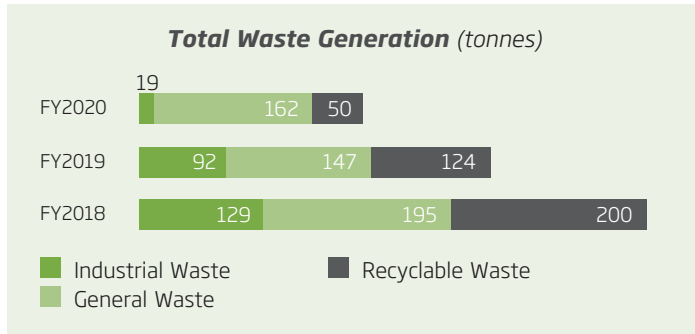
- Total waste generated includes data on recyclables collected through Waste Bank Programme, which covers OHC and Paiton II Power Plant, fly ash and bottom ash, as well as special waste.
- In accordance with local regulations, all hazardous waste is collected by licensed collectors for disposal and recycling, or sold to cement and ready-mix industries to be reused as construction materials, or re-processed as alternative fuels or materials for internal usage.
- Total hazardous waste decreased by 7% in FY2020 as compared to the previous year, mainly due to the decreasing demand of fly ash from cement and ready-mix industries.



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### YTL PowerSeraya

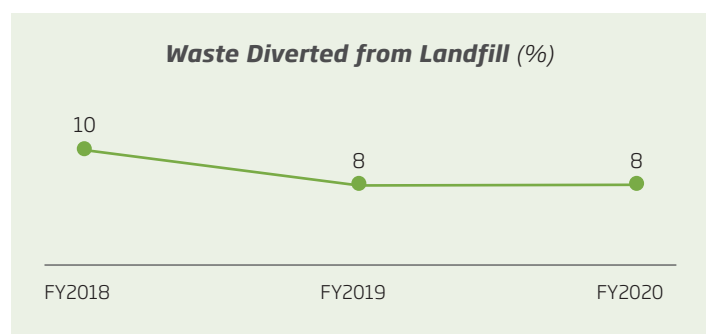
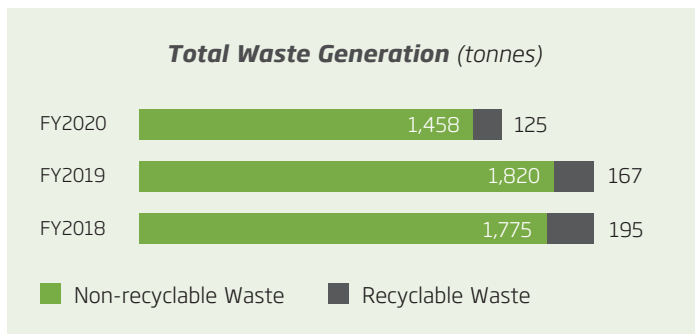
↓ 67% (compared to 2015)



- All industrial waste in accordance with local regulations, collected by licensed collectors, or sold for recycling.
- Industrial waste has decreased over the years due to the drop in the operation of heavy fuel oil power plants.
- Percentage of waste diverted from landfill has decreased this year, due to a decrease in industrial waste and used fuel oil, used diesel and used lube oil.

### SGREIT

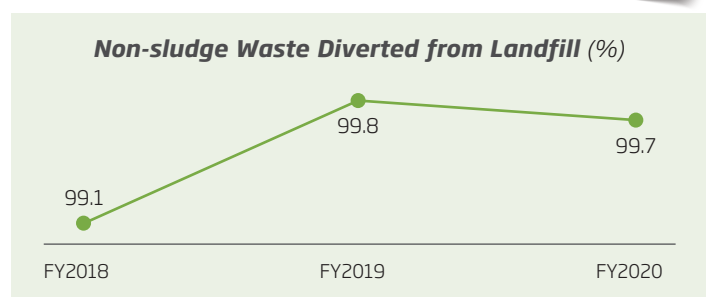
↓ 19% (compared to 2017)



- Data collected from SGREIT's properties at Lot 10 and The Starhill, Malaysia, Wisma Atria, Singapore and Myer Centre Adelaide, Australia. In Malaysia, data on non-recyclable waste is unavailable, as the waste collector only weighed recyclable waste.
- YSGRM records, tracks and reports the waste data on a monthly basis to National Environment Agency of Singapore (NEA) to allow further improvement in their waste management system. Moving forward, YSGRM plans to maintain and/or increase the amount of recyclable waste generation.
- Recyclable waste included hazardous waste such as electronic waste (e-waste) and used cooking oil.
- For FY2020, total non-recyclable waste has decreased by 19.9% while total recyclable waste has dropped by 25% due to Circuit Breaker measures, which include the suspension of business trading for non-essential services and only takeaways or deliveries allowed for food and beverage outlets. Following the easing of Circuit Breaker measures, a slow business pickup thereafter due to work from home arrangements and safe distancing measures have also resulted in less waste being generated.

### Wessex Water

- Wessex Water's regulatory year runs from 1 April 2019 to 31 March 2020.
- Ten years ago, Wessex Water set a stretching target to divert 100% of their non-sludge waste from landfill by 2020. With much hard work and commitment, they are very pleased to have achieved 99.7% diversion from landfill during FY2020. The only remaining waste streams that are consistently being sent to landfill - though at very low volumes - are asbestos-contaminated waste, and waste contaminated with certain invasive species; both of which have no legal alternative disposal routes.



## Protection of the Environment

### Waste Diversion in Action across YTL Group

#### Hazardous Waste Disposal

##### YTL Group - E-waste

YTL Group ensures that all of its e-waste is inspected and properly disposed of by licensed third-party scheduled waste carriers, where the respective IT departments across YTL Group in Malaysia were in charge of e-waste collection, inspection and proper disposal. In FY2020, over 5,600 kg e-waste was collected.

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

- FABA generated from the incineration process in coal-fired power plants is regarded as hazardous waste. YTLJT responsibly manages their FABA waste and through innovation turned them into 2,719,131 paving blocks utilised for different functions. More information can be found on page 42.

#### Zero Waste Revolution: The Circular Innovation

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

- 15,920 kg of UCO was collected in FY2020. The UCO was sold to a third-party recycling company and then distilled to be made into biodiesel. The fuel is distributed and used mainly for transportation.

##### GENeco UK - Zero Waste to Landfill Project

- Over 700,000 tonnes of waste was treated and transformed into usable products such as biofertilisers and renewably-sourced gas and electricity.
- 1,500 tonnes of waste was collected and turned into biomethane, sufficient to fuel the Bio-Bee vehicle for 676,000 miles. More details can be found on page 43.

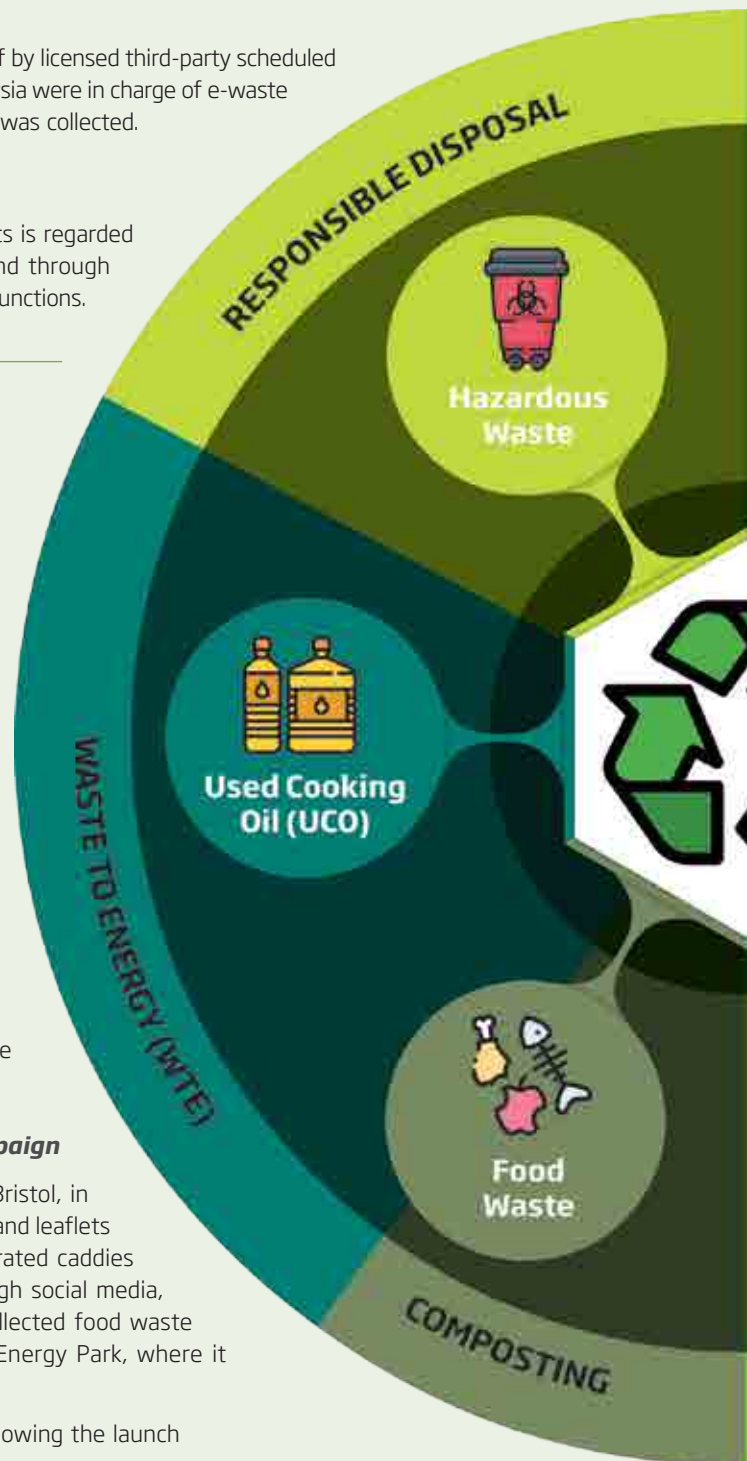
#### Tackling Food Waste

A number of food waste management initiatives have been undertaken, including tracking food waste data, low waste menu planning, food procurement and preparation, tapping into food waste innovation, employee training and education, customer engagement and working with partners.

##### GENeco UK - "Slim My Waste Feed My Face" Food Recycling Campaign

Launched in 2018, it was designed to increase food waste recycling in Bristol, in collaboration with Bristol Waste Company. Over 1,000 free caddies, stickers and leaflets were given out to create awareness amongst residents, where the decorated caddies were shared on social media. The campaign was further enhanced through social media, educational workshops as well as assemblies in the local schools. The collected food waste was then treated at GENeco UK's Bristol Bioresources and Renewable Energy Park, where it generates renewable energy and biofertilisers.

- 16% increase in the amount of food waste collected in the month following the launch
- 290.5 tonnes of additional waste collected
- 174.3 tCO<sub>2</sub>e saved by diverting food waste from landfill
- Equivalent of taking an additional 55 cars off the road for a year



# Protection of the Environment

## Co-processing - Managing and Repurposing Waste

### YTL Cement

Our cement plants utilised, processed and repurposed waste materials to partially replace traditional fossil fuel and raw materials. Through these initiatives, we reduced our carbon footprint and usage of natural resources compared to the traditional cement manufacturing process. At the same time, we provide long-term solutions to industries in the management of different types of waste generated in day-to-day activities.

In FY2020, our waste management services and co-processing activities have saved a total of 17,800 m<sup>2</sup> of land from being used as landfill for waste.

### Say No to All Plastic (SNAP) Campaign

#### YTL Group

A group-wide initiative was rolled out towards achieving zero Single Use Plastic (SUP) by 2025. Several business units have contributed in the plastic reduction movement through various initiatives including going plastic free, adopting the 3Rs concept - Reduce, Reuse and Recycle, driving behavioural changes, etc. More details can be found on page 40.

### Going Green through Recycling



#### YTL Hotels

**44 tonnes** of waste recycled



#### SGREIT - Lot 10 and The Starhill

**17.3 tonnes** of waste recycled



#### SGREIT - Lot 10 X Kloth Cares

**8,890.6 kg** of clothes collected and recycled

### Go Green Campaign

#### Express Rail Link

- 600 kg of clothes collected and recycled in collaboration with Community Recycle for Charity (CRC).
- Partnering with Tetra Pak Malaysia, 3 kg of Tetra Pak cartons recycled, including the caps and straws from May to August 2020.
- Go Green Challenge - An employee competition on zero waste tips during Movement Control Order (MCO) period.
- Say No to Paper - Paperless ticketing and zero paper usage in office.



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## Protection of the Environment

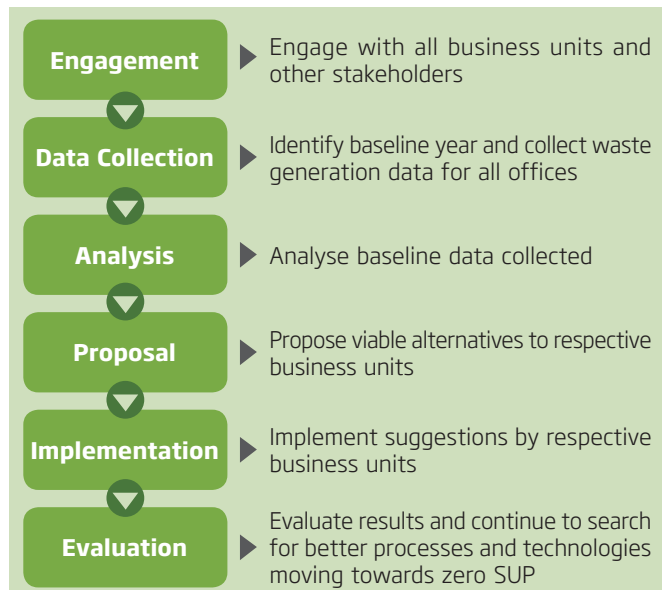
### YTL Group - Say No to All Plastic (SNAP) Campaign



#### Project Background:

Plastic pollution is one of the most pressing threats to the environment and specifically the oceans. Spearheaded by our Executive Chairman, Tan Sri Dato' (Dr) Francis Yeoh and championed by YTL Group Sustainability Division, we rolled out our Group-wide roadmap to eliminate all SUP by 2025. In our commitment to achieve this ambitious goal, we embarked on a series of initiatives such as setting up of baseline targets across business operations, raising awareness through SNAP campaign, introducing alternative solutions to replace SUP, as well as taking collective action through partnerships and collaboration.

#### Plastic Waste Strategy



#### Plastic Reduction Performance

##### 1. Going Plastic Free

YTL Group has contributed to phasing out SUP through various initiatives such as:

- Setting up water dispensers, filtration units and reverse osmosis plants;
- Switching to compostable food containers and cutlery for takeaways;
- Switching to cloth/reusable laundry bags;
- Using refillable ceramic bottles in bathrooms and switching to wall mounted fixtures for amenities;
- Ensuring no SUP used during events including YTL LEAD Conference, YTLJT's annual gathering and internal meetings (training, official visitor, etc.), Independence Day Celebration as well as Lottie's Science Adventures and YTL scholars training organised by YTL Foundation.



**131,131** straws saved annually



**879,941** plastic bottles saved

##### 2. Reduce, Reuse, Recycle

- Collaborating with third-party vendors, YTLJT has been reusing and recycling chemical containers at the power plant through suppliers for the same chemical application.
- Recycling coffee capsules through participation in the "Recycling at Home" programme by returning used capsules to the vendor.



**8.15 tonnes** of plastic waste saved



**67,858** coffee capsules recycled

## Protection of the Environment

### 3. Awareness in Action

- Distribution of reusable water bottles and lunch boxes to employees and local communities by several business units including YTL Hotels, Geneco SG and Wessex Water.



**1,027** water bottles and  
**255** lunch boxes distributed

### 4. Driving Behaviour Change

- A series of newsletters on plastic waste reduction, SNAP, were curated and disseminated to all YTL Group employees to provide guidance on how to minimise the use of SUP and suggestions for alternative materials.
- YTLJT organised a Global Plastic Pollution Awareness Campaign and Beach Cleaning Activity at Randutatah Conservation Area, graced by Nugie, the Indonesian Artist Environmental Ambassador.



### 5. Collective Action



**143 kg** of waste collected, with

- **78 kg** residual waste
- **60 kg** organic waste
- **5 kg** plastic waste

- Tanjung Jara Resort (TJR) collaborated with Lang Tengah Turtle Watch (LTTW) on coastal cleanup events at Tahu Tiga Beach.



**1,466 kg** of waste collected

- Wessex Water has reduced plastic use within their business and focuses on three types:
  - Operational waste plastic (laboratory gloves and plastic packaging);
  - Water cycle plastic (wet wipes and other sanitary items);
  - Plastic water bottles bought by customers.

### Hydrate Feels Great

Wessex Water continues to promote the health and cost benefits of tap water as well as to encourage the use of refillable bottles rather than buying plastic bottled water or other drinks.



### Bath Ocean Plastic Day 2020

An education and awareness event where Matt Wheeldon, Director of Asset Strategy and Compliance of Wessex Water shared practical solutions and actions to solve the ocean plastic crisis.



**Target:** No waste to landfill

**FY2020: 99.7%** waste diverted from landfill

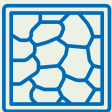
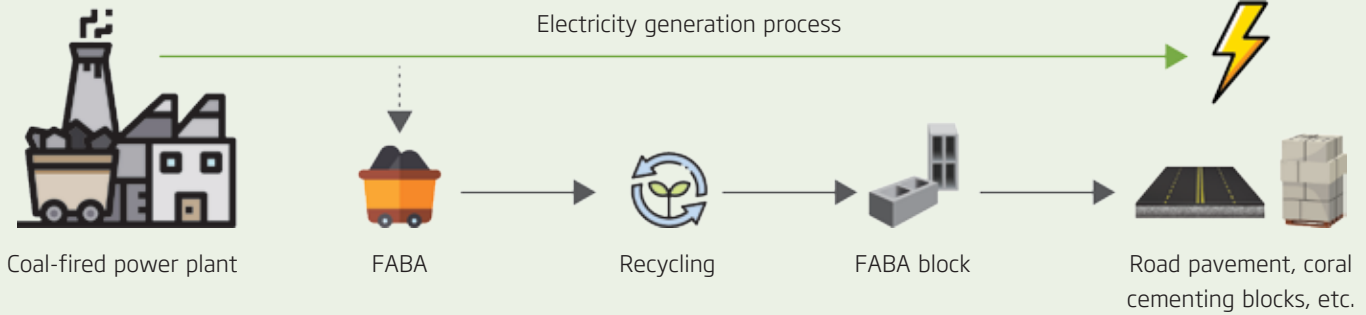
Plastic cups, bottles, cutlery and stirrers removed from Wessex Water's offices and depots.

## Protection of the Environment

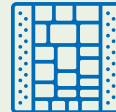
### YTL Jawa Timur - Fly Ash and Bottom Ash (FABA) Recycling



Indonesia



**712,524** paving blocks produced in FY2020, adding to **2,719,131** paving blocks since obtaining a legal permit in March 2016



**30,132** kerbs produced in FY2020



**98%** of fly ash utilised internally for paving block production and by third-party cement and ready-mix industries



**85%** of special waste (oil waste and battery waste) recycled through third-party/utilised internally (WWTP sludge cake)

#### Utilisation of FABA Blocks



Construction of pavement at Bermi Eco Park



Jogging track at Randutatah Conservation Area



Substrate used for coral transplanting



Construction of biogas domes



## Protection of the Environment

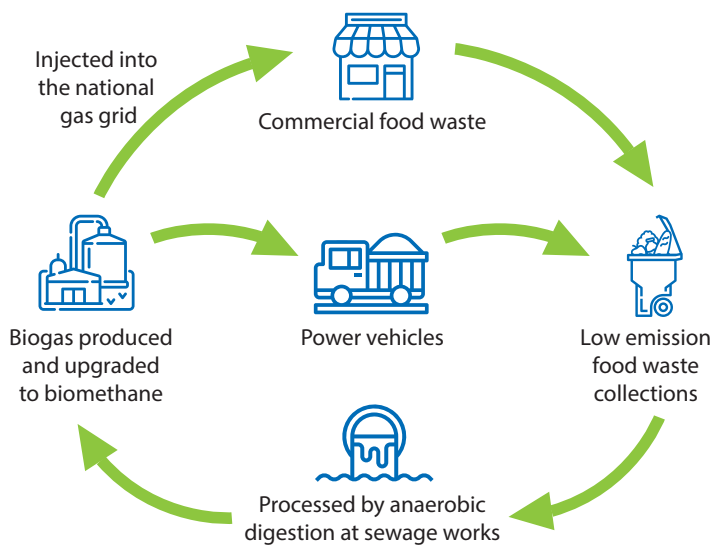
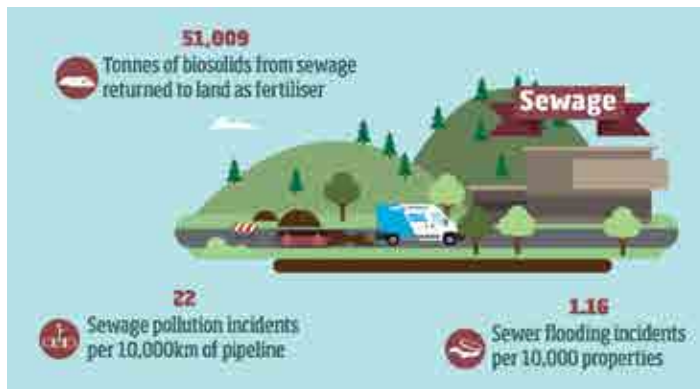
### Wessex Water - Zero Waste to Landfill Project



#### United Kingdom

Through Wessex Water’s Zero Waste to Landfill Project, the company seeks to divert waste that it produces or manages away from landfill and towards recycling or reuse options. Beginning in 2010, Wessex Water has progressed steadily and has achieved 99.7% diversion of their total waste from disposal to landfill, which comprised of 183,574 tonnes of waste recovered from a total of 183,600 tonnes waste generated.

As a subsidiary of Wessex Water, GENeco UK operates as a circular economy organisation, treating over 700,000 tonnes of varied waste per annum, including food, liquid, and solid materials. Through their processes, the waste is transformed into usable products such as biofertilisers, and renewably-sourced gas and electricity powering thousands of local homes. In the last 12 months, the Bio-Bee vehicle has collected over 1,500 tonnes of waste where the biomethane generated from the food waste is sufficient to power 179 households with renewable energy for a year or fuel the Bio-Bee vehicle for an incredible 676,000 miles.



#### Case Study - Westonbirt

An on-site café that produces food waste from catering services and offices, Westonbirt was keen to find a way to dispose of their waste responsibly. After using the Bio-Bee food waste collection service for a year, Westonbirt Arboretum was able to divert 11.5 tonnes of unsold and surplus food from landfill, producing 2,516 m<sup>3</sup> of biomethane to fuel the Bio-Bee vehicle for 5,050 miles.

“**Follow the simple mantra of Reduce, Reuse and Recycle. Reducing consumption is the best way to battle climate change and minimise our impact on the planet**”  
**Kit Beaumont**  
*Recreation Manager at Westonbirt Arboretum*

## Protection of the Environment

### WATER STEWARDSHIP



**OUR GOAL:**

To enhance water efficiency in daily operations

Today, most countries are faced with unprecedented pressure on water resources. According to The World Bank, the world will face a 40% shortfall between forecast demand and available water supply by 2030. At YTL Group, we prioritise the practice of sustainable water management and efficiency to ensure long-term clean water accessibility, whilst at the same time benefitting people, planet and profit.

As part of ISO 14001 Environmental Management Systems, all wastewater and/or sewage discharged from power plants, construction sites, sewage treatment sites, cement and quarry sites are regularly assessed and monitored by an accredited third-party consultant approved by local authorities. We regularly review the water management plans for all our properties and introduce water conservation initiatives where areas for improvement are identified. We have also developed technologies and innovations to treat, reuse and recycle water from our operations so that we can manage our water footprint in a responsible way. This is not only a part of regulatory compliance and wastewater management processes, but also to safeguard water resources throughout our supply chains and ensure minimal negative impacts of discharge to the environment and ecosystems.

### WATER CONSUMPTION AND MONITORING

We are vigilant about water consumption and make informed decisions based on proven methods and best practices, be it technological enhancement, administrative control measures, or encouraging conscientious and ethical behaviour within the company, along our supply chains and with our customers.

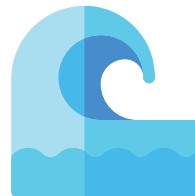
The total water consumption of YTL Group consists of potable water from municipal supply and NEWater or treated wastewater, recycled water and seawater. In FY2020, the total water consumption of YTL Group's operating properties was about 3,024,000 m<sup>3</sup> (based on our reporting boundary). The increase in water consumption is largely attributed to internal system error and external disturbance on the electricity grid. The majority of water consumption goes to cooling towers, equipment (boilers, etc.), toilets, washing activities and landscaping.

All trade effluent from our operations is treated and discharged to water courses or sewer systems in accordance with the environmental discharge limits and effluent standards in the countries where we operate. YTLJT, YTL PowerSeraya, and SGREIT successfully met their own targets in recycling and reusing an average 3% of their wastewater respectively, for internal use and/or other purposes. Over the years, we have consistently achieved 100% compliance to water discharge quality under local standards. There were no significant chemical or oil spills during the reporting period.

### Water Management

#### Water Withdrawal

##### YTL Jawa Timur



Seawater

**1,114,646,661**

For the use in once-through condenser cooling water system

**741,561**

For the use in Wastewater Treatment Plant (WWTP)

##### YTL PowerSeraya



Freshwater

**9,670**

From municipal supply

##### SGREIT



Freshwater

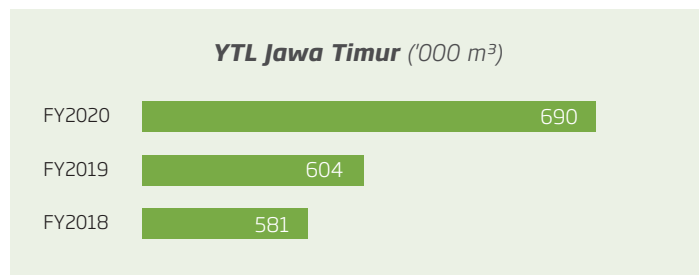
**336,000**

From municipal supply

# Protection of the Environment

## Water Consumption

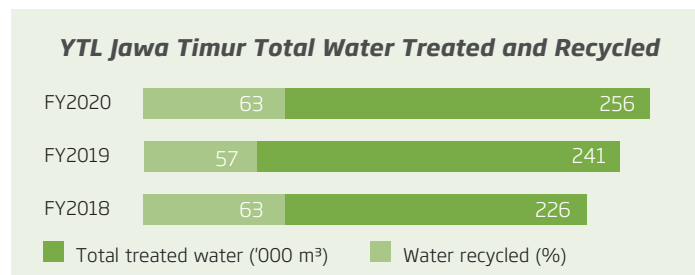
↑ 12% (compared to 2015)



- The water consumption in FY2020 increased by 14%. This was mainly due to the increasing number of unit shutdowns and startups caused by internal system error and external disturbance on the electricity grid.

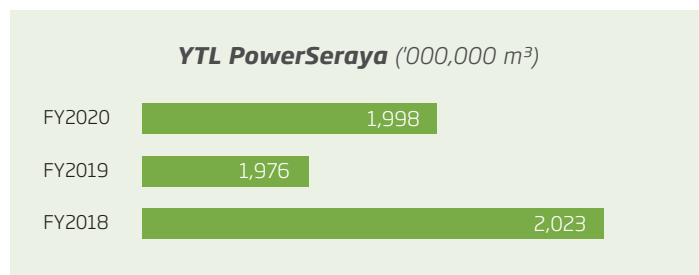
## Wastewater Treatment and Recycling

↑ 58% (Change in wastewater recycled as compared to 2015)



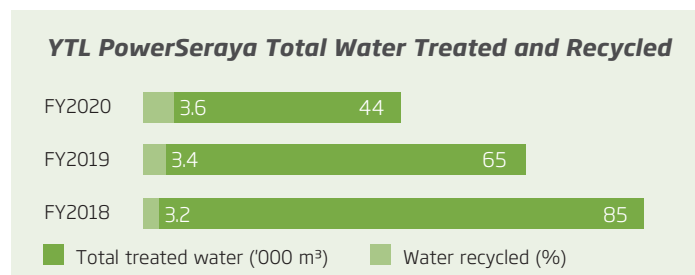
- In FY2020, YTLJT treated 256,000 m³ of wastewater, where 63% of it was either recycled or reused.
- The percentage of water recycled is derived from total treated wastewater.

↑ 7% (compared to 2015)



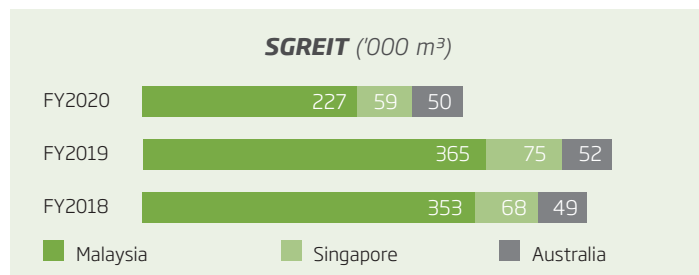
- The marginal increase in water consumption is mainly due to an increase in high pressure steam sold to customers in FY2020 compared to the last financial year.

↓ 21% (Change in wastewater recycled as compared to 2015)

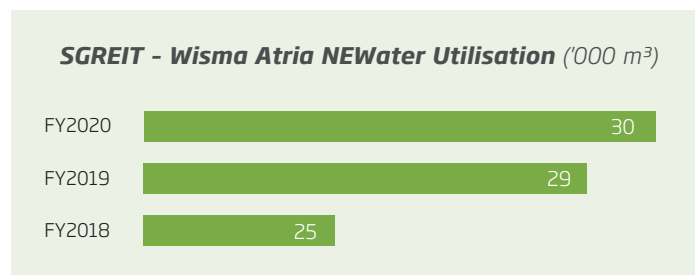


- Total treated wastewater declined by 24% in FY2020 compared to the previous year due to a drop in electricity use and high pressure steam production.
- Percentage of water recycled is derived from total water consumption.

↓ 33% (compared to 2015)



- In FY2020, the total water consumption in our Singapore, Australia and Malaysia properties was 29.9% lower than the previous financial year, mainly attributed to the partial opening of malls in Singapore due to the Circuit Breaker and the partial closure of The Starhill during its asset enhancement.
- In Malaysia, both malls were closed during the MCO while in Australia, a handful of tenants were closed at the height of the pandemic in FY2020. Total consumption remained below the level seen when they first embarked on their sustainability journey in FY2017.
- For the coming years, SGREIT targets to review and look into areas it can improve on in its water usage across properties to maintain its water efficiency and conservation.



- NEWater is a high-grade reclaimed water that has gone through a series of high-tech filtration processes, making it extremely safe to be used as a potable and non-potable water.
- At Wisma Atria, utilisation of NEWater continues to increase in FY2020. NEWater usage has expanded progressively over the years since 2008 to include non-essential areas such as taps for AHU rooms, the bin centre and ad-hoc cleaning for areas such as the façade.

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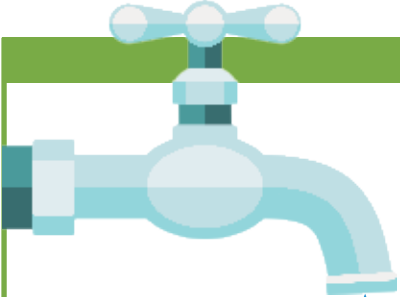


## Protection of the Environment


### WATER EFFICIENCY AND CONSERVATION

We are committed to the sustainable use of water in all our business operations through constant improvement and optimisation of water conservation and water efficient efforts. Amongst the initiatives are rainwater harvesting, use of water efficient fittings, exploring alternative ways to process clean water and through recycling water from operations, as well as protecting our water sources from contamination and pollution.


YTL Group's Water Efficiency and Reduction Initiatives




Adoption of ISO 14001 Environmental Management Systems




Promoting water saving, reuse and recycling practices




Conducting routine checks for consumption, leakage and/or pollution




Incorporating water efficient fittings and fixtures




Installing wastewater treatment systems




Rainwater harvesting for washing activities and landscaping



Optimisation of cooling towers





#### Malaysia


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**E-MAS, YTL Construction & YTL Cement**

- Rainwater harvesting for trains, trucks and vehicle cleaning

**YTL Hotels, SGREIT - Lot 10 & The Starhill**

- Rainwater harvesting for landscaping and irrigation purposes
- Use of low flow fixtures including shower heads, water taps and smart controllers at all YTL Hotels properties




#### Indonesia

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**YTL Jawa Timur**

Water Conservation Programme - Water Recycling, Water Reuse and Water Reduction initiatives. More details can be found on page 47.



#### Australia

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**Brisbane Marriott Hotel**

Replaced all bathroom tapware and shower fittings in guest rooms

**Impact:**

- 14 litres of water consumption reduced for each shower taken
- Lessened the need for maintenance due to failed fittings
- Reduced water use from nine litres to 6.5 litres per minute

**Sydney Harbour Marriott Hotel**


Water assessment and benchmarking to map out water saving opportunities and installation of water flow restrictors at common areas and guest rooms

**Target:**

- Zero increase in potable water use

**Impact:**

- 4.6 million litres annual water savings



#### Singapore

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**YTL PowerSeraya**

- 83.2% of power plant's water needs met by its in-house desalination plant and close to 16.3% met from reclaimed water (i.e. NEWater)

**SGREIT - Wisma Atria**

- Installation of waterless urinal systems
- Adopted Water Efficiency Management Plan (WEMP), which involved the use of private water meters as mandated by Singapore Public Utilities Board (PUB)
- Discouraged excessive use of water through Water Efficiency Labelling Scheme (WELS) rated fittings

# Protection of the Environment

## YTL Jawa Timur - Water Conservation Programme



Indonesia

In Indonesia, YTLJT initiated the Water Conservation Programme in 2019, aiming to reduce the amount of service water, potable water and demineralised water used within the Paiton II Power Plant. The management formed a Work Improvement Team (WIT) to conduct research on the water flow process in the power plant, subsequently formulating a strategy to enhance water efficiency.



**Target:**

- **50%** water usage reduction in 2020
- **“Zero Wastewater Discharge”** from WWTP in 2025



**Performance:**

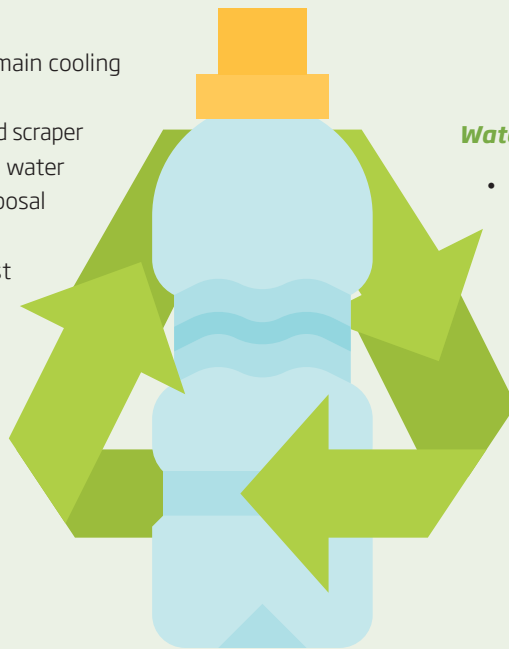
- **32.7%** reduction in water consumption as compared to base year in 2009
- **63%** WWTP effluent recycled in FY2020



Effluent is processed and recycled at YTLJT's treatment plant

**Water Reuse**

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



**Water Recycling**

- Recycle rinsed water from mixed bed resin regeneration process
- Recycle feed water from sampling panel through reverse osmosis
- Recycle monsoon rainwater to be processed as WWTP effluent and subsequently used as service water tank

**Other Water Reduction Initiatives**

- Modification of chain spray system from open system to closed system
- Reduction of sealing water vacuum condenser loss
- Speed up start-up time with degassed cation conductivity
- Control of ammonia impurities in the cycle chemistry control

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## Protection of the Environment

### Wessex Water - Environmental Stewardship



#### United Kingdom

Wessex Water is dedicated to protecting and improving the environment – its treatment works remove thousands of tonnes of polluting material every year and its continued investment in upgrading treatment has been a major factor in raising river water quality standards across the region. The region contains many of the UK’s finest rivers and streams and the company is focused on working with stakeholders in continuing to protect and improve water quality and biodiversity.

#### Catchment-based Approaches

Wessex Water pioneered the use of catchment-based approaches to deliver sustainable, cost effective solutions by dealing with the source of pollution, not just the symptoms. The company is currently working with the farmers at 21 sites across its region to deliver bespoke, sustainable solutions. In addition to being rated as an industry-leading performer by the UK Environment Agency, Wessex Water has maintained 100% compliance with its abstraction licenses, the requirements of biosolid treatment and disposal, and delivery of the National Environment Programme.



**Target: 44 tonnes** phosphorus reduction per year



**Impact: 54 tonnes** per year of phosphorus reduction in the Bristol Avon location as part of the UK’s first catchment permitting trial



Wessex Water works with local farmers to deliver sustainable solutions to protect water catchment areas



Wessex Water sends out inspectors to identify leaks in sewer pipes

#### Wessex Water Marketplace

The innovative Wessex Water Marketplace provides a transparent mechanism for bringing new ideas and solutions to tackle problems they face. It has already helped the company find new approaches for using data to reduce unnecessary overflows in the sewer network and to help in detecting leaks from supply pipes.

#### Water Resources and Leakage

The final water resource management plan was accepted by Defra and published in August 2019. The plan sets out how Wessex Water will maintain a balance between supply and demand while protecting the environment for the next 25 years. This includes its commitment to reduce leakage levels by 15% over the next five years. In the current year, Wessex Water reduced leakages to 61.4 MI/d, beating the target and also meeting its target of fixing 90% of leaks reported to them on the same day.



## Protection of the Environment



### Sewer Surveillance Project

Sewage monitoring is being established across the UK as part of an advance warning system to detect new outbreaks of coronavirus. Led by the UK Government, this new approach is based on recent research findings showing that fragments of genetic material (RNA) from the virus can be detected in wastewater, which could potentially detect the presence of virus in the population.

During the COVID-19 pandemic, Wessex Water has been working to protect customers while delivering services as normal. Three Water Recycling Centre (WRC) sites have been identified for influent monitoring in the Wessex Water region to support the national surveillance programme:

- Avonmouth
- Trowbridge
- Weymouth

Wessex Water is also supporting the University of Bath with COVID-19 surveillance research by providing influent samples from Avonmouth (Bristol) and Saltford (Bath) WRCs. The University of Bath's research is part of a wider academic consortium of UK universities and scientific research institutes. 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.

**100%** compliance with abstraction licenses, sludge standards and National Environment Programme outputs

### Improving Water Efficiency

Wessex Water is committed to helping customers to reduce their water use. This year, the company has continued to engage with customers on using water wisely - completed delivery of the Home Check Programme, visiting customers to fit water saving devices, fixing simple plumbing leaks and offering tailored behavioural advice. The company also offered the "winter ready home visit" to customers in vulnerable circumstances, where they help to fit lagging or external tap covers, and check for internal leaks.



Nearly **11,000** water saving devices deployed



Engaged with more than **13,000** school children on water efficiency output



A customer receiving advice from a Wessex Water employee during Home Check visit

# EMPOWERING OUR PEOPLE



## **Our Commitment**

Recognition of YTL Group as an employer of choice



## **Our Approach**

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



Aligned To

**3** GOOD HEALTH AND WELL-BEING



**8** DECENT WORK AND ECONOMIC GROWTH



**10** REDUCED INEQUALITIES





# Empowering Our People


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

YTL Group regards our employees as our greatest asset and they are instrumental in driving sustainable growth as well as ensuring the success of all our business operations. We remain committed to providing an engaging and conducive workplace for our people even in the economic uncertainty caused by the COVID-19 pandemic.


At the time this report was prepared, we had 13,306 employees globally, of which 87% are permanent employees. 71% of our workforce is male which is reflective of the nature of our business activities, especially in the cement manufacturing, construction and utility sectors.

We recognise that our employees' effort and commitment are critical factors that will enable us to operate with a high level of competency in delivering of our goals and targets.


### PERFORMANCE HIGHLIGHTS




**32%** Females in **Leadership Role**



**Zero incidents** on discrimination, forced labour or child labour

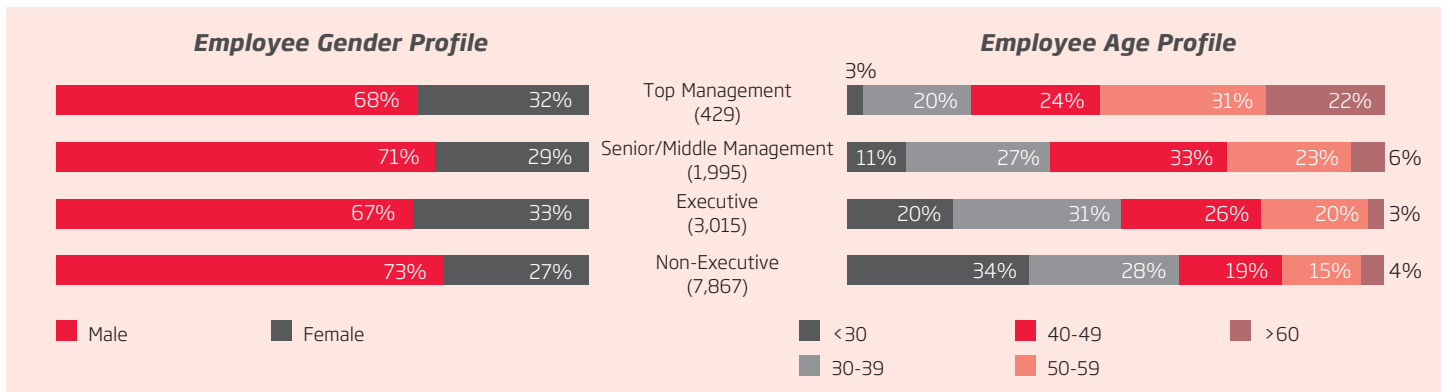
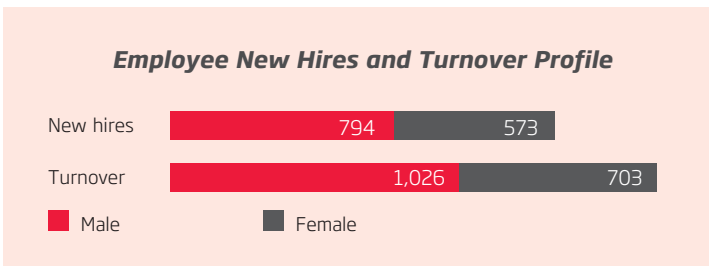
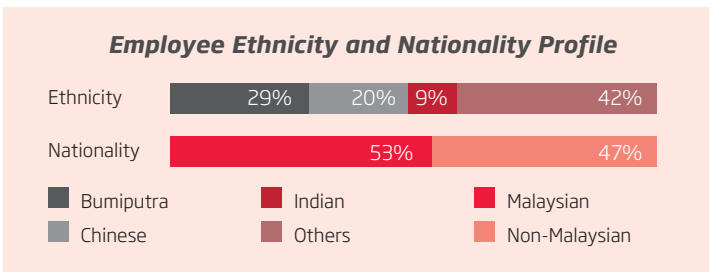
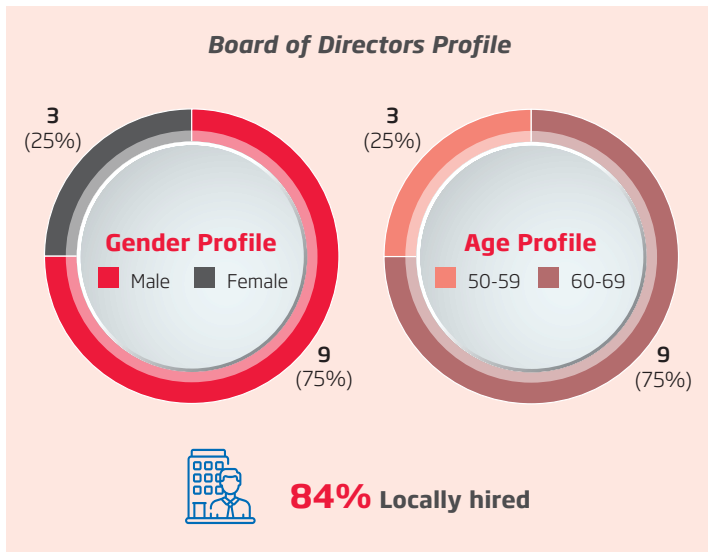


Providing job training and work opportunities for **75 people with disabilities (PWD)**



**Zero fatalities**

## YTL GROUP WORKFORCE DASHBOARD



## Empowering Our People

### DIVERSITY AND EQUAL OPPORTUNITY



#### OUR GOAL:

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

The globalisation of markets has forced change in the demographics of the global workforce. Adopting the United Nations Global Compact (UNGC) principles of human rights and labour practices, YTL Group remains committed to inculcating diversity and equal opportunity in our workplace which allows us to gain a competitive edge through embracing workforce diversity as well as providing fair treatment to all our employees to promote improved morale and loyalty. We do not tolerate any form of child or forced labour and we take extra precautions to prevent this from happening in all our businesses and supply chains. We do not prevent our employees from being associated

with any external bodies/entities, so long as it does not jeopardise the company's reputation, represent a conflict of interest and/or hinder their performance at work.

We established Corporate Statement on Human Rights and Ethics as well as Code of Conduct and Business Ethics, which set out acceptable practices and ethics that guide our employees to understand their responsibilities in all business dealings. Both are made available and easily accessible on our corporate website<sup>8</sup>. During the reporting period, we are pleased to report that we have had no incidents in relation to discrimination, forced labour or child labour.

We embrace disability inclusion and promote "a life without barriers" by providing job opportunities to people with disabilities (PWD). To-date, we have employed 75 PWD and have provided various support for them to facilitate their day-to-day work, helping them to gain self-confidence and overcome any potential barriers in their life whether physical and/or emotional.

#### YTL Group Supporting Women in Construction, Engineering and Rail Industry

“

I was given the chance to help out with project development and project management at our power plant and cement plant projects. To me, working on site was very interesting because it is very different from working at the office. Some people would say engineering is a man's job but who cares about that anymore, just be yourself. We are all here to work and all of us have the same target, which is to complete our work. Other than that, nothing should bother us.”

**Tan Siew Ling**

*Senior Engineer at YTL Construction*



“

All jobs have challenges. In this line, we have got to do the same job as men. As a train driver, the responsibility of maintaining the train is ours; if there is a problem at the main line, for example, we have to work out a solution and settle the problem. Sometimes, a random passenger would ask me 'boleh ke bawa' (can you drive this train?) and I would always answer 'insya Allah' (God-willing) with a smile. If you want to enter this line of work, you have to physically and mentally prepare yourself. Although the train drivers here are mostly male, well, if I can do it, you can too!”

**Nurasyiqin Josni**

*Train Driver at Express Rail Link*



“

I am responsible for looking at large and small schemes and making sure we have a successful project. I enjoyed the sense of achievement from seeing a project as a dot on a plan to a major construction scheme. It is important to celebrate any diversity, including a proportion of females in a male-dominated industry. This is so because the more personalities and perspectives, the better the industry will be. My advice would be anything that you want to do, you can do it. You just need to want it enough.”

**Lucy George**

*Assistant Project Manager at Wessex Water*



<sup>8</sup> Please view our Corporate Statements at [www.ytl.com/sustainability/corporatestatement.asp](http://www.ytl.com/sustainability/corporatestatement.asp) and Code of Conduct and Business Ethics at [www.ytl.com/governance.asp](http://www.ytl.com/governance.asp)

## Empowering Our People



### Malaysia

Launched in 2015, Women at YTL (W@Y) is YTL Group's women's network aimed to empower and support women across the organisation to grow and reach their full potential. In conjunction with International Women's Day on 8 March annually, W@Y organised the first of its kind all-day event which was attended by approximately 200 attendees, where women of YTL Group were celebrated and pampered with relaxing, rejuvenating and fun activities. The event was a three-part event whereby attendees were given the option to attend all or their preferred sessions. The event provided an enjoyable opportunity for women in the YTL Group to connect and share their stories and experiences.



*Executive Chairman of YTL Corporation, Tan Sri Dato' (Dr) Francis Yeoh giving the opening address, with some words of encouragement to the participants and sharing the importance of the role of women in the organisation*



*The first session was a breakfast talk at the Ritz Carlton Kuala Lumpur and an interview with Puan Sri Sherina Leong-Aris, an Educationalist, Consultant and Trainer whose life story inspired attendees and geared them up for the work day ahead*



*The second session, "Bringing Out the Best in You" conducted by Kate Millest, a professional actress and experienced presenter aimed to empower women to voice their opinions and embrace their fears as female leaders in the corporate world*



*The third session was a relaxing one where attendees were treated to a scrumptious spread by Cantina, a massage session by YTL Hotels spa, a bath salt making session with Mangoesteen, ice cream, fun games as well as a karaoke session and more*



### Singapore

Guided by TAFEP's (Tripartite Alliance of Fair and Progressive Employment Practices) principle of Fair Employment Practices, YTL PowerSeraya promotes inclusiveness in the workplace, embracing diversity amongst different races, gender, background and nationalities. The company also ensures that employees are compensated based on their skills and experience, as well as their performance and the industry value of the position they hold. To ensure a fair and inclusive work environment, a merit-based compensation system helps to track and minimise gender pay gaps. As at FY2020, the ratio of base salary (Male: Female) for the entire company stood at 1:0.79. This compares well with Singapore's Wage Equality Score of 0.80<sup>9</sup>.

<sup>9</sup> Source: Singapore's Global Gender Gap score in wage equality from 2011 to 2020 [www.statista.com/statistics/972978/global-gender-gap-score-wage-equality-singapore/](http://www.statista.com/statistics/972978/global-gender-gap-score-wage-equality-singapore/)



## Empowering Our People



### United Kingdom

Wessex Water launched their culture, inclusion and diversity vision, 'Everybody Belongs', with the aim to diversify their workforce and reflect the diversity of the communities it serves. A working group of 17 employees was set up to focus on providing manager training, supporting working families and enhancing recruitment activities. At the same time, the work of Wessex Water's early careers team also helped to increase the company's socio-economic diversity and female representation in engineering and construction.

The following data represents Wessex Water's gender pay gap figures as of 5 April 2020. 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	2018	2019	2020
Mean <sup>10</sup>	5.4%	4.9%	4.8%
Median <sup>11</sup>	1.5%	4.6%	5.7%

Wessex Water's gender pay gap is significantly lower than the latest UK national average of 17.3%<sup>12</sup>. This reflects gender distribution in job roles across Wessex Water's workforce rather than any equal pay issues. Wessex Water has a robust job evaluation process and operates a framework of grades and pay ranges within each grade to ensure that the pay is not influenced by gender.

In common with many businesses with a predominance of STEM (Science, Technology, Engineering and Mathematics) skills, the water industry is heavily male dominated. Wessex Water recognises that diversity is a strength and continues to create a diverse and inclusive environment to improve the representation of women within their business and the industry.

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

- Reflecting the diversity of the communities they serve;
- Community education;
- Apprenticeships, graduates and early careers;
- Promoting and encouraging flexible working;
- Improving all forms of diversity and inclusion at all levels.

## NURTURING HUMAN CAPITAL



### OUR GOAL:

To elicit the right fit for our people to grow and develop their careers with us

We aspire to attract and retain the right people, as well as develop and nurture a highly capable workforce by equipping our people with skills and knowledge through continuous training and employee development.



*We strive to provide a balance between fun and productivity in our working environment to ensure our employees experience job satisfaction while growing their career with us*

### Employee Benefits and Welfare

At YTL Group, we value the contributions of all employees and recognise good performance. We provide fair remuneration packages and benefits to our employees to drive high levels of performance that helps maintain our industry-leading position. Some of our business units also provide the same benefits to temporary or part-time employees as we believe their basic welfare should also be taken care of.

YTL Group conducts 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 (KPI), both for the business as well as for employee development, are in place to ensure that performance goals are aligned with our business objectives.

In the event of termination or employee resignation, a minimum notice period of one to three months needs to be fulfilled, depending on the employee's job grade and operational requirements.

In FY2020, 184 female employees went on maternity leave and 101 male employees took paternity leave. 242 returned to work, resulting in an overall retention rate of 85%.

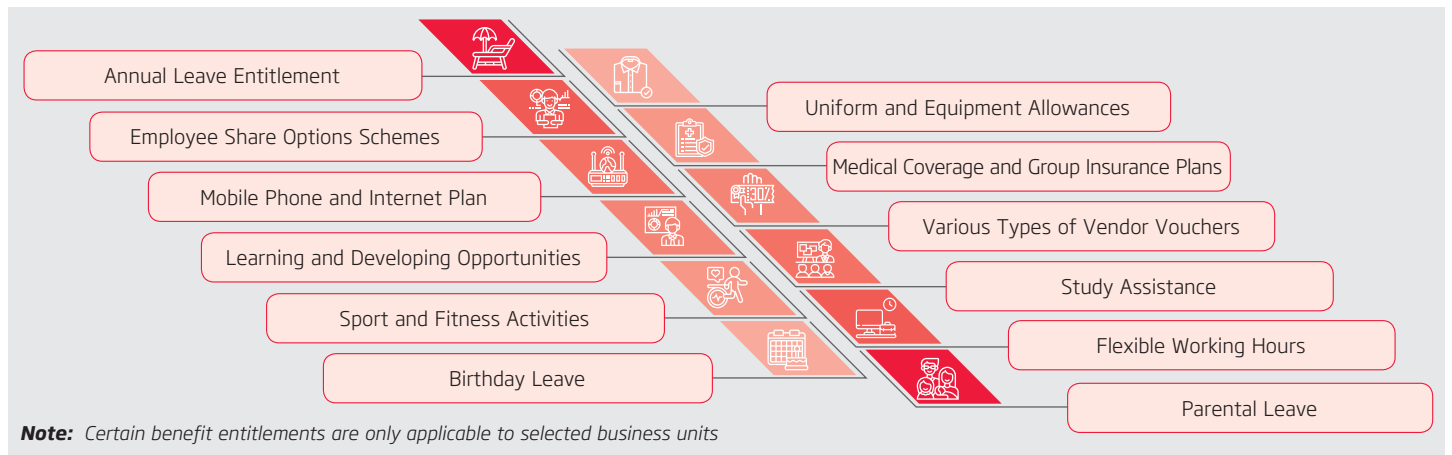
<sup>10</sup> The mean gender pay gap is the difference in average hourly pay for men compared to women at all levels across Wessex Water

<sup>11</sup> 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

<sup>12</sup> Source: Office for National Statistics (ONS) median pay gap 2019

## Empowering Our People

### Employee Remuneration and Rewards Programme



### Training and Development

YTL Group places an emphasis on upskilling our people by investing in training, workshops and seminars that can equip our people to enhance their skill in current roles, navigating organisational ladders, as well as gaining personal insights into their strengths and development needs. We have a set of strategies and tools to help our people in their career development and to provide avenues in identifying their career goals whilst fulfilling the company's mission. This year, we continue to focus on conducting in-house and/or online training which is more cost-efficient and has better time flexibility.

#### Training and Development Programmes across YTL Group



#### Dual Task Programme

Held by ERL Maintenance Support (E-MAS) to train Operations Train Driver (OTD) to carry out tasks as Operations Station Supervisor (OSS) as and when required to eliminate the manpower gap and as an additional career development path for train drivers.

**Outcome:**  
16 OTD involved; 14 promoted to OSS.



#### Public Announcement Training Programme

Jointly held by Express Rail Link (ERL) and E-MAS to improve Ground Operation Employee's (GOE) skills in making public announcements properly and professional manner.

**Outcome:**  
99 GOE attended training; 96 passed the training. Minimal complaints from passengers of poor or no announcements reported.



#### ISO 22000 Food Safety Management Systems Training

Conducted by Cameron Highlands Resort to educate employees on safety and food hygiene environment relating to ISO 22000.

**Outcome:**  
70 employees mainly from the kitchen as well as food and beverage departments were involved in the training.



#### Online Learning Platform

YTL Cement utilised online video conferencing platforms to host trainings to upskill and enhance the technical knowledge of employees during the Movement Control Order (MCO).

**Outcome:**  
A total of 14 technical training on various topics were held by internal and external trainers involving a total of 1,500 participants.



#### YTL Learning Academy

Introduced by YTL Construction during the MCO online classes consisted of a series of free online training for employees to learn, upskill themselves as well as allowing employees to connect with one another while everyone was working from home.

**Outcome:**  
44 training sessions conducted throughout the MCO.

## Empowering Our People



### ISO 50001 Energy Management Systems Training

Conducted by YTL Jawa Timur (YTLJT) to provide employees with insights on establishing, implementing, maintaining and improving an Energy Management System with reference to ISO 50001.

**Outcome:**

20 employees were involved in the three-day course.



### Balancing and Total Alignment Training

An in-house training programme by YTLJT to provide employees with an overview and hands-on exercises on shaft alignment, soft foot correction, dial-indicator and laser alignment methods which could enhance the efficiency and lifespan of machines and components.

**Outcome:**

Ten employees were involved in the training.



### Executive Development Programme

Conducted by YTL Starhill Global REIT Management (YSGRM) to nurture high-performing business unit leaders by providing them with additional knowledge and experience through training, workshops and seminars on management, technical skills, communication, leadership and other topics.

**Outcome:**

In FY2020, each employee underwent an average of 20.9 hours of training, bringing the total average training hours per employee over the three-year period from the base year of FY2018 for this target to 84.9 hours. This exceeds the target of 75 hours of training hours per employee over three years.



### Leadership and Management Programmes

Launched by Wessex Water in partnership with Weston College, currently being reviewed to create a blended learning approach to training by using more e-learning content through the iLearn platform.

**Outcome:**

Wessex Water delivered 600 courses with an average of 2.7 days' development training per employee. Wessex Water also created new ways of alerting employees to changes in risk assessments or health and safety updates, with the ability to test their comprehension through iLearn.



### English Learning Mobile Application

Introduced by The Surin Phuket, English topics are divided into several sections where employees from different operating teams can access the lessons relevant to their operations.

**Outcome:**

Employees improved their English language proficiency and built confidence to communicate in English.

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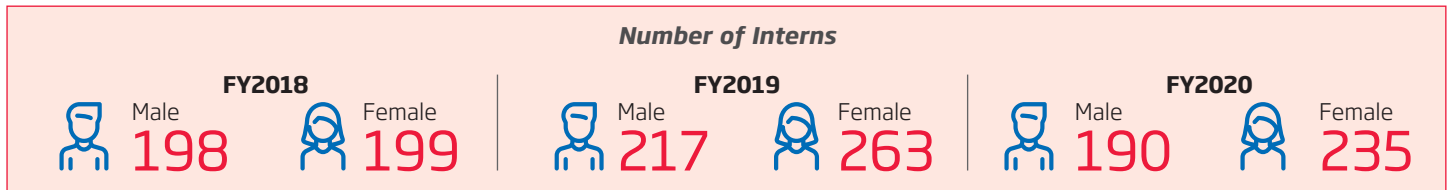
FINANCIAL CAPITAL



## Empowering Our People

### Grooming Future Talent

Nurturing and retaining talented employees is our utmost priority. We offer internship and apprentice programmes to equip our future leaders with extensive industry knowledge as well as hands-on experience to gain real-life work exposure under the guidance of their mentors and/or supervisors. Today, we have a robust young talent pool, comprising interns, apprentices, scholars and management trainees.



### Internship and Apprentice Programmes across YTL Group




**Internship Opportunities in Rail**

ERL provides internship opportunities to learn about ERL operations as well as working experience in a professional environment. Individuals who have completed the Industrial Trainee Programme may be considered for permanent positions in ERL.



**Outcome:**  
In FY2020, a total of 15 interns have been recruited and gained working experience in rail sector.



**Integrated Internship Programme (IIP)**

YTL Construction extended internship opportunities to international students from Japan via IIP to promote cultural diversity and strengthen bilateral relations between Japan and Malaysia.


**Outcome:**  
YTL Construction hosted three Japanese interns, and their employees gained a better understanding of Japanese culture. As a result, YTL Construction received more requests for IIP and improved public perception of YTL Group amongst universities in Japan.

**Work Experience Opportunities**

Wessex Water introduced a structured work experience programme following one of three pathways: Construction and Engineering, Science and the Environment, and Corporate Business to students.

**Outcome:**  
Delivered week-long work experience placements to 34 students, 24% of whom were female.



**Widened Talent Recruitment**

Wessex Water utilises Higher Education Statistics Agency (HESA) data to identify appropriate universities based on the area of study, gender split and ethnicity to target Wessex Water's recruitment.

**Outcome:**  
Widened the talent recruitment exercise to cover an additional 20 universities and three local institutes.




**Helping Young Job Seekers**

Brisbane Marriott Hotel provides four weeks of unpaid internship to underprivileged, young job seekers who have been unemployed for six months. A paid part-time position is offered if they demonstrate positive attitude and potential.






**Outcome:**  
Since its inception in mid-2019, four young job seekers have been recruited for the programme and one of them was offered a paid part-time position.

**Wessex Water - Hiring People from Disadvantaged Backgrounds**

Wessex Water committed to the UK Government's Social Mobility Pledge which aims to inspire, attract and recruit from disadvantaged backgrounds. To support this, Wessex Water is now recognised as a Cornerstone Employer for the Careers and Enterprise Company, which will bring attention to the social mobility and opportunity area of Minehead and Taunton in the West of Somerset. Of Wessex Water apprentices starting this year, 10% are from government recognised disadvantaged postcodes. Wessex Water early careers team continues to develop holistic people and employability skills in all their apprentices. Of the 350 applicants for Wessex Water technical apprenticeship roles, 10% are female; which is above the national average for engineering and construction-based apprenticeship applications.

Wessex Water career development apprenticeship programmes continue to grow with more than 60 employees, many of whom have no formal qualifications, now studying at advanced levels. With around 157 apprentices, Wessex Water programmes remain successful, and they have maintained their undergraduate placement numbers with around ten within the business this year. Across their Early Careers Programmes, 18% are female.

Wessex Water technical apprentices' social characteristics:

-  **15%** are young parents;
-  **10%** declared mental health issues;
-  **5%** have additional learning needs;
-  **7%** are from black and minority ethnic backgrounds;
-  **10%** reside in government recognised disadvantaged postcodes.

# Empowering Our People

## ENGAGING OUR PEOPLE



### OUR GOAL:

To bridge the gap leading to increased employee satisfaction and motivation

At YTL Group, we aim to enhance the strength of mental and emotional connections of our people with their places of work. We engage with our people through various avenues to ensure an effective flow of information as well as connecting them with the core values of YTL Group. We have an open-door policy which allows our people to raise their problems or concerns relating to their work, harassment, grievance handling and whistle-blowing to superiors, heads of department, higher management or to the HR Department. We view all types of employee feedback mechanisms across YTL Group as essential in creating effective communication channels.

We actively engage our employees through various avenues, including the annual YTL Leadership Conference, town halls, Monday Memos, YTL Community and BTRT websites, engagement surveys and YTL Group Sustainability Committee for effective flow of information and updates, alignment of business goals and objectives, as well as stories and interviews with management and employees across all levels of YTL Group.

### Employee Engagement Programmes across YTL Group



#### Long Service Awards

One of E-MAS practices to motivate and retain loyal employees by giving a certificate and token of appreciation to those with more than ten years' service.

#### Outcome:

13 recipients of E-MAS' Long Service Awards: seven for ten-year category, five for 15-year category and one for 20-year category.



#### #YTLBiggie 3.0

An idea contest to raise awareness on sustainability-related issues and to reward concepts based on how they can be implemented in YTL Group's operations or management. The theme for 2019 was "Free Plastic? Plastic Free!".

#### Outcome:

The winning idea was "Mej Cycle" by Chin Kit Joy and Melissa Sin Wei Qi. Mej Cycle is a circular economy system that aims to prevent the build-up of detrimental plastic by replacing conventional plastic with a biodegradable bioplastic made from sago starch.



#### Celebrating Festive Seasons Together

Food and grocery distribution initiatives by YTL Construction to employees and workers of their sub-contractors as a token of appreciation for their hard work and as a celebratory gifts.

#### Outcome:

With the support of The Majestic Hotel Kuala Lumpur, the food distribution initiative benefitted 1,900 employees and their families during the month of Ramadhan. Additionally, the grocery distribution benefitted 2,934 sub-contractors working on the Gemas-Johor Bahru Electrified Double Track Project (EDTP) during Hari Raya.



#### Volunteer for Water Access Programme (WAP)

Three volunteer employees from YTLJT were involved in the implementation of WAP for local communities. More details can be found in the "Community" section on page 79.

#### Outcome:

More than 270 volunteering hours spent in the field survey, technical preparation and construction work of hydram pump units (including pipelines and water storage) of WAP.



#### Team Bonding Activities

YSGRM organised several team-building activities, lunch talks and workshops such as tang yuan cooking class in conjunction with the Mid-Autumn Festival and catamaran cruise incentive outing as well as educational talks on first aid and survival skills crucial in the event of terrorism or a fire. Employees also celebrated festive events together as part of building an engaging culture in YSGRM.

#### Outcome:

Forged stronger bonds between employees and encouraged more healthy lifestyles.



#### Wessex Water Force (WWF)

Launched in April 2018, WWF is the volunteering programme for which Wessex Water employees can use one working day per year to work with local charities across the region.

#### Outcome:

More than 500 employees gave up their time to lend a helping hand to good causes, volunteering for a combined total of 3,188 hours and taking part in more than 50 activities.



#### Community Champions Programme

Initiated by Wessex Water to support and encourage employees who wish to represent the company and become more involved in their local communities across the region.

#### Outcome:

Wessex Water champions represent the company in local communities; becoming a point of contact for the community, but also being able to spot opportunities where they can step in to help. Some of Wessex Water's current champions sit on funding committees, deciding where grants and donations are allocated and help identify volunteering opportunities.



## Empowering Our People

### LEAD Conference 2019

The annual YTL Leadership Conference, now known as the LEAD Conference, is a series of keynotes, workshops and seminars designed to bring leaders in the YTL Group close to experts across a breadth of industries to learn, discover and be challenged. Centered on the theme "Lead, Educate, Aspire, Discover", LEAD Conference is also an avenue for key senior managers and leaders across all business units to present progress on their respective projects or business units as well as to exchange thought-leadership matters. Four pop-up booths were set up to expose leaders with activities relevant to each of the respective themes. In 2019, over 600 YTL Leaders from Malaysia and overseas attended the LEAD Conference.

The keynote sessions consisted of carefully selected speakers, each with an abundance of experience in their respective fields. A spectrum of engaging topics was shared with the audience to bring light to refreshing perspectives that could help the leaders widen their outlook and innovation. This was further supported with seminars and workshops led by YTL Directors and industry experts to share some personal experiences and tools of their trades.

During the LEAD Conference, the annual BTRT Awards were presented to five candidates. Introduced in September 2016, BTRT Awards is an appreciation of the exemplary individuals and/or teams who embody the YTL brand values, and go beyond the call of duty for the company and its people.



*Lead - To allow YTL Leaders to discover their inner personalities based on Myers and Briggs' 16 personality types*



*Educate - To raise awareness on the importance of good health amongst YTL Leaders. This was done in collaboration with Avisena Specialist Hospital who provided free health screening and dietary advice*



*Aspire - To inspire YTL Leaders to aspire to be genuine brand ambassadors by quizzing their knowledge of YTL Group's history, branding, and vision*



*Discover - To expose YTL Leaders to the concept of urban farming along with the importance of food security and the greening of surroundings*



*Event highlights*



*A total of 244 nominations were received over a two-month online campaign and four candidates and one team were chosen by the BTRT Awards committee. Winners were presented the BTRT Light Brick trophy by Executive Chairman, Tan Sri Dato' (Dr) Francis Yeoh on stage during LEAD Conference 2019*



## Empowering Our People

### MANAGING WORKPLACE HEALTH, SAFETY AND WELL-BEING



**OUR GOAL:**

To improve workplace health and safety towards zero fatalities and accidents

Managing workplace health, safety and well-being has always been a priority in YTL Group. It is crucial to ensure a healthy and safe working environment for our people and customers, as well as suppliers and contractors. Our company-wide safety policy ensures that there is complete awareness with regards to safety across all our operations.

As guided by our Corporate Statement on commitments to health and safety, most of our key business units are certified with ISO 45001/OHSAS 18001 Occupational Health and Safety Management Systems and in compliance with applicable regulatory requirements.

#### Occupational Health and Safety

With our target of zero accidents in all business units, we regularly monitor, review and optimise our health and safety practices to minimise the occurrence of accidents in our business operations. All performance against health, safety and welfare is closely monitored by the Workplace Safety and Health (WSH) Committees of each business unit and reported to top management. The WSH Committee comprising representatives from different departments as well as an employee union representative, meet on a monthly basis to discuss and ensure policies and management systems are adhered to and that safety standards across operations are aligned. Permit-to-work systems, regular safety audits and inspections as well as the maintenance of fire detection and protection systems help to keep the workplace safe. During the year under review, there were no incidents resulting in fatalities.



### Health, Safety and Security Training and Communication

We constantly review our safety and security action plans, accident and/or incident reporting procedures as well as relevant training programmes and materials to keep up with changes in equipment, materials, and safety standards within the business. As such, we conduct workplace safety training on a regular basis for employees, workers and contractors to ensure they are well-equipped with the knowledge to identify hazards, report them, and deal with incidents. We also promote the wellness of our employees through programmes that address physical and mental health-related risks.

#### Promotion of Employee Health, Safety and Well-being

- Free annual health screening
- Cardiopulmonary resuscitation and first aid
- Emergency preparedness and response
- Firefighting and evacuation
- Health and fitness lunch-talks on stress management, understanding dementia, prevention of flu, measles and chronic diseases, nutrition, etc.
- Training and communication on Health, Safety and Environment (HSE) policies as well as operating procedure
- Sports and recreation activities including badminton, futsal, bowling, Zumba, yoga, etc.

In order to cope with the COVID-19 pandemic, we have geared up our standard operating procedures and appropriate measures in all regions in a timely manner which include physical distancing, the use of face masks and/or face shields, frequent hand washing as well as the use of gloves when necessary as preventive measures to minimise the risk of our people being exposed to infection whilst at work. Information on pandemic planning, medical and travel advisories are also made available for all employees through HR blasts and the weekly Monday Memo.

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## Empowering Our People

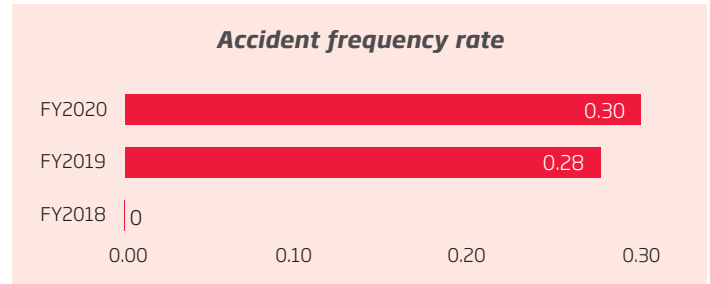
### Occupational Health and Safety Management Data



Indonesia

#### YTL Jawa Timur

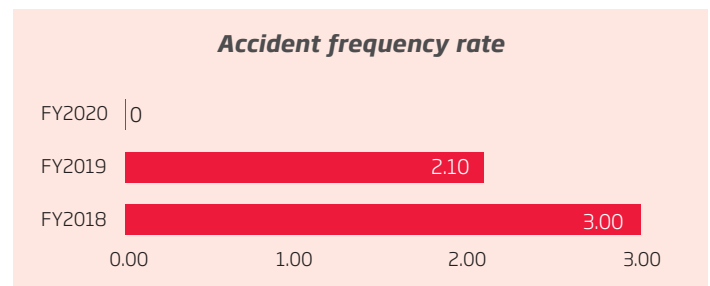
Accident Frequency Rate (AFR) is the measure of number of workplace accidents per million man-hours worked in YTLJT's operations in Indonesia. The AFR increased by 7% in FY2020 due to the lower total man-hours worked as a result of the higher number of power outage sessions.



Singapore

#### YTL PowerSeraya

YTL PowerSeraya's AFR data covers operations of both Pulau Seraya Power Station and Jurong Power Station. There were no workplace accidents in FY2020.

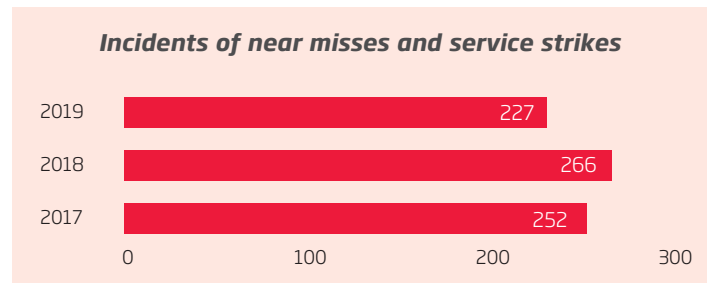


United Kingdom

#### Wessex Water

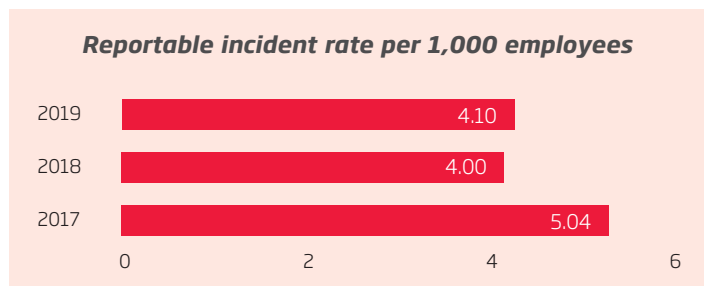
##### All incident

There were 571 incidents reported in 2019, including 126 near misses and 101 service strikes. The principal cause of all incidents after near misses and service strikes remains slips, trips and falls. This is in line with other companies, other industries and the national average.



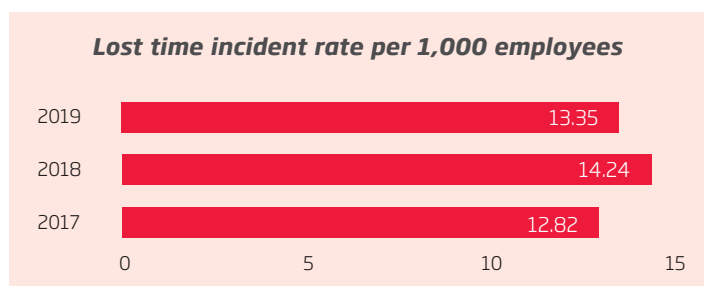
##### Reportable incident rate

This is the measure of the number of reportable incidents per 1,000 employees. There were 4.1 incidents per 1,000 employees, which still falls below the company's target.



##### Lost time incident rate

This includes all reported incidents involving employees that resulted in absence from work of one or more days. In 2019 there were 34 lost time incidents, a slight increase of 6% from 2018. The principal causes of lost time in 2019 were slips, trips and falls, and manual handling.



# Empowering Our People

## Health and Safety Training Programmes across YTL Group



**Ergonomics at the Workplace and Manual Handling Training**

Training by E-MAS to provide understanding and enabling employees to identify ergonomic hazards related to their activities and control measures to be taken. It is organised by the Safety and Security Department with the involvement of all levels of employees with the aim to increase work quality, productivity and efficiency.



**Enhancing Train Window/Windscreen Storage Safety**

E-MAS found that the previous method used to store train windows/windcreens was improper as two units of train windows/windcreens were found cracked at the storage location. Following completion of the train's window and windscreen storage enhancement, there were no scrape or damage reported.



**Emergency Response Plan (ERP)**

Conducted by E-MAS with the involvement of local government agencies to train and evaluate participants' readiness and actions during an emergency. Two scenarios of ERP - Building Fire and Train Derailment involving 200 participants were conducted. Both ERPs were well executed, attained the expected results and enhanced awareness and competency of the participants.



**Week of Safety and Health at Work 2020**

Held by SIPP-YTL JV on 4 February 2020, it was organised to promote a healthy and safe working environment amongst employees as well as to learn and exchange feedback from Johor's Department of Occupational Safety and Health (DOSH) team in terms of health and safety standard operating procedures at construction areas. Attended by 200 people, this programme included participants from Johor's DOSH team, SIPP-YTL JV employees and crane operators.



**Loss Prevention Reserved Certification Programme**

Conducted by The Majestic Malacca to create awareness amongst employees on the importance of safety measures and appropriate steps to be taken during an emergency. This programme was organised by the Loss Prevention Management team, and 15 employees took the examination all of whom passed.

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## Empowering Our People



**ISO 45001 Occupational Health and Safety Training**

To provide new employees with information about YTLJT's structure and organisation, an introduction to the Paiton II Site as well as an overview of ISO 45001 structure. The training also introduced new employees to YTLJT Safety Management System and safety rule standards expected of all employees.



**Competent Person Training**

Conducted by YTLJT to provide basic understanding of YTLJT safety rules, hazard identification, and risk control strategies. The training enabled employees to make positive contributions in establishing and maintaining a safe place and sound systems.



**Paiton Safety Certification**

Conducted by YTLJT to provide a basic understanding of the nature of hazards and inherent risks of a modern coal-fired power plant, the role and arrangements for risk management as well as requirements and procedures for reporting all incidents. Employees gained a basic understanding of the principles of health and safety management, hazard identification, and risk control strategies at a power plant.



Awarded **2020 Zero Accident Award** and **Golden Flag for Safety Management System** by East Java Governor for outstanding HSE performance



**Home Office Work Arrangement**

Implemented during the Circuit Breaker period in Singapore to enable employees to stay safe and healthy at home while remaining productive. Complimentary online trainings and workshops were extended to employees during the Circuit Breaker period.



**Safety Case<sup>13</sup>**

YTL PowerSeraya's focus in 2020 was to develop a Safety Case to assess their current ability to prevent major accidents and mitigating risks should a major accident occur. Over time, YTL PowerSeraya plans to boost the organisation's capability in addressing major accident hazards through the implementation of preventive measures.



**Workplace Health Programme**

Organised by YSGRM and consisted of a series of sports and health-related activities for employees to stay fit, healthy and productive. Among others, the Manager organised regular badminton sessions for employees in an effort to promote a healthy lifestyle amongst employees. These workplace health and bonding activities have resulted in a happier, more cohesive and productive workforce.



**bizSAFE Programme**

bizSAFE is a programme designed to help companies build workplace safety and health capabilities. The programme included SGSecure elements in September 2017 to help companies to put in place measures to manage potential terror threats. This year, YTL PowerSeraya attained bizSAFE Level Star, the highest level under the bizSAFE programme administered by the Workplace Safety and Health Council in Singapore.

<sup>13</sup> The Safety Case is under Singapore's Workplace Safety and Health (Major Installations) Regulations

## Empowering Our People



### Health, Safety and Welfare Strategy

Wessex Water has a five-year strategy that details performance measures in four strategic areas to achieve their target of zero workplace accidents:

- i) Strong and visible leadership;
- ii) Delivery of health, safety and welfare improvements;
- iii) Safe working environment;
- iv) Communication and worker involvement.

Performance against the strategy and each area is monitored by the Wessex Water's health and safety management group and reported to the Corporate and Social Responsibility committee.



Awarded the **Royal Society for the Prevention of Accidents (RoSPA) Gold Medal Award**. Wessex Water's continued success at the RoSPA Awards places Wessex Water in the top three construction companies for health and safety in the world



### Level 30

46 associates from Brisbane Marriott Hotel participated in Level 30, a wellness initiative that has teams of associates competing against each other throughout all properties in the world. The initiative enhanced their health and well-being as well as the interaction between associates to build better work relationships and improve the overall hotel culture.



### R U OK? Day

50 associates from Brisbane Marriott Hotel engaged in activities promoting conversations with others who may not be OK in terms of mental health and wellness. The initiative improved the awareness of associates to opening up a simple conversation with others and determine if they are mentally fit to prevent any potential self-harm or suicide attempt.



# ENRICHING COMMUNITIES



## **Our Commitment**

Positively impacting and enriching the lives of communities where we operate




## **Our Approach**

- Developing future generations of leaders by providing quality education and supporting education initiatives
- Supporting community groups, social institutions, NGOs, social enterprise and non-profit organisations
- Advocating community-based environmental protection
- Promoting arts and culture by providing platforms for artistic expression as well as supporting events that promote health and wellness





  
**Aligned To**

**3** GOOD HEALTH AND WELL-BEING



**4** QUALITY EDUCATION



**6** CLEAN WATER AND SANITATION



**7** AFFORDABLE AND CLEAN ENERGY



**8** DECENT WORK AND ECONOMIC GROWTH



**10** REDUCED INEQUALITIES



**11** SUSTAINABLE CITIES AND COMMUNITIES



**17** PARTNERSHIPS FOR THE GOALS



# Enriching Communities

[GRI 103, 413-1, 413-2]

Over the years, YTL Group has been actively involved in advocating causes which matter to the communities where we operate. From financial assistance to educational empowerment, we continue to create positive impacts and effect change in enriching communities and shaping a better environment for future generations. In line with our vision of **'Making a Good Future Happen'**, we strive to improve the quality of life and well-being of communities focusing on three key pillars: Education, Supporting Communities, as well as Arts and Culture.

## PERFORMANCE HIGHLIGHTS



### Education

- **35** scholarships provided
- Over **75,000** children engaged
- **326** frog classrooms transformed since 2014
- **22,090** education packages distributed



### Supporting Communities

- Approximately **RM16.5 million** invested in communities benefitting more than **112,000** underprivileged people and community groups
- **3,530** volunteering hours



### COVID-19 Support

- Approximately **RM126 million** in cash and in-kind donated for COVID-19 relief



### Arts and Culture

- Supported **12** cultural events and wellness programmes

## NURTURING EDUCATION



### OUR GOAL:

To promote 21<sup>st</sup> century learning approach and technology

Education plays a key role in driving sustainable economic growth in communities. At YTL Group, we strive to empower individuals and local communities by building an inclusive culture for education and creating opportunities for knowledge access as we firmly believe that no one should be left behind in education. We constantly invest in programmes that contribute to strengthening and improving education standards.



### Malaysia

### YTL Foundation - Enriching Communities through Education

YTL Foundation believes that education is a key enabler to a better future and has partnered with individuals, non-governmental organisations (NGOs), corporations, social enterprises and government agencies in its efforts to achieve its vision of building better societies through better education.



**20** scholars were awarded scholarships under the **YTL Scholarship Programme**

### YTL Foundation Scholar Induction Ceremony

The induction ceremony for last year's cohort of scholars was held at Hotel Stripes Kuala Lumpur on 16 August 2019 and provided an opportunity for new scholars and their parents to get to know one another and also for the scholars to meet some of the contemporary and previous YTL Foundation scholars who were also invited to attend the event.



The 2019 cohort of scholars inducted at the ceremony seen here with Dato' Ahmad Fuaad Bin Mohd. Dahalan, Trustee of YTL Foundation and his wife, Datin Teh Fauziah Binti Ahmad Norizan, Datin Kathleen Chew, Programme Director of YTL Foundation, Puan Sri Sherina Leong-Aris, Educationalist and Tan Sri Datuk Dr. Aris Bin Osman @ Othman, Trustee of YTL Foundation (front row, left to right)



## Enriching Communities

### UK Scholar Training

St Anne’s College, Oxford was the venue for the United Kingdom (UK) Scholar Training held from 27 to 29 September 2019. These annual training weekends are usually held at the beginning of the new academic year for scholars in the UK.



With the theme of “Preparing for the World of Work”, the scholars are taught the basics of project management, design thinking, how to better understand their own personal resilience and to develop coaching skills

#### Coaching Impact

91%

say that they have learnt to be goal-oriented after coaching sessions

89%

say that the scholar sessions have helped them adjust to the new environment and also helped them to organise and manage time

78.5%

say that they understand that attitude and personality are as important as grades

63%

believe that they need to explore more on problem solving and developing mental health

### YTL Foundation Scholars Alumni Network (YTLSAN)

Recently, YTL Foundation started a scholar alumni community to build an engaged and supportive network of past scholars that it believed would bring positive impacts to YTL Group.



On 16 December 2019, about 30 alumni who are now working with various divisions within the Group are seen here attending their first Christmas party to celebrate the festive season together with Datin Kathleen Chew, Programme Director of YTL Foundation (center, first row)

### Puan Sri Kai Yong Yeoh Book Prize

The Puan Sri Kai Yong Yeoh Book Prize was established as an incentive to encourage the children of YTL Group employees to develop and strengthen their talents and skills. The competition aims to cultivate creativity, critical thinking and problem-solving skills where research essays as well as video submissions are required. It was redesigned in 2019 to make the competition more accessible by introducing a new category for children aged between ten and 14.



A total of **USD11,500** in prize money was given to winners across three categories

#### 10-14 years<sup>1</sup>

**3<sup>rd</sup> prize:** Olivia Iris Lakey (UK)

#### 15-17 years

**1<sup>st</sup> prize:** Grace Alexandria Ong (Malaysia)

**2<sup>nd</sup> prize:** Alice Pymmer (UK)

**3<sup>rd</sup> prize:** Loh Jia Sheng (Malaysia)

#### 18-21 years<sup>2</sup>

**2<sup>nd</sup> prize:** Tan Jia En, Gracelyn (Singapore)

Marco George (Malaysia)

**3<sup>rd</sup> prize:** Fathagiro D’Silva (Malaysia)

#### Note:

<sup>1</sup> The inaugural ten to 14-year-old category unfortunately did not receive many submissions and as a result only third prize was awarded.

<sup>2</sup> Whilst there was no first prize winner in the 18 to 21-year-old category, there was a tie for second prize and a winner for third prize.



The Puan Sri Kai Yong Yeoh Book Prizes presented to the winners by Dato’ Yeoh Soo Min, Executive Director of YTL Corporation and Trustee of YTL Foundation (center) and Tan Sri Datuk Seri Panglima Dr Abu Hassan Bin Othman, Trustee of YTL Foundation (second from the right) during YTL Foundation Awards Night

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## Enriching Communities

### 54C After-school Educational Programme

Since December 2015, 54C has supported over 620 underprivileged children from 18 community schools and enlisted the help of over 80 volunteer teachers.



54C capping off a fulfilling 2019 with Christmas parties for children who attended the after-school education programmes at 54C, including children of YTL Group employees



The beginning of 2020 saw art lessons taught by the talented Mr. Azizan who kindly agreed to teach at 54C after having participated in Lottie's Cultural Splash



The children seen here enjoying one of the lessons and creative workshops from some of YTL Foundation's scholars undertaking internships at the centre

### CLiC After-school Educational Programme

More than **430** children from **23** schools have benefitted from activities available at CLiC conducted by committed teachers and volunteers.

The Creative Learning Information Centre (CLiC) has seen an increase in the number of children in and around the Sentul community participating in the various programmes and workshops held at the centre on a weekly basis.

A holiday programme was also organised for the children aged between seven and 12 on 16 August 2019 where there were activities involving animation and music based on the financial literacy programme called "Cha-Ching" as well as interactive science experiments.

### "Ruang KITA" - A Shared Space for All

The joint effort of YTL Foundation, Sentul Raya Sdn Bhd and Dewan Bandaraya Kuala Lumpur (Kuala Lumpur City Hall) as part of a larger initiative called "KEMPEN KITA", a CSR programme of Sentul Raya Sdn Bhd, impacting **1,425** local families.

Apart from CLiC that is located at Sentul UTC (Urban Transformation Centre), the residents of Perumahan Awam Seri Perak in Sentul now have a newly renovated and fully transformed former multipurpose hall called "Ruang KITA" which can be used to host various activities such as nutrition, safety and crime prevention programmes as well as a Toy Libraries Malaysia corner that has various toys and games for children.



At the beginning of 2020, a Mandarin class for beginners was added to the list of classes available at the centre, and class was very popular with students and parents, and is currently the most well-liked programme at CLiC



YB Tuan Haji Khalid Abd. Samad, the former Minister of Federal Territories (second from left) and Dato' Sri Michael Yeoh Sock Siong, Executive Director of YTL Corporation (third from left) officially launching "Ruang KITA" on 15 February 2020

“

Children need basic skills in order for them to learn well at school, and these skills can be acquired in the first 1,000 days of life. Nowadays, children are found to have issues with their gross and fine motor skills, hand-eye coordination and overall motor planning which are important skills before they can learn to read and write. Exposure to a wide range of toys in the early years can improve these skills tremendously. Let's support our children to get a better head-start.”

**Dr Raihan**

Toy Libraries Malaysia

## Enriching Communities

### Frog Classroom

Since 2014, **326** classrooms have been transformed.

One of the newly transformed schools was SMK Seksyen 5 Wangsa Maju which had one of its classrooms transformed into a 21<sup>st</sup> century learning space equipped with custom-made tables, chairs and air-conditioning units provided by YTL Foundation. The school raised the remaining funds necessary to complete the transformation and teachers and students took part in the building process by assembling the furniture as well as painting and decorating the classroom.

### Reimagining Spaces

YTL Foundation also played a role in reimagining spaces at SMK Taman Ehsan, Kepong by helping to transform one of its classrooms into an audio-visual room. The idea to have an audio-visual room for the school to encourage the teachers to be more creative was conceived by two fellows from Teach For Malaysia<sup>14</sup> (TFM) who at the end of their teaching fellowship at the school wanted to leave a more tangible legacy. YTL Foundation was more than happy to support them.



YTL Foundation provided the now familiar custom-made tables and chairs for the audio-visual classroom seen here at SMK Taman Ehsan, Kepong

“

**A well-designed classroom is a RIGHT, not a LUXURY. This is what we told the people around us when we started Project Reimagining Spaces. The students finally have a well-designed classroom to enjoy their study and we also make the students believe that nothing is impossible as long as you put in an effort to make it happen.”**

**Ong Zi Ying**

*previously a second year TFM fellow at SMK Taman Ehsan, Kepong and also, one of the initiators for Project Reimagining Spaces*

### YTL Foundation Awards Night

For the past two years, YTL Foundation together with FrogAsia has held the YTL Foundation Awards Night to celebrate all teachers who are dedicated to transforming education and have made extraordinary contributions in this area.

The third Awards Night was held at JW Marriott Hotel Kuala Lumpur on 22 November 2019 and the Frog Teacher Awards, Tan Sri Yeoh Tiong Lay Transformational Teaching Award by TFM, YTL Foundation Schools Awards, Global School Leaders Awards, Frog World Championship as well as the Puan Sri Kai Yong Yeoh Book Prize were presented to a total of 67 winners.



Sufian Suhaimi, a Malaysian singer and former teacher who won the Best Performer Award at the Anugerah Juara Lagu 2019, performing at YTL Foundation Awards Night

### Dialogue Series: Education in An Age of Uncertainty



**More than 200 viewers** during the live stream



**Over 800 views** on the Facebook page recording



**Positive feedback** from the viewers and speakers

As travel restrictions were imposed by many countries and large gatherings were prohibited by authorities as a result of the COVID-19 pandemic, this year's Dialogue Series originally planned to be hosted in Kuala Lumpur with invited speakers from the UK had to be moved online and was successfully streamed live on YTL Foundation's Facebook page on 12 June 2020.

Three distinguished professors from the University of Birmingham, UK namely Julie Allan, Colin Diamond and Kristján Kristjánsson shared their insights from their respective fields of expertise. Madam Chee Poh Kiem, the Principal of SMK St. Mary, Kuala Lumpur also shared her views from a Malaysian perspective in the panel discussion moderated by Chan Soon Seng, CEO of TFM.

<sup>14</sup> Teach For Malaysia (TFM) is a not-for-profit organisation with the goal of providing equal opportunity to quality education for all Malaysian students by partnering with the Ministry of Education (MOE) to recruit, train and support future leaders who teach as fellows in high need schools across Malaysia. YTL Foundation has been supporting TFM's efforts since 2012

## Enriching Communities

### Acumen Academy Malaysia

Following the launch of the Acumen Fellows Programme by Acumen Academy Malaysia in July 2019 and six months of rigorous recruitment and selection, Malaysia's first fellowship of social innovators was announced in January 2020 consisting of 21 individuals undertaking inspiring work impacting society in the areas of environment, agriculture, education, entrepreneurship, mental health, cancer research, digital empowerment, advocacy and journalism. Amongst these individuals were Hartini Zainudin of Yayasan Chow Kit, Ian Yee from R.AGE, Tharmelingam Pillai of Undi18, Fariz A. Rani of Inspirize Consulting, Michelle Usman of Usman and Partners as well as Juliana Adam from Biji-biji Initiative.

Throughout the year, Fellows will invest their time in an intensive 12-month leadership development programme that aims to foster a deep connection among themselves and enable them to engage in discussions that will prepare them for a lifelong journey of effecting positive social change in their respective communities. Upon completion of the programme, Fellows will join the global Acumen community of more than 700 Fellows working to create lasting change in society.

In March 2020, the COVID-19 pandemic and the resulting Movement Control Order (MCO) brought almost all activities in the country to a halt and the Academy's planned seminars for its Fellows in the first half of 2020 were not spared. Fortunately, the team was able to move the in-person seminars to virtual seminars thereby ensuring that Fellows could still gain the skills, tools and mindsets necessary for effecting social change during such challenging times.

### Pemimpin GSL (formerly known as Global School Leaders Malaysia)

YTL Foundation supports Pemimpin GSL, an organisation that recognises the importance of school leadership and implements professional development programmes for school leaders to drive high-quality school instruction and a positive culture that leads to improved student learning.

Initiatives in 2020:

- In collaboration with Google and Arus Academy, the organisation is training 90 school leaders from 30 schools to enhance their administrative skills by incorporating technology into their school management processes.
- School leaders' workshops were shifted online to ensure that their development under the programme was uninterrupted during the COVID-19 pandemic. The organisation also provided support in the form of coaching for the school leaders focusing specifically on crisis management and the well-being of the school community.
- Open sessions were organised, sometimes jointly with other organisations to broaden the reach of the organisation's work among school leaders. One of the open sessions featured the former Director of Institut Aminuddin Baki, Dato' Dr Mehander Singh.



In 2019, the first cohort of 22 schools from the Klang Valley graduated from the pilot programme. The "Best Global School Leaders Malaysia School" award was given to Rozitah Binti Hamzah and Nor Izah Binti Mohd Sapri from SMK Tengku Idris Shah



In 2020, the organisation worked with its second cohort of 42 schools within the Klang Valley and an additional 22 schools from other parts of Malaysia in partnership with the PINTAR Foundation



## Enriching Communities

### FrogAsia - Transforming Education for the Future

An Internet-enabled solution bringing learning beyond the traditional and physical boundaries of the classroom, FrogAsia is committed to provide every child access to education regardless of background or location, with a firm belief in a world where students love learning and where technology removes boundaries.

-  **7,175** schools worldwide
-  More than **30,000,000** quizzes completed
-  Up to **46%** improvement in subject results

### Frog World Championship

Since 2018, the Frog World Championship has garnered participation from **15** countries and over **7,000** schools worldwide.

Hosted by FrogAsia in collaboration with Frog Education UK, the Frog World Championship showcases and celebrates how schools and students can strive to be globally competitive through collaboration and perseverance – boosted by a dose of fun learning.



**FROG WORLD CHAMPIONSHIP**  
AROUND THE WORLD IN 60 DAYS  
2 MARCH - 30 APRIL  
★ **US\$10,000** ★  
WORTH OF CASH PRIZES & MORE TO BE WON!

**Over 3,000 schools worldwide** across 13 countries participated

- 1<sup>st</sup>: SJK(T) Ladang Elaeis, Johor, Malaysia
- 2<sup>nd</sup>: Frederick Gough School, UK
- 3<sup>rd</sup>: Yardleys School, UK

### Leaps of Knowledge: Changing Hearts and Shaping Minds

The event saw about **600** participants including parents, teachers, educators and those interested in education and helping learners thrive.

Leaps of Knowledge, organised by FrogAsia, is a platform for thought leadership that inspires and empowers educators to raise lifelong learners. The theme of the conference centered around FrogAsia’s HEART values, which are believed to be the building blocks and guiding principles that form the foundation of education for future generations. Through a series of talks, workshops, conferences and other events, featuring the world’s leading technologists, innovators and shapers, FrogAsia aims to inspire a sense of purpose and joy by changing hearts and shaping minds.



The conference this year featured impactful leaders such as Swaroop Rawal, Global Teacher Prize 2019 Top Ten Finalist, Nicholas Piachaud, Policy and Advocacy Manager of Varkey Foundation, Puan Sri Sherina Leong-Aris, Educationalist and Datin Kathleen Chew, Programme Director of YTL Foundation (left to right)

### Frog Teacher Awards 2020

This is an annual celebration and appreciation of pioneers in education across Malaysia organised by FrogAsia and supported by YTL Foundation. The Awards aim to recognise pioneers in education with outstanding achievements in adopting technology and raising standards in classrooms and communities nationwide. Top Frog Teacher users were selected from across the country to submit a report on their initiatives and evidence of the impacts they have seen through the use of Frog. Winners were announced on Teachers Day, 16 May 2020.

			
FROG TEACHER AWARDS FOR IMPACT	FROG TEACHER AWARDS FOR INNOVATION	FROG TEACHER AWARDS FOR COLLABORATION	FROG TEACHER AWARDS FOR COMMUNITY
Nabd Hafiz Bin Yatus	Wen Beng Heng	Chew Soo Lee	Eswaran A/L. Balakrishnan

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## Enriching Communities

### SIPP-YTL JV - Promoting STEM Education

Nurturing versatile students in STEM (Science, Technology, Engineering and Mathematics) studies enabling them to be equipped with different levels of knowledge and skills for enhancing competitiveness as well as to meet challenges. SIPP-YTL JV, a subsidiary of YTL Construction, has conducted various programmes throughout the year to raise levels of public awareness and understanding of engineering and related subjects.

### Rock the Railway Essay Competition

SIPP-YTL JV organised an essay competition in collaboration with Legoland Malaysia to encourage creativity and leadership skills, simultaneously creating a 21<sup>st</sup> century learning experience for students. The competition was open to all public primary and secondary school students across Johor where students had to write and imagine the exciting journey on a Gemas-Johor Bahru Electrified Double Track Project (EDTP) train ride to Legoland Malaysia.



20 winners were selected out of 100 participants at the finale ceremony at Legoland Malaysia, Nusajaya on 29 August 2019

### FINCO Reads Programme

In November 2019, Johor State Education Department organised a reading programme to cultivate good reading habits amongst secondary school students in Johor. Approximately 150 people attended the event including the organising committee and SIPP-YTL JV employees.



Natasha Zulkifli, Stakeholder Director of YTL Construction giving a career talk to students to encourage them to study STEM subjects in university and consider a career in the rail industry

### SIPP-YTL JV Mobile Learning Unit (MLU)

SIPP-YTL JV's MLU is a double decker bus that travels across Johor six days a week to provide a whole new experience about the Gemas-Johor Bahru EDTP whilst encouraging students to learn STEM and vocational subjects. The MLU also provides project information on the EDTP and promotes rail as an ideal mode of transport among Malaysians.



The MLU has provided an exciting learning experience through creative learning, learning-through-play and reading to 5,000 students across 30 schools in Johor



## Enriching Communities

### International Day of Women and Girls in Science

**500** students from SMK (P) Sultan Ibrahim, SMK Infant Jesus Convent and Sekolah Tun Fatimah joined the event.

In conjunction with International Day of Women and Girls in Science, SIPP-YTL JV organised an event in collaboration with Heriot-Watt University to encourage female students to become lifelong learners of STEM.



Students from Sekolah Tun Fatimah enjoying fruitful day with Mutiara Zainal Farid, General Manager at YTL Construction, the Headmistress of Sekolah Tun Fatimah and Natasha Zulkifli, Stakeholder Director of YTL Construction (left to right) who provided them with motivational and inspirational talks

### School Safety Engagements

Since the commencement of the Gemas-Johor Bahru EDTP, SIPP-YTL JV has been conducting safety tip briefings at primary and secondary schools near the project site in collaboration with Women in Rail Malaysia, ensuring that the students understand and adhere to all signages near the construction areas.



This year, the briefing sessions reached out to over 2,000 students across eight schools near the Gemas-Johor Bahru EDTP construction areas

### YTL Power Services - Supporting Educational Initiatives

YTL Power Services strives to nurture capable individuals who are equipped with both technical and vocational knowledge and integrity by rewarding exceptional students that may be potential recruits for the company.



#### Universiti Putra Malaysia (UPM) Faculty's Award

- Sponsorship of **RM1,000 per year** to one top student from UPM Engineering Faculty

#### German-Malaysian Institute's (GMI) Convocation Award

- Sponsorship of **RM3,000** to one top student for his/her project work through the **"Overall Best Student Award"** under the category Electrical and Engineering

### YTL International College of Hotel Management (YTL-ICHM) - Room Division Symposium 2019

A total of 20 event management students and two lecturers at YTL-ICHM organised the Room Division Symposium 2019 to educate and enrich second year students with a better understanding for the Room Division in their future industrial placement.



Maverick Loh, Executive Assistant Manager at Sheraton Imperial Kuala Lumpur, Lum May Ling, part time lecturer, Sharezal Abdul Wahid, Director of Concierge at The Majestic Hotel Kuala Lumpur and Hotel Stripes Kuala Lumpur, and Saiyida Nafisa Rosdi, lecturer cum Programme Leader at SEGI College Kuala Lumpur (left to right) seen here as guest speakers giving advice and sharing their experiences as industry players

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## Enriching Communities



Indonesia

### YTL Jawa Timur (YTLJT) - Providing Educational Support and Resources

YTLJT continues to provide education assistance to the communities they served including the provision of scholarships, education packages and training as well as improving education facilities.



**13 full scholarships** awarded to outstanding students



**2,000 education packages** and **20,000 work books** distributed to students in need



**One training session** provided to help teachers develop professional skills



**Four education events** sponsored in Situbondo and Probolinggo regencies



**Two education facilities** supported for Sepuluh November Institute of Technology, SMP Bhakti Pertiwi and SMA Tunas Luhur, aiming to support online teaching learning activities, including online national exams



**Soccer Academy Programme** held in collaboration with ASA (ASEAN Soccer Academy) Foundation to help Probolinggo youths under 12 years old in **developing education, health and life skills through soccer**



Since 2019, the company has been the appointed assessor for the preparation of the **Adiwiyata Green School Programme** at Probolinggo regency level



The Jawa Power-YTL Elite Soccer Team during their weekly training in Paiton



Singapore

### YTL PowerSeraya - Promoting Positive and Sustainable Environment

In order to promote their corporate social responsibility vision, YTL PowerSeraya organised various outreach programmes for communities where they operate.

#### Punggol Learning Adventure for Youths (PLAY)

PLAY is an interactive learning programme that seeks to raise awareness and knowledge of water issues at both global and local levels in partnership with Waterways Watch Society as its knowledge partner. 70 students from two secondary schools went through an education trail to learn about water-climate change issues, causes of water pollution and also to gain an appreciation of water as a precious resource through activity stations.



Hougang Secondary School students learning about water and climate change through group activities and games

#### Responsible Energy Advocates Programme, REAP (Junior)

REAP (Junior) seeks to educate and engage pre-tertiary students on issues surrounding energy and climate change. Education materials with an energy-climate change quiz were provided to three participating schools to test students' knowledge on energy and its relationship to climate change. This programme saw more than 200 students taking part. The students were also invited to participate in YTL PowerSeraya's "Power The Change" jingle contest to sing about behaviour that helps to reduce energy waste.



A video screenshot of jingle submission from Teck Whye Secondary's team

## Enriching Communities



United Kingdom

### Wessex Water - Sparking Interest within Sustainability Industries

Wessex Water is committed to growing skills and providing opportunities in a workforce that reflects the communities they serve through apprenticeships and education.

#### Education Service

Wessex Water's long-standing free education service to schools continues to deliver topics associated with water, sewage, public health and environment, with engaging sessions in schools and at their sites.

Wessex Water's four education advisers not only visit schools, but also offer sessions at their education centres. Last year, around 27,000 people in total, including 24,000 children and students benefitted from school visits with targeted curriculum sessions and trips to water treatment and water recycling centres, interactive presentations, demonstrations and hands-on science investigations.



**27,000** people educated by Wessex Water education advisors free of charge



**over 47,000** households receiving financial support

### Ignite Work Experience Programme

Having already successfully taken on one work experience student full-time, GENeco UK will look to continue to expand the development programme designed for young people within local communities. The aim of the project is to help provide a pathway into renewables, focusing on young people that may not otherwise have the opportunity.



Students enjoying challenging team-building activities and an exciting site tour of GENeco UK's Bristol site



Thailand

### The Surin Phuket - Supporting Students in Need

The Surin Phuket believes that no child should be left behind in education, and the Hotel has been supporting special needs and rural schools by providing students with education packages.



65 school bags were donated to special needs students at Phuket Panyanukul School



25 Thai and English bilingual story books were donated to Wat Inthanin School, located at the remote area of Phang-Nga province

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## Enriching Communities

### SUPPORTING COMMUNITIES



**OUR GOAL:**

To improve livelihoods and the well-being of communities

At YTL Group, we recognise that we are an integral part of the communities where we operate. We strive to make a positive contribution to the communities we serve by supporting vulnerable groups and giving back to communities through charitable causes even during unprecedented times. Through partnerships, we believe that we can multiply the impact we deliver and make a good future happen for those in need.



**Malaysia**

#### YTL Power International (YTLPI) - Providing Local Communities with Basic Necessities

In line with its commitment towards achieving SDG 6 - *Clean Water and Sanitation* and SDG 7 - *Affordable and Clean Energy*, YTLPI strives to improve sanitation and access to drinking water as well as to ensure universal access to affordable and sustainable energy for local communities.

Started in 2018, the Communities Unite for Purewater (CUP)<sup>15</sup> project made a meaningful impact at Kampung Sion and Kampung Semada Belatok in Sarawak. In addition, the Solar for Sion<sup>16</sup> project provided Kampung Sion with a much-needed affordable and sustainable source of electricity, solar power. When the COVID-19 pandemic descended upon the nation in early 2020, YTL Foundation's Learn from Home Initiative enabled children across Malaysia including in Kampung Sion to continue their education online. More details can be found in the "**COVID-19**" subsection on page 90.



Employees from YTLPI and YTL Foundation visited Kampung Sion with members of Global Peace Foundation in October 2019, to conduct a post implementation survey on the impact of CUP and Solar for Sion projects

#### Women at YTL (W@Y) - Empowering Women through WOWED

In 2019, YTL Group's very own women's network, W@Y started its collaboration with Women of Will (WOW) and Agensi Inovasi Malaysia (AIM) in the 12-month WOW Entrepreneurship Development (WOWED) Programme. It aims to uplift the socio-economic mobility of 50 selected B40<sup>17</sup> single mothers by providing them with an opportunity to initiate or grow small businesses and earn an income.

Initiatives in FY2020:

- Three "**Community Days**" were organised to provide practical skills training such as bread baking workshops.
- Two **Community Leadership Training Sessions** conducted to help community leaders understand their roles and responsibilities as well as how to manage their respective communities.
- Set up "**WOW Ramadhan Markets**" Facebook groups for each community to reach out to customers and sell their products during the pandemic.



In October 2019, the first stage of the WOWED Programme was kick-started where capacity building programmes were provided for single mothers to start and run their own businesses

<sup>15</sup> In collaboration with AIM and Global Peace Foundation (GPF), CUP is a social intervention programme that seeks to uplift the welfare of targeted rural and underserved communities through the provision of clean water

<sup>16</sup> A community uplift project at Kampung Sion in collaboration with GPF that provided sustainable and renewable solar energy

<sup>17</sup> B40 refers to the bottom 40% of households with median monthly income of RM3,000 and below



## Enriching Communities



Indonesia

### YTL Jawa Timur (YTLJT) - Multiplying Impact through Collaboration

In accordance with their commitment to improving the well-being and prosperity of local communities, YTLJT continued to initiate economic empowerment programmes in collaboration with local government and community members.



**Sea Pines and Mangrove Cultivation Programme**

**Partnership**

- Local government
- Groups of farmers
- Local education institutions

**Description**

- To improve the environment of Paiton coastal areas through plantation programmes, environment awareness campaign activities

**Impact**

- Produced self-propagated seeds for the plantation at Randutatah Conservation Area.
- Area developed into eco-tourism destination, improving incomes of the local community, and serving as an educational site for camping and the study of biodiversity.



**Infiltration Well for Water Conservation Programme**

**Partnership**

- Local community
- Local workshop

**Description**

- To solve water shortage issues at Selobanteng village, Situbondo regency

**Impact**

- 29 infiltration wells (volume of 121 m<sup>3</sup>) and seven water storage tanks (volume of 86 m<sup>3</sup>) were built between 2016 and 2018. In FY2020, the relevant communities participated in the maintenance of the infiltration wells.
- Restored faulty inlet pipes at water springs.
- Saved 46,120 m<sup>3</sup> of water annually which fulfilled the daily water needs of more than 1,900 villagers.



**Plantation for Water Conservation Programme**

**Partnership**

- Local youth from Sumberrejo village, Paiton

**Description**

- To preserve water streams at Probolinggo, Selobanteng and Telempong of Situbondo regencies, through the planting of bamboo and Gayam trees

**Impact**

- 400 bamboo plants and 800 Gayam seeds were distributed to relevant villages for reforestation activities.
- Preserved water streams and strengthened catchment areas.
- Improved income of the community by harvesting bamboo trees and Gayam fruit.



**Water Access Programme**

**Partnership**

- Local community leaders
- Village officers
- Local workshop

**Description**

- To provide water access to communities located at remote areas with the installation of hydram pumps

**Impact**

- 12 hydram pump units installed for several houses and a small mosque, "Mushola".
- Provided water irrigation to inaccessible areas and maintained feed water for livestock.
- Provided easy access to water.
- Improved health and hygiene for local community.



**Development of Bermi Eco Park**

**Partnership**

- Bermi Village Enterprises (Bumdes Bermi)

**Description**

- To improve the environment at Bermi Eco Park through conservation activities, environmental education, and eco-tourism activities

**Impact**

- A number of facilities with a total cost of IDR746 million were built, including a 1,000 m<sup>2</sup> water reservoir, nursery, gazebos, bridges, toilets, jogging tracks, and a multipurpose building.
- Developed into eco-education and eco-tourism destination.
- Improved socio-economic condition of local community.



**House Renovation Programme**

**Partnership**

- Local community

**Description**

- To rehabilitate uninhabitable or nearly uninhabitable houses for less fortunate families

**Impact**

- A total of 15 homes were renovated.
- Instilled cultural values.
- Improved quality of life for future generations.



**Community Income Generation Programme**

**Partnership**

- Padi-Padi Jakarta

**Description**

- To improve incomes of communities through mangrove flour and snack production programme
- To help Rejeki 17 gain better visibility for their Watupanjang organic coffee

**Impact**

- Value added to mangrove fruits, which are abundant during harvest at Randutatah Mangrove and Sea Pines Conservation Area.
- Formulated a standard operating procedure for mangrove flour production and coffee planting, maintenance and post-harvest processing.
- Mangrove flour and snack production training was provided to ten members of Kelompok Wanita Tani Nelayan (Women Group of Farmers).
- Increased popularity of mangrove snacks and Watupanjang organic coffee by participating in the National Agriculture Exposition in Jakarta.
- Provided side income and job opportunities.
- Increased participation in mangrove conservation activities.

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## Enriching Communities



### Geneco SG - Powering Positive Change in the Community

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



**Comcrop**  
Farm-to-Table Popiah Making Party

**Description**

- Provided a unique food experience to Geneco SG's customers by using ingredients that were grown on-site at Comcrop's urban rooftop farm complex in Woodlands.

**Impact**

- The event saw the attendance of 159 Geneco SG's customers and their family members.



**Cultivate Central**  
Urban Food Garden Workshops

**Description**

- Created a series of specially curated urban food garden workshops for children to connect with nature and learn what they can do to protect the environment.

**Impact**

- In conjunction with the Open Electricity Market roadshow, the workshops catered for over 500 people over two days.
- A worm hotel<sup>18</sup> was displayed to the public.



**Repair Kopitiam**  
Launch of the Third Repair Kopitiam Site

**Description**

- Geneco SG supported the launch of the third Repair Kopitiam site in Ang Mo Kio, to focus on residents in the central "heartlands" of Singapore and bring together a community of like-minded individuals to combat throwaway culture.

**Impact**

- Dr Amy Khor, Senior Minister of State for the Ministry of the Environment and Water Resources graced the event as Guest of Honour.
- The official launch was attended by over 80 residents from the neighbourhood.



**Green Nudge**  
Plastic-free Challenge

**Description**

- Geneco SG collaborated with Green Nudge to launch the 14-day plastic-free challenge to work towards reducing plastic waste in Singapore.

**Impact**

- The challenge reached a total impressions of 132,500 on both Instagram and Facebook.
- 35 participants took on the challenge.



**Food Bank Singapore**  
Feed the City

**Description**

- Employees from Geneco SG took time off to volunteer with Food Bank Singapore to serve and engage with the elderly.

**Impact**

- The closed-door event saw 90 elderly people attending.



**Refash**  
Refash Cares

**Description**

- Refash aims to give every piece of clothing a meaningful second life. When the COVID-19 lockdown on businesses was implemented, Refash pivoted with the launch of Refash Cares, catering to the needs of Singaporeans by sourcing and selling certified surgical masks to their customers.

**Impact**

- In order to support Refash's efforts, Geneco SG purchased surgical masks from Refash Cares to assist them within their operational costs. More details can be found in the "COVID-19" subsection on page 89.

<sup>18</sup> A structure that consists of several stackable trays made from wood. The worms live in the trays and simply wriggle their way up from the lowest tray into the one above, where they can smell the fruit, vegetable and other scraps

## Enriching Communities



### United Kingdom

#### Wessex Water - Supporting Community through Funding and Campaigns

Developing stronger relationships with customers across the region is a key aim of Wessex Water’s community engagement work. Over the last year, the company has provided tap water refill points, funding, volunteers, events and recreational activities to many of their customers. In the summer of 2020, Wessex Water launched the new Wessex Water Foundation, a multi-million-pound initiative that will mainly benefit people hit hardest by the COVID-19 pandemic in its first year.

#### Community and Environmental Funding

Wessex Water’s community and environmental funding supported more than 100 groups and charities across the region in the last year, helping people to build stronger communities through partnership work with local community foundations in Bristol, Bath, Wiltshire, Dorset and Somerset.



##### Forest Child:

To help the group hold sessions for families who have experienced domestic violence.



##### River Bourne Community Farm in Salisbury:

To help the community farm support many people in the area, especially children with special educational needs.



##### The Bus Stop Café in Wimborne:

Wessex Water’s funding will cover employee food, utilities and training costs, helping the café to provide its vital service.



##### Yeovil Rivers Community Trust:

To help the community trust carry out a project which aims to teach local children about water in the environment. The project involves three classroom-based sessions around this theme.

#### Refill Not Landfill

Wessex Water’s water refill campaign has provided mobile water refill 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. To help reduce the use of single use plastic, the company has installed permanent tap water refill points in Trowbridge and Salisbury with more planned in Weymouth, Poole, Bath and other locations across the South West.



In March 2020, Wessex Water supported the Bath Half Marathon in its aim to become plastic-free and change the behaviour of over 12,000 competitors. Working with dedicated local volunteers and by providing tap water in compostable cups, around 25,000 single use plastic bottles were avoided in one day to an overwhelmingly positive reaction from those who took part

#### Wild about Wessex

With such an environmentally rich region, Wessex Water believes it is part of their duty to maintain and enhance community spaces alongside local charities and organisations, to protect the environment and improve the lifestyles we have. The company provided recreational activities through reservoirs and fisheries, supported by a dedicated team of expert rangers. As part of the development of future improvements at their two flagship destinations, Sutton Bingham and Clatworthy, Wessex Water has set up local user and stakeholder groups to help provide feedback on local priorities for the sites.



##### Fishing for Life:

Provided high-quality trout and coarse angling at Wessex Water’s reservoirs to support women in recovery from breast cancer in undertaking therapeutic recreation by learning to fish.



##### Local sailing and water sports clubs:

Supported access to recreation at Wessex Water’s larger sites.



Seed sticks were given out as freebies in supporting the Dorset Wildlife Trust with Get Dorset Buzzing – a campaign set up by the charity in response to the national decline in buzzing bees, butterflies and hoverflies



## Enriching Communities



Vietnam

### Fico Tây Ninh Cement JSC (Fico-YTL) - Supporting Development of Local Communities

Fico-YTL is a leading cement company supporting the development of Vietnamese communities, mostly at the Tây Ninh province where their integrated plant is located.



For the last ten years, more than **100 BILLION** worth of Vietnamese Dong (VND) in cash and in-kind (cement) was contributed by the company to local communities in following areas:



Rural Infrastructure Development

Fico-YTL has been sponsoring the construction of concrete roads and bridges in Tây Ninh province.



School and Kindergarten Development

VND600 million invested in building playgrounds at the central park of Tây Ninh city and Tân Châu district.



Forest Protection and Recreation

Every year, Fico-YTL contributes cement to the forest to build necessary infrastructure such as perimeter walls to prevent encroachment into the Đâu Tiêng forest reserve.



Border Protection

Fico-YTL also contributes billions of Vietnamese Dong and thousands of tonnes of cement supporting Tây Ninh province's military veterans and borders.



Community Impact across the Globe

### Supporting Community Events



YTL Corporation sponsored GBP5,000 for the BluHope campaign on World Ocean Day to raise awareness in protecting the ocean and reducing plastic pollution.



YTL Power Services sponsored RM2,710 worth of sports t-shirts and tracksuits for Terengganu State Police Department's participation in the National Police Department Pétanque Competition in Johor and Kedah.



Wisma Atria Singapore was one of the event sponsors for ROMP 19. Amongst the 2,000 young athletes and volunteers that took part were participants with intellectual disabilities. SGD1,350 worth of Wisma Atria vouchers were sponsored as prizes for the winners.

## Enriching Communities



YTL Construction sponsored RM10,000 for the Institute for Democracy and Economic Affairs (IDEAS) fundraising event, "A Decade of Upholding the Values of Liberty and Justice in Malaysia".



YTL Communications (YES) has returned as Platinum Sponsor for the seventh time for Starwalk Penang 2019. More than RM75,500 worth of cash and in-kind prizes were sponsored for the event.



Lot 10 shopping centre (Lot 10) sponsored the venue for race pack collection for The Music Run 2019 by CIMB, whilst YTL-SV Carbon conducted carbon footprint assessment and assisted in the purchase of emission offsets. In order to make the event fun and sustainable, runners were encouraged to deposit their e-waste or old clothing during the race pack collection at Lot 10. This was the first ever carbon-neutral mass participation event in Malaysia.



In conjunction with Singapore's 54<sup>th</sup> National Day, Wisma Atria Singapore co-organised the Bicentennial National Day Bears 2019 Exhibition with The HEART Enterprise. The exhibition showcased 54 fabric bears hand-sewn by people with special needs and disabilities. The funds raised from the exhibition through an online auction went towards the development of the Community Village SG.



Wessex Water sponsored 50 team kits and 772 reusable water bottles for 50 local football clubs.



Myer Centre Adelaide provided the Salvation Army a space to host their signature fundraising drive, The Red Shield Appeal, which helped fund a vast network of social and community services within South Australia.



Fico-YTL sponsored VND10 billion to support Tây Ninh Football Club competing in the 2020 V. League 2 under the name "Xi Măng Tây Ninh FC".

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## Enriching Communities

### Donations and Fundraising



SIPP-YTL JV distributed RM10,350 worth of essential items to 202 families during the Kluang and Labis floods in Johor.



32 employees and public donors participated in the blood donation programme organised by ERL Maintenance Support (E-MAS) Safety and Security Department in collaboration with National Blood Bank.



Brisbane Marriott Hotel sponsored AUD1,093 worth of prizes for charity events which contributed to Lifeline raising a total of AUD126,959, as well as the Australian Bush Fire Crisis<sup>19</sup>, raising a total of THB191,793 for The Salvation Army. Associates from the Hotel also participated in various charity events, raising AUD997 for Starlight Children's Foundation and AUD612 for Mater Hospital - Mater's Little Miracle.



Apprentices from Wessex Water and GENeco UK took part in the Portishead Charity Soapbox Race where the event raised GBP20,122 for St Peter's Hospice in Bristol.



Eleven teams from Wessex Water participated in a charity football tournament raising GBP2,500 for National Autistic Society, Make-A-Wish UK, Wiltshire Air Ambulance and Weldmar Hospice Care.



GENeco UK's employees took part in a Tough Mudder challenge, raising GBP420 for Caring in Bristol which tackles homelessness around Bristol.



The Surin Phuket hosted a lunch at Good Shepherd School, benefitting over 160 children.



The Surin Phuket donated THB20,000 worth of food to Ban Don Shrine in support of the Phuket Vegetarian Festival.



15 employees from The Surin Phuket participated in the Children First Charity Football, "Banyan Tree 25<sup>th</sup> Anniversary Tournament", raising THB4,000 for Children First Fund Foundation.



<sup>19</sup> A charity event hosted by JW Marriott Phuket Resort and Spa, Anantara Mai Khao Phuket Villas, Renaissance Phuket Resort and Spa as well as Sala Phuket Resort and Spa. Brisbane Marriott Hotel sponsored AUD500 worth of prize donation



## Enriching Communities

### Volunteerism



Tanjong Jara Resort has been working with Lang Tengah Turtle Watch on coastal cleanup events throughout the year. Since July 2019, a total of 1,466.4 kg of waste was removed from Tahu Tiga beach with the help of 220 local school and polytechnic students near Dungun.



YTLJT initiated a coastal cleanup campaign called "Resek Pantal" on 22 August 2019 in Randutatah beach, Probolinggo. 60 kg of organic waste, 5 kg of recyclable waste and 78 kg of other waste was collected during the event. The event also elevated the campaign on plastic use reduction and included a workshop on composting.



More than 500 employees from Wessex Water lent a helping hand to good causes, volunteering for a total of 3,188 hours. The Water Force volunteers took part in more than 50 activities, from cleaning beaches and maintaining nature reserves to building benches and painting classrooms.



Every month, three or four associates from the Melbourne Marriott Hotel visit the Cerebral Palsy Education Centre in Melbourne to assist in gardening, sorting of tools and any general maintenance. The centre is the only one of its kind in Australia.



In September 2019, approximately 20 employees from The Surin Phuket conducted a beach cleanup along the 350-metre beach front of the Hotel. 150 kg of waste was collected.



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# Enriching Communities

## Festive Celebration

### Christmas 2019



YES sponsored RM180,000 for the Dewan Bandaraya Kota Kinabalu (Kota Kinabalu City Hall) Christmas celebrations, keeping cultural heritage alive during the festive season.



During the Christmas season, ten employees from SIPP-YTL JV visited four orphanages and nursing homes across Johor, and donated RM7,000 and gifts, benefitting 100 people in need.



In collaboration with RIUH, Sentul Depot was transformed into a winter wonderland with an ice-skating rink presented by YTL Land & Development (YTL L&D), Christmas bazaar, and themed cultural and festive activities. YTL L&D pledged all proceeds from ticket sales to Hope Worldwide Malaysia, and presented RM2,000 to the organisation in support of its charity-related development work.



JW Marriott Hotel Kuala Lumpur raised money and prepared gifts, helping over 150 less fortunate children realise their Christmas wishes.



In collaboration with its ChangeMakersSG partners, Geneco SG organised a series of activities at its Green Christmas Lodge at Wisma Atria Singapore, which included various sustainable craft workshops and a kinetic bicycle to light up the Christmas tree decorations. These free workshops allowed shoppers to customise Christmas Cocodama moss balls or create coasters made from recycled T-shirts.



A green Christmas was celebrated at Wisma Atria Singapore where decorations were made using recycled materials, and gift-wrapping papers were made of recycled paper. The main Christmas tree installation was constructed entirely using plywood and adorned with ornaments and clear baubles containing scroll strips made from recycled paper.



During the festive season, Wessex Water volunteers helped to collect food and toiletry items which were donated to eight local food banks across the UK.



Wessex Water's employees helped Wave 105 Cash for Kids Mission Christmas to distribute donated Christmas presents, ensuring that 32,000 children woke up to a present on Christmas Day.



21 Wessex Water volunteers helped Dorothy House Hospice raise more than GBP40,000 by recycling Christmas trees in Bath and Trowbridge.



The Ritz-Carlton, Koh Samui granted Christmas wishes to over 53 children across local public elementary schools, special needs schools and churches.



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



## Enriching Communities

### Chinese New Year 2020



During the Chinese New Year season, 15 employees from SIPP-YTL JV visited six orphanages, special needs and nursing homes across Johor, and donated about RM20,000 worth of gifts and essential items, benefitting 1,500 people.



YTL Cement donated RM9,240 worth of gifts and hampers to 130 underprivileged residents in Kanthan Bahru, Perak and Rawang, Selangor.



Wisma Atria Singapore held their annual traditional lion dance and dragon dance on 31 January 2020 as a symbolic event to usher in a bountiful and prosperous Lunar New Year.

### Hari Raya Aidilfitri 2020



SIPP-YTL JV donated RM8,000 worth of groceries to 200 B40 families from KTM Berhad (KTMB). The initiative was organised by the Ministry of Transport (MOT) with about 20 people from MOT involved, including the Minister of Transport. SIPP-YTL JV and KTMB also attended the hamper giving ceremony.



As a token of appreciation to all external stakeholders of the Gemas-Johor Bahru EDTP, SIPP-YTL JV distributed RM14,790 worth of iftar food during Ramadhan and Raya hampers across Kuala Lumpur and Johor.



The Ritz-Carlton, Kuala Lumpur and JW Marriott Kuala Lumpur raised RM25,800 to provide meals for breaking fast to 13 charity homes across the Klang Valley, benefitting 645 people.



SIPP-YTL JV donated RM31,852 worth of essential items and groceries to 200 Johor Police Community Members and provided refreshments to police officers on duty at roadblocks and near the Gemas-Johor Bahru EDTP site.

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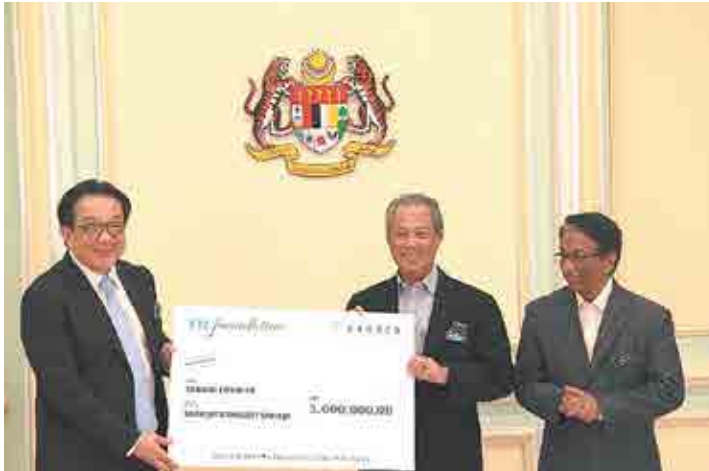


## Enriching Communities

### COVID-19 SUPPORT

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

#### Funding the Fight against the COVID-19



YTL Foundation donated RM1 million to the Government's COVID-19 Fund whilst YTL Power International also contributed RM500,000 to The Edge COVID-19 Equipment Fund.



YTL Construction donated 4,000 face masks to local authorities in Johor and three ventilators to Yayasan Sultan Ibrahim Johor. SIPP-YTL JV also provided free meals to 10,000 frontline health workers at Hospital Enche' Besar Hajjah Khalsom, Kluang, Johor.



YTL Foundation donated mobile phones, Chromebooks and essential items to Hospital Sungai Buloh to be used by frontline health workers fighting the disease.



YTLJT distributed personal protective equipment, face masks and disinfectants worth more than IDR319 million to ten local hospitals and public health centres in Probolinggo and Situbondo regencies, East Java.



YTL Corporation sponsored ten complimentary stays for Institut Jantung Negara (National Heart Institute) employees during MCO at Vistana Residences Kuala Lumpur.

# Enriching Communities

## Local Communities not Forgotten



322 families in need of food aid relief received assistance from YTL Foundation both directly and indirectly through various organisations cognisant of their plight.



Express Rail Link distributed essential items to 136 taxi drivers operating out of KL Sentral.



YTL Foundation distributed 320 reusable face masks to students, teachers and school administrators of SMK St. Mary, Kuala Lumpur as a surprise school reopening gift under the BIG GIVE campaign by 100% Project.



YTL Construction donated RM117,000 to YB Parliamentarians and ADUNS (State Assembly Representatives) along the EDTP alignment to help the poor and needy.



Geneco SG pledged to donate 1,000 meals to help the less fortunate through a social media campaign, in collaboration with The Food Bank Singapore.



Geneco SG purchased 15,000 masks from Refash Cares to assist them in their operational costs and the company also collaborated with The Food Bank Singapore in this partnership to distribute the masks to families within vulnerable communities during food deliveries.



As ComCrop's rooftop greenhouse is experiencing a greater strain to increase production due to the disrupted international food supply chains caused by the pandemic, Geneco SG committed to subsidise SGD8,400 for ComCrop's electricity bills in support of their sustainability efforts.



To help tenants through the business disruption due to the COVID-19 pandemic, total rental rebates of SGD32.2 million were provided to eligible tenants in SGREIT's portfolio. More detail can be found in the "Marketplace" section on page 104.

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## Enriching Communities



### United Kingdom

#### The New Wessex Water Foundation

In the summer of 2020, Wessex Water launched a new multi-million-pound investment providing funding and support for local communities for immediate and future needs. In response to the COVID-19 pandemic, the region-wide emergency funds will award immediate grants through community foundations to hundreds of local groups on the front line, like food banks, support for the elderly and other charities which would shut down without help because other sources of funding have disappeared.

#### Immediate Support for Local Groups

To support local groups responding to the COVID-19 pandemic, Wessex Water has:



donated **GBP120,000** to local emergency appeals with community foundations;



provided **over 6,500** hot meals for vulnerable and isolated people in the Bath community;



supported many of their employees to volunteer in their communities.

#### Wessex Water Recovery Fund

In response to the challenging economic situation which many communities will face, the Wessex Water Recovery Fund will open for applications from groups in the Wessex Water area from late 2020. It will support local groups who build social value by strengthening the resilience of local communities. This has proved to be essential in the current COVID-19 pandemic, where local groups have mobilised large numbers of volunteers and responded on the front line to help those most in need.

#### Future Investment in Communities

From 2021 the new permanent fund will provide at least GBP500,000 of funding every year to continue to support community projects, debt advices and charities dealing with those suffering the consequences of poverty through poor mental and physical health, hunger, housing and unemployment. Wessex Water will also continue to support local environmental projects, supporting the ambition to rebuild communities with new green infrastructure.



### Malaysia

#### Supporting Continued Access to Education

When the COVID-19 pandemic struck Malaysia in mid-March 2020, school children were faced with unforeseen disruptions in their study as schools were closed across the country. Students in institutions of higher learning were also affected as colleges and universities suspended in-person lectures and sent students home.

#### Learn from Home Initiative

On 25 March 2020, YTL Foundation launched the Learn from Home Initiative in collaboration with YES and FrogAsia to ensure that Malaysian children would not be adversely impacted during the period when schools were closed and could continue to learn at home without additional costs to their parents. They did this by providing free mobile data and online learning material to all students registered in Malaysian government schools to learn from home.

YTL Foundation offered up to five free YES 4G prepaid SIM cards, one for each school-going child in the family, to parents of children in Government schools and free mobile phones to students from B40 families. As the MCO continued into the months of April and May, free SIM cards were also offered to students from independent Chinese secondary schools as well as universities and colleges across the country. Free SIM cards and mobile phones were also donated to underprivileged communities.

A series of engaging English, Science and Mathematics lessons developed specifically for learning from home for students from pre-school level to Form five were developed by FrogAsia, in partnership with TFM, Pelangi Publishing Group, Kindity Montessori Preschool, Universiti Kebangsaan Malaysia and MyReaders and over 800 lessons made available for free on YTL Foundation's website. As of the end of August 2020, these lessons have been accessed over 300,000 times with the most popular being the English lessons. There are plans to add lessons in Bahasa Melayu in September 2020 with the view that the entire syllabus for the four subjects will be made available by the end of the year.

#### Number of Lessons Created



**500** English lessons



**280** Mathematics lessons



**250** Science lessons



## Enriching Communities



YTL Foundation collaborated with Deloitte Malaysia to provide free SIM cards to a total of 100 children from B40 families. With the free data provided by YTL Foundation and tablets provided by KassimChan Foundation, volunteers from Deloitte Malaysia used the lessons from the Learn from Home Initiative to provide online tutoring to these children

### Transitioning to Online Learning

As schools and institutions of higher learning were required to close during the MCO, YTL Foundation's after-school educational programmes were also suspended. YTL Foundation immediately moved the classes online and with the help of technology, the children continued to participate in the programmes. Classes on Zoom platform were conducted throughout the day, five days a week by YTL Foundation's team of teachers.



During the period between 26 March and 30 June 2020, **a total of 220 classes centered on eight distinct programmes** - English, Mandarin, Science, Mathematics, Drama, Drawing, Geography and Music which were held online. English and Science were taught using lessons from the Learn from Home Initiative.

Children from the community in Sentul as well as further away in Penang, Kedah and Sarawak including children from refugee families between the ages of seven to 16 participated in the classes conducted by dedicated volunteers. The children enjoyed the classes, learning and interacting with other children from near and far. Parents also appreciated the classes as they saw their children's knowledge, ability and confidence grow as a result of participating in the classes.



**I was so worried when the MCO was imposed and Shavitra had to stay at home and missed her learning in school. The online classes keep her time well occupied and gave her an opportunity to continue with her education. She loves quizzes, Maths, Mandarin and other subjects as well. I feel assured that she's not missing her learning even at home and able to learn independently (zooming on her own) now that I'm back at work."**

**Selva Malar**

*mother of eight-year old Shavitra from SJK(T) St. Joseph, Sentul*

### Remote but not Forgotten - Kampung Sion, Sarawak

YTL Foundation provided 24 families in Kampung Sion, Sarawak with free mobile phones under the Learn from Home Initiative so that their children could continue learning during the MCO. With these devices, the children were able to join the online classes provided by YTL Foundation. To further assist remote learning in the village, a laptop, monitor, speakers and camera were also donated to the community. These items improved the accessibility to the online classes for the children. Online learning has opened up new learning opportunities for children in remote communities that previously did not exist.

### The Story of Three Little Boys



Fiona (13), who stopped school due to financial constraints, also joined the class together with the three little boys

During an assessment held with the Kampung Sion children, YTL Foundation realised that three of the children in particular seemed to struggle more than the rest - Wilson (seven), Rafel (nine) and Karlos (eleven). These three boys are undocumented and therefore have never had the privilege of obtaining any formal education. To ensure that the three boys were not left behind, it was decided that 54C would offer separate one-hour English class every Monday to Friday. Their first class began in the first week of July and the progress has been astounding.

Perhaps most significant and most touching of all however, is the unflagging enthusiasm that the three boys, and the other children of Kampung Sion, brought to the class. Whilst connected only via a screen, they never failed to appear with pen and notes in hand, eagerly shouting out answers, fearlessly asking questions, and conversing with their teachers like old friends in a chaotic mix of Bahasa Melayu and English.

The MCO might have brought great challenges, but it has also brought a great leap of joy. 54C believes that over time, these virtual lessons will have an indelibly positive influence on the lives and future of the Kampung Sion community.

## Enriching Communities

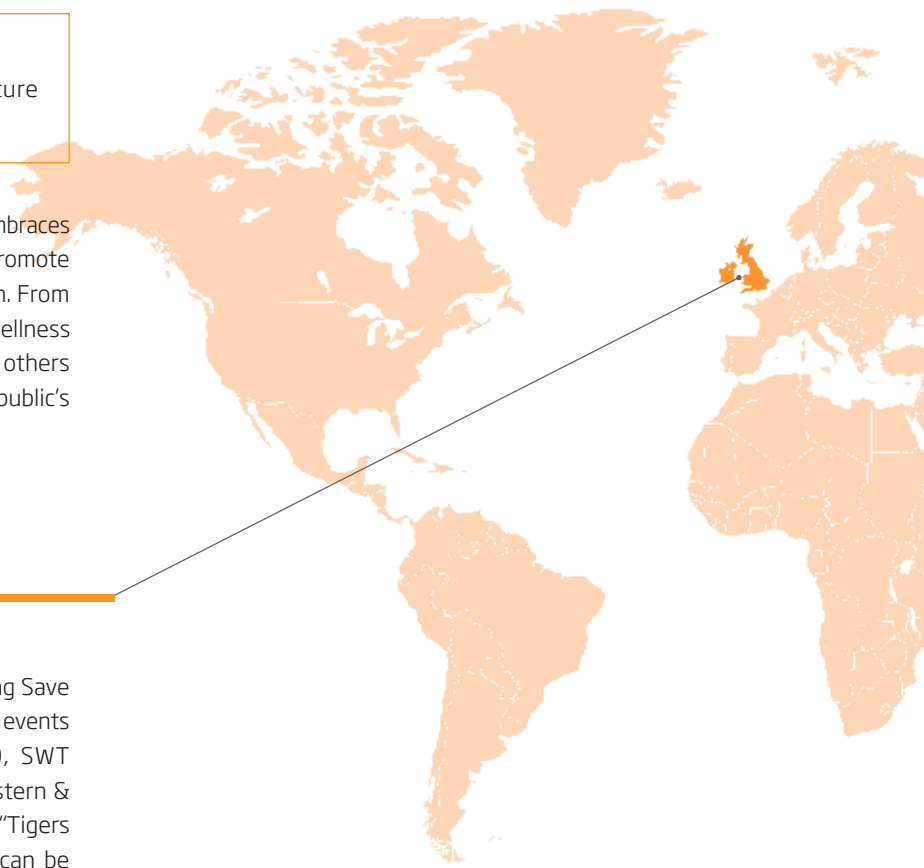
### PROMOTION OF ARTS AND CULTURE



**OUR GOAL:**

To protect and promote arts and culture for future generations

YTL Group’s engagement in the cultural life of the community embraces our long-term support for a wide range of programmes that promote and foster arts and culture in the countries that we operate in. From art exhibitions and cultural showcases to health and mental wellness events, we strive to provide a platform for local artists and others working in this area to gain better visibility and facilitate the public’s better access to arts and culture.



**United Kingdom**



**Call of the Wild**

Since 2011, YTL Hotels has been supporting Save Wild Tigers (SWT) in their global fundraising events and awareness initiatives. In FY2020, SWT launched two campaigns, namely the “Eastern & Oriental Tiger Express” and the BBC’s film “Tigers - Hunting the Traffickers”. More details can be found on page 95.



**Contemporary Art at The Gainsborough Bath Spa (TGBS)**

The three-day contemporary art exhibition was organised with the Modern Art Buyer and Rostra, featuring a festive collaboration to showcase contemporary artwork from emerging and established artists. The exhibition has reinforced TGBS’ artistic heritage and its standing as a venue for high quality artistic and cultural events.



**Bathscape Walking Festival**

Thermae Bath Spa was a key supporter of the Bathscape Walking Festival and its association with the Festival has created a natural affiliation between walking, the spa and wellness. The final event, Circuit of Bath Walk saw the participation of over 1,500 visitors and local residents exploring the countryside surrounding Bath.

**Feel Good Bath**

In support of the Feel Good Bath campaign, TGBS and Thermae Bath Spa organised a stimulating series of wellness-related events and an education programme, namely “A Perfect Night’s Sleep”, “The Truth behind Meditation” and The Midweek Reviver spa package. The diversity of the events succeeded in attracting 50 customers attending the education programme and more than 200 people booking the Midweek Reviver package. The programme was seen as celebrating the history, culture and well-being synonymous with Bath.

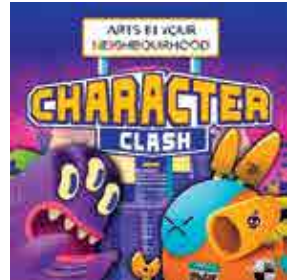
## Enriching Communities



### Singapore

#### Arts in Your Neighbourhood: Character Clash Art Exhibition

Wisma Atria was the official venue sponsor for the Character Clash Art Exhibition organised by Band of Doodlers and the National Arts Council Singapore, which showcased original characters designed by young artists. A “live” character design competition was also held on 14 March 2020.



### Australia

#### SLOW Fashion Festival

Myer Centre Adelaide (MCA) hosted the “SLOW Fashion Festival” runway show for the first time on 27 September 2019. It was the third year of the festival in Adelaide and the event aims to promote a sustainable and ecological fashion industry in Australia. The show was widely covered by media personalities and influencers which helped to raise MCA’s profile as a mall which embraces sustainable fashion.



Photo courtesy of Dimitra Koriozos



### Malaysia



#### Lottie's Cultural Splash

This was the fourth in the series of YTL Foundation’s year-end events to promote the work of social enterprises and community partners. More details can be found on page 94.



#### Elevate Yoga

Warehouse 3 at Sentul Depot welcomed its first event, “Elevate Yoga” by Elevate Events in early 2020. The community workshop attracted over 80 yoga enthusiasts including residents of Sentul West and Sentul East, and featured “The Queen of Handstands”, Marysia Do, who was specially flown in from the United States for the occasion.

#### ArtPlusD

Lot 10 plays host to the popular monthly ArtPlusD event, where local artisans sell their wares, attracting huge crowds of art enthusiasts and food lovers.



#### #Lot10NomNom

Before the COVID-19 pandemic, the terrace space of Lot 10 would be transformed into a bustling food street for the monthly Street Food Weekender, which featured a wide selection of local delicacies from Lot 10 Hutong and international bites. The event was temporarily cancelled due to the COVID-19 pandemic.



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## Enriching Communities

### YTL Foundation - Celebration of Malaysia's Multi-cultural Heritage



Malaysia

YTL Foundation collaborated with Pusat Kreatif Kanak-Kanak Tuanku Bainun on Lottie's Cultural Splash in November 2019. It was the fourth in the series of YTL Foundation's year-end events to promote the work of social enterprises and community partners.

With the help of other organisations such as Gangsapura, Malaysian Artists Society, Borneo Street KL, Temple of Fine Arts and others, visitors and students from selected schools had the opportunity to view as well as participate in the activities such as children's painting, drawing and colouring workshops, soap making workshops and blowpipe demonstrations.



The event was officially launched by Datin Kathleen Chew, Programme Director of YTL Foundation, YTM Raja Dato' Seri Azureen Binti Sultan Azlan Shah, the Chairperson of Pusat Kreatif Kanak-Kanak Tuanku Bainun and Dato' Yeoh Soo Min, Executive Director of YTL Corporation and Trustee of YTL Foundation (left to right)



Traditional dance, musical performances, arts and crafts from different parts of Malaysia were showcased at the event



All proceeds from the sales of recycled flowers and reusable bamboo coffee cups at the event were donated to charity



A toy donation booth was set up to collect toys from the public for Toy Libraries Malaysia to distribute to underprivileged children around Malaysia

## Enriching Communities

### YTL Hotels and Save Wild Tigers (SWT) - Call of the Wild



United Kingdom



A totally unique and inspiring tiger artwork was created on the exterior of the carriages, which continues to be featured on the train throughout 2020 as the train resumed its travels across Southeast Asia

With the support and involvement of YTL Hotels, SWT raised the level of awareness significantly during the “Eye on The Tiger” photographic exhibition at London’s iconic Royal Albert Hall in 2018, reaching over 100 million people globally and displayed on the high profile “Eastern & Oriental Tiger Express” journey in late 2019.

SWT partnered with the Eastern & Oriental Express, and SWT ambassador and contemporary Chinese artist, Jacky Tsai to launch the Tiger Express in late 2019. It was unveiled in Bangkok and journeyed through Malaysia to Singapore. The journey culminated with a stunning reception at the iconic Raffles Hotel, Singapore which included a YTL Hotels sponsored photo exhibition with a selection of the original photo exhibits from the Royal Albert Hall, London exhibition.

Additionally, SWT supported the British Broadcasting Corporation (BBC) in their high-impact documentary “Tigers - Hunting the Traffickers” involving many countries across the region, had its world premiere in London early March 2020. Plans are being developed to create focal events across Southeast Asia in 2022 to showcase the documentary which exposes the illegal tiger trade across Asia.



Aldo Kane, presenter of the BBC’s “Tigers - Hunting the Traffickers” (center) with the Anti-poaching Units in Taman Negara, Malaysia

“

These high impact campaigns that we create are designed to inspire all. Inspiration provides the catalyst, spark and energy to seek out creative solutions to a safer, kinder, more sustainable planet for future generations, and we thank YTL Hotels for their continued support on this journey.”

**Simon Clinton**

Founder of Save Wild Tigers

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# EMBRACING THE MARKETPLACE



## Our Commitment

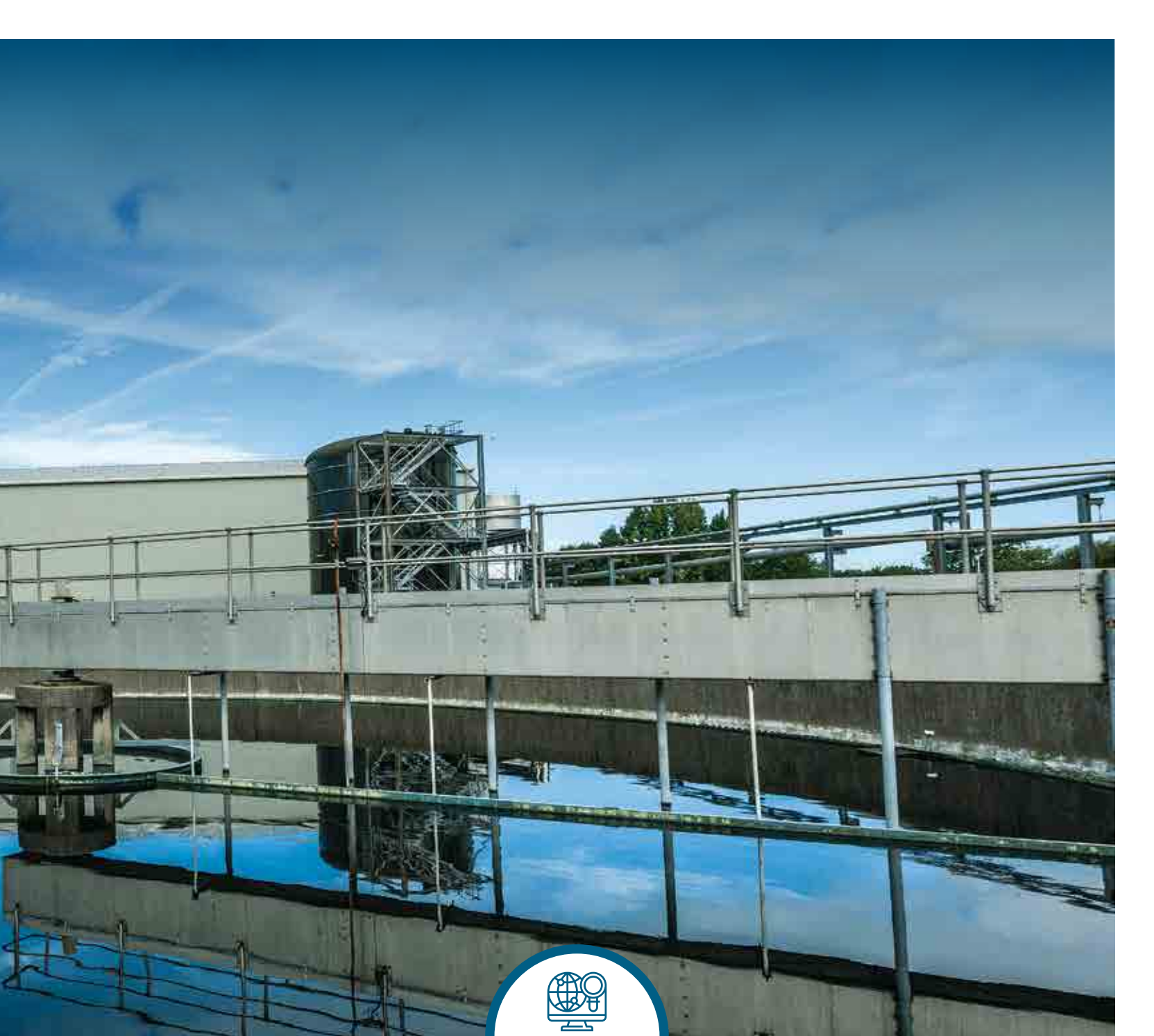
Reinforcing YTL Group's reputation as a trust-based organisation that upholds and advocates the highest ethical, sustainable and responsible business practices



## Our Approach

- Delivering sustainable growth through effective risk management and compliance
- Ensuring responsible supply chain partners and procurement processes
- Advocating responsible stewardship of resources, products and services
- Investing in sustainable solutions and innovations
- Providing a seamless customer experience to sustainably meet customers' needs





**8** DECENT WORK AND ECONOMIC GROWTH

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

**11** SUSTAINABLE CITIES AND COMMUNITIES

**17** PARTNERSHIPS FOR THE GOALS

# Embracing the Marketplace

[GRI 102-9, 204-1, 418-1]

At YTL Group, we recognise the importance in creating sustainable long-term value for stakeholders through careful planning and resource allocation. Our business performance reflects our agility and resilience, which is vital in attracting capital to fund the growth of our businesses thus making financial sustainability one of our material matters.

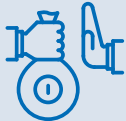
## RISK MANAGEMENT, ETHICS AND COMPLIANCE



### OUR GOAL:

To promote good business practices and governance whilst minimising impacts from risks

### PERFORMANCE HIGHLIGHTS



**100%** of YTL Group employees in Malaysia have completed **Anti-Bribery and Corruption (ABC) policy**



**92%** of total procurement spent on **local vendors**



**100 millionth** passenger on **Express Rail Link's (ERL) train services**



**98%** of customers rated Wessex Water's service as **good or very good**

Our well-structured risk management and policies help us to maintain a sound risk management system to ensure significant risks are identified and adequately managed. We also seek to uphold a culture of ethics and integrity. Following the implementation of our Code of Conduct and Business Ethics (the Code) and commitment to the United Nations Global Compact (UNGC) principles, we released a new Anti-Bribery and Corruption (ABC) policy this year to ensure that our employees and others who work with us, including suppliers and contractors understand their responsibilities to comply with YTL Group's zero tolerance for bribery and corruption within the organisation. These are made available and easily accessible on our corporate website<sup>20</sup> for employees and the public. During the reporting year, 100% of employees in Malaysia completed the ABC training.

With the updated Global Privacy Policy<sup>21</sup>, we remain dedicated to providing the highest standard of data security and privacy to safeguard personal data and privacy of our customers, employees and other stakeholders.

There were no material non-compliance incidents involving fraud, bribery or money laundering offences. We do not condone lobbying practices, nor do we make any political contributions. There were also no significant incidents of non-compliance with any relevant environmental and socio-economic laws or regulations in locations where we operate.

Further details are set out in the **Corporate Governance Overview Statement** and the **Statement on Risk Management and Internal Control** in YTL Corporation Berhad's (YTL Corp) Annual Report 2020<sup>22</sup>.

<sup>20</sup> Please view the Code and ABC Policy at [www.ytl.com/governance.asp](http://www.ytl.com/governance.asp)

<sup>21</sup> Please view our Global Privacy Policy at [www.ytl.com/privacypolicy.asp](http://www.ytl.com/privacypolicy.asp)

<sup>22</sup> YTL Corp's Annual Report and Corporate Governance Report 2020 can be downloaded from our website at [www.ytl.com](http://www.ytl.com), as well as the website of Bursa Malaysia Securities Berhad at [www.bursamalaysia.com](http://www.bursamalaysia.com)

# Embracing the Marketplace

## SUSTAINABLE SUPPLY CHAIN



**OUR GOAL:**

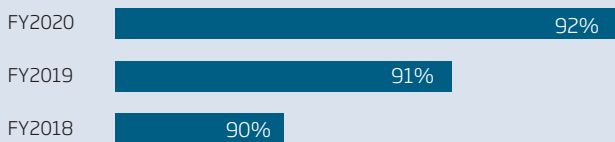
To promote responsible and sustainable supply chains

We place great importance on supply chain management. Over the years, we have integrated sustainability elements into our procurement processes. We have a set of guidelines – the Code, ABC Policy, and YTL Group Corporate Statement on ethical purchasing in place, to guide our vendors to practise responsible ethics and business strategy that adhere to our environment, health and safety, as well as social rights and ethics commitments. Our vendors’ performance is regularly monitored and assessed to synergise opportunities for improvement through partnerships between the company and business partners under the effective supply chain risk control. Any non-compliance is followed by a warning notice which may lead to penalties and/or termination of contract(s).

### Sourcing Locally

Our business operations in different countries allow us to add value to the local economy and create employment opportunities for local communities. We source our raw materials locally whenever possible to support local vendors which indirectly stimulates domestic economic growth. In our ongoing efforts to localise supply chains and improve how we purchase goods and services to support good governance and nation building, we are committed to collaborate with transparent, ethical as well as socially and environmentally responsible vendors. The proportion of spending on local vendors has been steadily rising over the years and in FY2020, we spent 92% of our total procurement value with local vendors.

#### Proportion of Spending on Local Vendors



**Note:** Data covers YTL Jawa Timur, YTL PowerSeraya, Wessex Water



The periodic assessment conducted by YTLJT reviews the performance of contractors, vendors and suppliers on human rights issues such as child labour as well as forced and compulsory labour which are regulated by the Indonesian labour laws

YTL Jawa Timur (YTLJT) conducts annual audits at their labour supply contractors’ offices to ensure they comply to all prevailing regulations related to health, safety and environment, energy management as well as compliance to local labour laws. In addition, YTLJT also conducts periodic vendor assessment to review their suppliers’ performance. As a result, YTLJT has reduced and/or ceased the sourcing of chemicals that are considered harmful to the environment and currently works with licensed companies to recycle and dispose waste responsibly.

The supply chain management of YTL Starhill Global REIT Management Limited (YSGRM), the manager of Starhill Global Real Estate Investment Trust (SGREIT) includes their property managers, tenants and suppliers for various services. Compliance with local government regulatory and legal requirements is a criterion for appointed contractors and service providers. Potential tenants and suppliers are also evaluated and selected based on their reputation, track records and expertise in their field to ensure common standards across SGREIT’s business units. For engagements that are complex or entail high financial risk, due diligence is carried out to ascertain their financial standing and track record for heightened risk.

In 2018, Wessex Water performed a thorough gap analysis against the ISO 20400 Sustainable Procurement which was verified by an independent expert. Taking recommendations forward, Wessex Water has enhanced the good work already undertaken in the business, conducted a sustainable procurement risk assessment and is working to improve their prequalification question bank for use during the supplier tender process. Wessex Water is part of a utilities-wide working group in the United Kingdom (UK) with a vision to eradicate modern day slavery throughout supply chains.



## Embracing the Marketplace

### PRODUCT STEWARDSHIP AND INNOVATION



**OUR GOAL:**

To provide innovative and sustainable solutions as well as a satisfactory experience to customers

One of the most distinctive changes in markets over time has been the expansion in the choice of goods and services available to consumers. We begin with an in-depth understanding of customer expectations, and accurately develop the right products or services in order to meet the demands of the customer in each segment. We focus on solving customers' challenges using innovation and digital technology as tools to develop high value-added products and services.

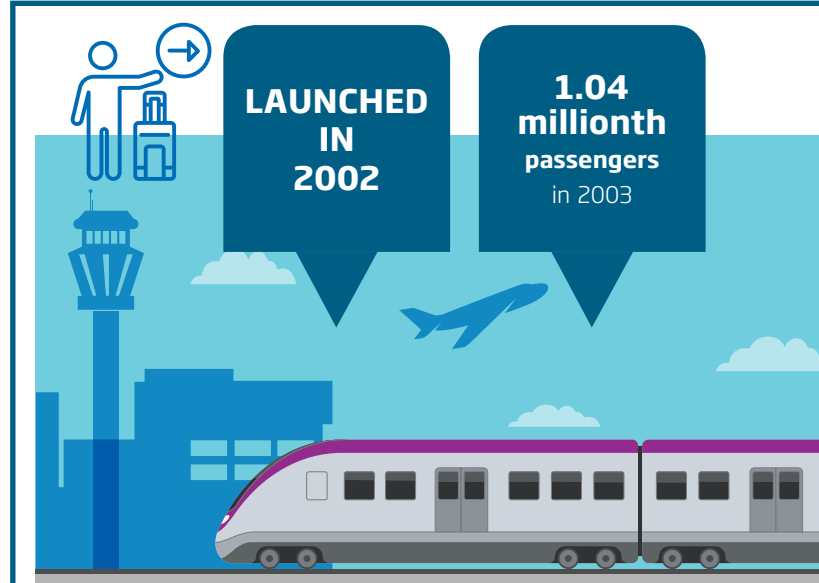
Most of our key business units are certified under ISO 9001 Quality Management Systems, ISO 14001 Environmental Management Systems, ISO 45001/OHSAS 18001 Occupational Health and Safety Management Systems. YTL Communications (YES), YTL Power Services and YTL PowerSeraya attained ISO 27001 Information Security Management System certification, YTL Cement and YTLJT attained ISO 50001 Energy Management Systems certification, The Majestic Hotel Kuala Lumpur is certified with ISO 22000 Food Safety Management Systems, whilst YTL PowerSeraya, YSGRM and YTL Starhill Global Property Management were awarded the Project Eco-Office certification for their green practices at their workplaces.



Malaysia

#### Express Rail Link (ERL) - Celebrating 100 Millionth Passenger Onboard

2019 was a memorable year for ERL as they achieved a commendable milestone by hitting the 100 millionth passenger onboard the train service. The year also saw ERL introducing various initiatives benefitting family travel, solving last mile transportation issues as well as encouraging going cashless on public transport and supporting Visit Malaysia Year 2020.



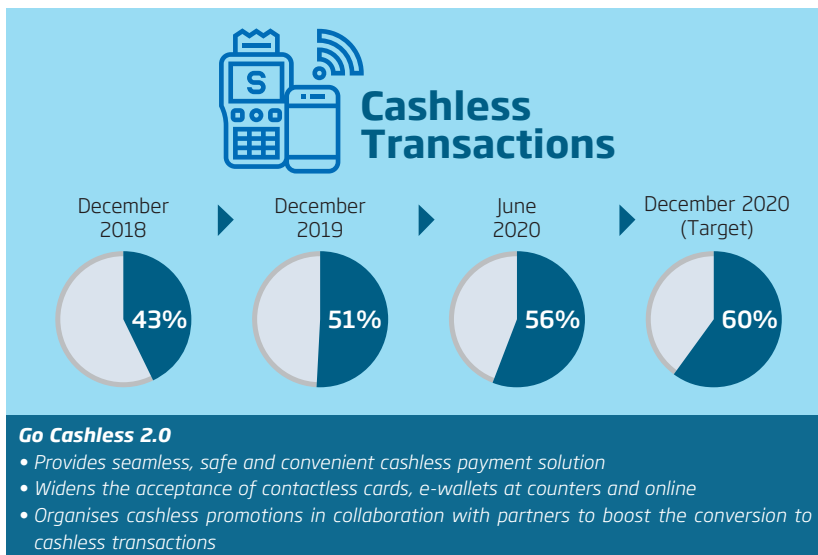
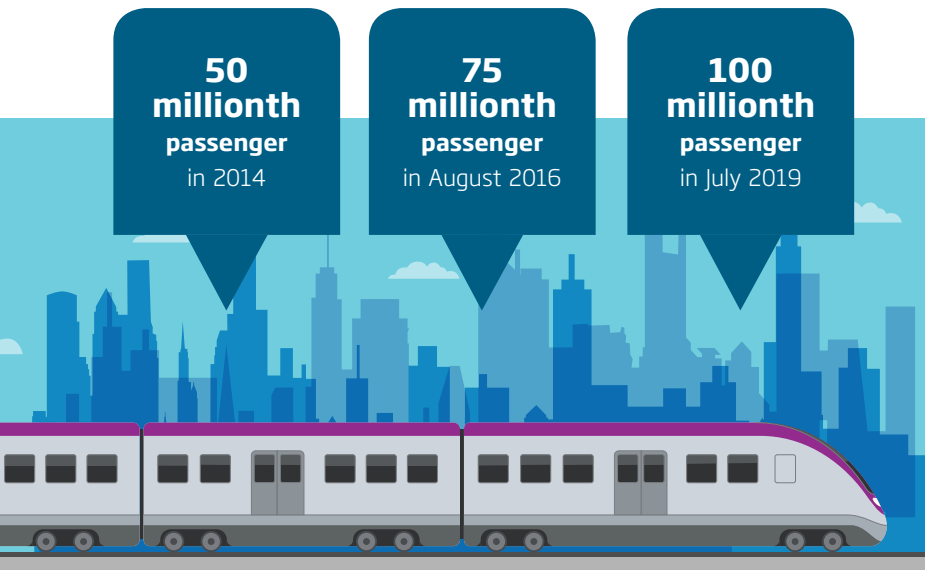
The 100 millionth passenger, Egyptian tourist Sherif Radwan presented with the grand prize of a trip for two to Japan. Other passengers, however, did not leave empty handed – they each received a Klook voucher to book travel activities and services, gifts and snacks



**GoCar Partnership**

- Improves mobility requirements and addresses the inconvenience of last mile transportation
- Offers bundled train ticket(s) and car-sharing services to and from KLIA and KLIA2 with GoCar at selected ERL stations

## Embracing the Marketplace



### Kids Travel Free

- Encourages families to travel through affordable public transport and minimise their carbon footprint
- Children below six years old travel for free when accompanied by a fare paying adult passenger (previously below two)
- Older children are charged adult fares only if they are 16 years or older (previously above 13)



### Visit Malaysia 2020

- Supports the government in achieving the campaign target of 30 million tourist arrivals
- Holds cultural performances by National Department for Culture and Arts as a welcome gesture for foreign and domestic travellers
- Campaign cancelled due to COVID-19 pandemic

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## Embracing the Marketplace

### YTL Land & Development (YTL L&D) - The Way Forward for Green Design

Menara YTL, the new headquarters for YTL Group of companies developed by YTL L&D, was completed in 2019 and awarded the Gold Rating by the Green Building Index (GBI) accreditation panel.

The 41-storey tower at Jalan Bukit Bintang marks an inspiration for new benchmarks in innovative design and sustainable energy concepts. Its distinctive glass façade employing sleek and slim eye-catching design elements and a “crystal” finish is achieved through artfully folded glass, to create a gem-like effect with variations in light reflection and contrasting textures.

From the onset, YTL L&D has established clear goals to reduce energy consumption in line with their commitment to sustainable development. The building employs effective controls and intelligent building management systems as well as energy efficient and eco-friendly equipment such as carbon dioxide (CO<sub>2</sub>) sensors to control outdoor air intake, daylight and motion sensors for control of lighting, regenerative drive lifts, photoelectric sensors for window perimeters of office areas and carbon monoxide (CO) sensors in the car park.

#### Menara YTL





**Energy Efficiency**  
 Makes use of double-glazed windows for better heat insulation, motion-sensing LED lighting, variable speed drive machines as well as a heat recovery technology to achieve better energy efficiency and reduced energy wastage

---



**Water Efficiency**  
 Water efficient fittings as well as digital water meters connected to the building management system installed to improve water efficiency. A rainwater harvesting system has also been installed to collect non-potable water and reduce stormwater runoff

---



**High Ratio of Open Space to Development Footprint**  
 Almost 50% of the site area (excluding the building footprint) is dedicated to calming green areas and attractive landscaping

---



**Zero Ozone Depletion Potential Refrigerant**  
 Use of non-CFC refrigerant in air-conditioners which is more environmentally friendly and protects the health and well-being of employees

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**Thermal Comfort Workplace**  
 Utilises a combination of demand-controlled ventilation systems and temperature control sensors to promote energy savings and appropriate comfort levels for employees



# Embracing the Marketplace

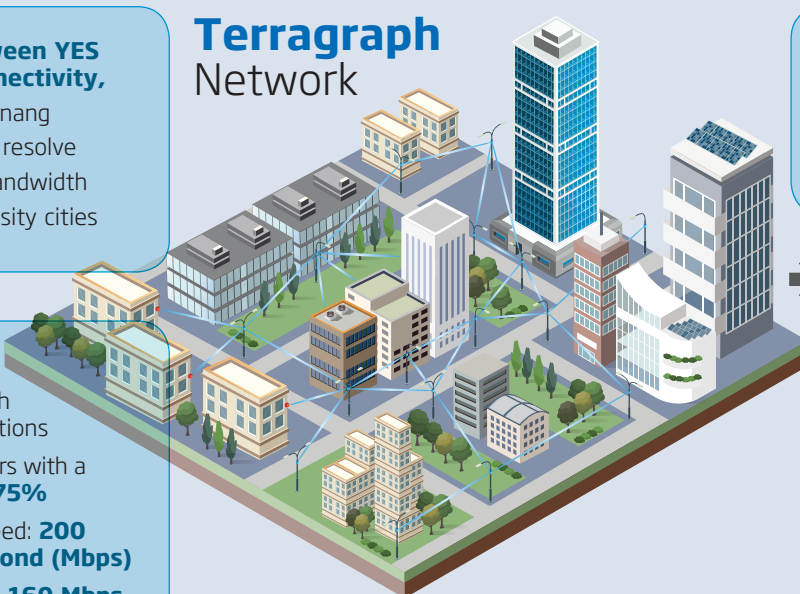
## YTL Communications (YES) - Technology Advancement in Connectivity

YES is leading the way in developing ground-breaking projects as well as reimagining digital services and strategies which deliver a sound Internet surfing experience for the public. YES first launched Asia's Terragraph trial in Georgetown, Penang in 2018 and following up in 2019, the Gigawire trial was launched in Kuala Lumpur. These initiatives are in line with the government's vision of the National Fiberisation and Connectivity Plan (NFCP) 2019-2023, aiming to improve broadband quality and coverage, reducing broadband prices and enabling Internet access for all. As a result, YES clinched the Connectivity - Telecommunications trophy at the inaugural Malaysia Technology Excellence Awards 2019.

### YES Terragraph and Gigawire Trial

**Collaboration between YES and Facebook Connectivity,** with support from Penang State Government to resolve the urban network bandwidth challenge in high-density cities

## Terragraph Network



**Fixed Wireless Access**

- 120 parties benefitted
- 50-172x Internet speed
- 93% positive rating

**Free Public WiFi**

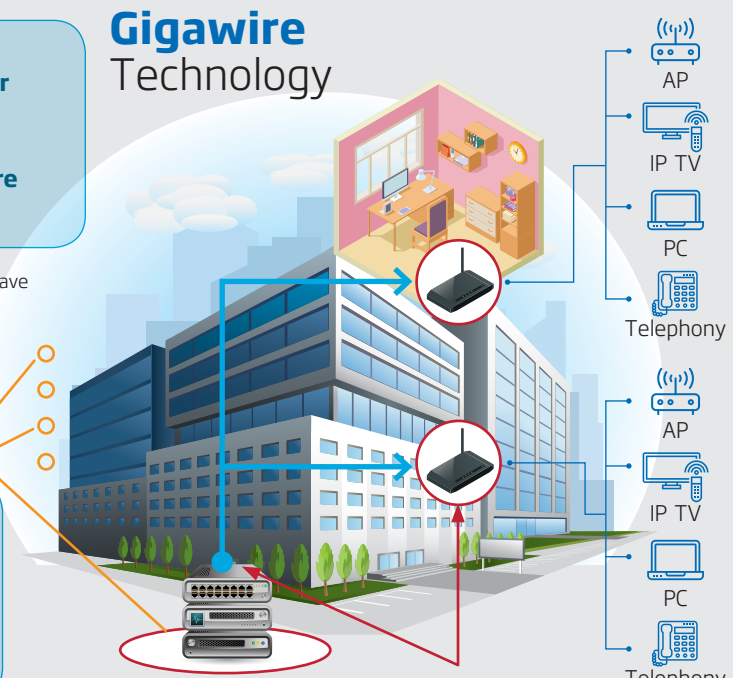
- 472 YES Terragraph nodes over 50 locations
- 33,000 unique users with a retention rate over 75%
- Peak Download Speed: 200 megabits per second (Mbps)
- Peak Upload Speed: 160 Mbps

**How it works?**

1. Distribution nodes deployed on street level furniture
2. YES Terragraph nodes providing connectivity to WiFi and small cells
3. Ethernet access brought to buildings

Introduced by YES to **modernise existing copper cable buildings** to deliver fixed high-speed broadband **without the need to rewire existing structure**

## Gigawire Technology



Currently working on **technology integration between Gigawire and Terragraph** in Penang to enable buildings with existing copper wire cables to receive faster broadband service

One of the test building managed to reach **more than 800 Mbps** as opposed to legacy technology that clocks around one Mbps

**Gigawire equipment**

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## Embracing the Marketplace



Singapore

### YTL PowerSeraya - Fraud Risk Management

As part of YTL PowerSeraya's fraud risk management, the Enterprise Risk Management Department conducted the Spent Risk Analysis (SRA) as well as an audit of IT-related transactions. Both audits, which covered the operations of the three company sites (corporate office, Pulau Seraya Power Station and Jurong Power Station) did not identify any incidence of fraudulent transactions made in FY2020.

The SRA involved the internal audit of the procurement and payment processes to ascertain that there were no unauthorised transactions such as duplicate payments and invoices billed before purchase orders were raised. The internal audit of IT-related transactions sought to determine if there were any unauthorised IT requests or release management of IT systems (e.g. billing systems, customer relationship management and trading systems) that would have financial implications or impacts on customers.










### Starhill Global REIT (SGREIT) - Satisfactory Tenant with Us

Customer satisfaction plays an important role towards business success. Surpassing customer expectations by measuring and improving customer satisfaction helps to maintain long-term relationships with customers and attract new customers in competitive business environments. YTL Starhill Global REIT Management Limited (YSGRM), the manager of SGREIT conducts a survey on the satisfaction of tenants annually to gather feedback in order to analyse and identify potential gaps, areas of improvement and appropriate follow-up actions, in addition to measuring various metrics of performance.

To help tenants through the business disruption due to the COVID-19 pandemic, total rental rebates for eligible tenants in SGREIT's portfolio, including an allowance for rental arrears and rebates for Australian tenants, amounting to approximately SGD32.2 million was recorded in FY2020. The aggregate amount also includes approximately SGD15.2 million of property tax rebates<sup>23</sup> for eligible tenants and estimated cash grants<sup>24</sup> for eligible small and medium enterprises (SMEs), both funded by the Singapore Government.

In addition, we listen to feedback from our tenants and formulate constructive efforts from there. In FY2020, 176 customer satisfaction surveys were sent to office and retail tenants and 82.8% of 87 tenants who responded were satisfied with the services rendered.

### YSGRM's Extended Support and Precautionary Measures During the COVID-19 Pandemic

Extended Support for its Tenants	Precautionary Measures for the Public
 Rental rebates and assistance	 Deployment of cleaning and disinfecting robots using advanced Ultraviolet-C (UV-C) technology for more frequent cleaning and disinfection to create a safe environment
 Marketing assistance	 Travel declaration, temperature screening and queue management
 Flexibility on operating hours	 Installation of photocatalytic and UV-C light in the air handling units (AHUs) to provide clean indoor air
 Free parking and promotional offers	 Application of antivirus, antimicrobial and antifungal coating spray onto high-touch points such as lift buttons and escalator handrails
	 Equipping all sliding doors with auto-sensor capabilities for contactless entry



Temperature screening for all customers and visitors with queue management as well as digital check-ins and check-outs for contact tracing purposes



Antivirus, antimicrobial and antifungal coating applied onto escalator handrails and lift buttons

<sup>23</sup> Property tax rebate as per the Budget 2020 announced by the Singapore Government on 18 February 2020 and the Resilience Budget announced on 26 March 2020

<sup>24</sup> The Government announced on 26 May 2020 as part of the Fortitude Budget, a Government cash grant to qualifying property owners that would provide relief for SMEs operating in qualifying non-residential properties

## Embracing the Marketplace



### United Kingdom

#### Wessex Water - Going the Extra Mile for Our Customers

This year, Wessex Water announced their business plan for the period 2020 to 2025 after consultation with more than 140,000 customers through surveys and independent focus groups to gather their views on bills and services. With a staggering GBP1.4 billion investment, Wessex Water strives to deliver the best overall customer and environmental service levels in the industry in the areas that matter most to customers, including: drinking water quality, avoiding pollution, supply interruptions and customer service. Wessex Water also aims to provide affordable bills for every household by adjusting the bills based on the ability to pay, for those on lower incomes and by helping all customers save water. Through working with partners, Wessex Water also assists their customers to reduce other utility bills by helping the customers to reduce energy use.

The Tailored Assistance Programme (**tap**) offers tailored solutions to customers with affordability problems through a range of schemes, and low rate tariffs to help them with their charges and to repay debts, along with practical tips to reduce water and energy use. Over 14,000 customers are receiving discounts of up to 90% through the main social tariff, Assist, and more than 20,000 low income pensioners receive discounts of around 20% on their bills through the Pension Credit Discount. The affordability assistance and partnering with the debt advice sector will become more important over the coming months as the economy attempts to recover from the impacts of the COVID-19 pandemic. Wessex Water has been supporting customers in the short term with payment holidays or lower value payment plans, but they expect more to seek their help and support to get back on track through lower rate tariffs and debt repayment schemes. For the frontline, uniformed National Health Service (NHS) workers, the company offered a GBP50 bill rebate to offset their additional laundering costs. More than 10,000 key NHS employees have signed up for this rebate.



Currently, **tap** is helping more than 47,000 customers, marking an increase of 9% against the previous year

#### Industry Leading Customer Service



**Achieved top spot in Ofwat's<sup>25</sup> efficiency ranking**, delivered industry leading customer service and operational performance, returned to "industry leading" status in the Environment Agency's environmental performance assessment



**98% of customers** rated Wessex Water's service as good or very good. The Customer Service Excellence Award was renewed for the fourth time



Fewest complaints per **10,000 customers** of any water and sewerage company for the ninth year running



**83% of customers** reviewing Wessex Water on consumer review website Trustpilot<sup>26</sup> gave the company a five-star rating

#### 3D LiDAR Modelling of Tunnels in Semi-turbulent Flow

Wessex Water believes that driving innovation could help to optimise their operations and resolve some of the difficulties they faced. Last year, Wessex Water's efforts in innovation resulted in a way to utilise robotic technology in trenchless sewer repairs called, the "Re-rounder". This year, Wessex Water went further and collaborated with Headlight Artificial Intelligence (AI) to develop and innovate a solution for the survey and modelling of sewer tunnels with Light Detection and Ranging (LiDAR) technology.

- Aims to mathematically discount the effects of turbulent flow and avoid man-entry, which traditionally is an expensive, dangerous and time-consuming task.
- The innovative collaboration has won Wessex Water the UK Institute of Water South West Area Innovation Awards 2020 and second place for the UK Institute of Water 2020 National Innovation Awards.



##### Step 1:

Deploying a multi-sensor system on a floating platform in a large critical sewer to conduct a high accuracy 3D survey of the asset in semi-turbulent flow



##### Step 2:

The data collected processed to account for the motion of the system and utilising AI to obtain insights into the sewer's condition to identify defects in a faster and more accurate manner

<sup>25</sup> Ofwat is the Water Services Regulation Authority that is responsible for economic regulation of the privatised water and sewerage industry in England and Wales

<sup>26</sup> Trustpilot is an independent online ratings service: [www.trustpilot.com](http://www.trustpilot.com)



# GRI Content Index

[GRI 102-55]

## CUSTOM CONTENT INDEX - 'IN ACCORDANCE' CORE

This Content Index provides an overview of the GRI Standards Disclosures made in this report and the YTL Corporation Berhad Annual Report 2020.

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102-3	Location of headquarters	Annual Report
102-4	Location of operations	Annual Report
102-5	Ownership and legal form	Annual Report
102-6	Markets served	Annual Report
102-7	Scale of the organisation	Annual Report
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102-11	Precautionary Principle or approach	11
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<b>STRATEGY</b>		
102-14	Statement from senior decision-maker	02-07
<b>ETHICS AND INTEGRITY</b>		
102-16	Values, principles, standards, and norms of behaviour	10
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102-18	Governance structure	11
<b>STAKEHOLDERS ENGAGEMENT</b>		
102-40	List of stakeholder groups	12
102-42	Identifying and selecting stakeholders	12
102-43	Approach to stakeholder engagement	12
102-44	Key topics and concerns raised	12
<b>REPORTING PRACTICE</b>		
102-45	Entities included in the consolidated financial statements	Annual Report, 01
102-46	Defining report content and topic Boundaries	01
102-47	List of material topics	13
102-48	Restatements of information	No restatements were made
102-49	Changes in reporting	13
102-50	Reporting period	01
102-51	Date of most recent report	01
102-52	Reporting cycle	01
102-53	Contact point for questions regarding the report	01
102-54	Claims of reporting in accordance with the GRI Standards	01
102-55	GRI content index	106
102-56	External assurance	No external assurance was made

## GRI Content Index

### SPECIFIC STANDARD DISCLOSURES

GRI Standards	Description	Page
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# HOME ENERGY SAVING TIPS



## Use natural light when possible

A single window facing the sun can illuminate 20 to 100 times its area, so switch off the lights and maximise the use of natural light.



## Manage power settings

Set the power management settings of your computer to Energy Saver Mode and get rid of the screen saver. This cuts energy consumption and prolongs the computer's battery life!



## Unplug unused devices or install a power strip to cut off standby power

Vampire or phantom energy is the electricity that electronics pull from the outlet while plugged in, even when the device is off and it can use as much as 10% of your home's energy.



## Refrigerate at the right level

Set your refrigerator temperature to the manufacturer's recommended level to avoid excessive cooling.

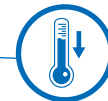
## Unplug your phone charger

Do not leave your mobile phone plugged in overnight. It only takes a couple of hours for a full charge.



## Consider installing a solar water heater

One of the most effective ways to cut energy bills is to generate your own energy. A solar water heater is 50% more efficient than gas or electric water heaters.



## Reduce energy for water heating

Take simple steps such as lowering your water heater's temperature and installing low-flow shower heads.



## Use cold water when washing your clothes

This not only extends the lifespan and vibrancy of your clothing, but also saves 90% of the energy that would have been used to heat the water.



## Swap to LED bulbs

LED bulbs are 90% more efficient, contain no harmful gases, and can last more than ten years!



## Switch off unnecessary power

Switch off everything before heading out the door, such as lights, bathroom vents, computers and televisions.

Source:

[www.directenergy.com/learning-center/25-energy-efficiency-tips](http://www.directenergy.com/learning-center/25-energy-efficiency-tips)

[www.bhydro.com/powersmart/residential/savings-and-rebates/everday-electricity-saving-tips.html?WT.mc\\_id=rd\\_21tips](http://www.bhydro.com/powersmart/residential/savings-and-rebates/everday-electricity-saving-tips.html?WT.mc_id=rd_21tips)

[www.green.harvard.edu/tools-resources/green-tip/top-10-home-energy-saving-tips#:~:text=2,used%20to%20heat%20the%20water](http://www.green.harvard.edu/tools-resources/green-tip/top-10-home-energy-saving-tips#:~:text=2,used%20to%20heat%20the%20water)

**Be Part of the Solution** by starting with energy saving at your home.  
Together we can help in **Making a Good Future Happen.**

YTL Corporation  
Berhad





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